

PPS Strategic Plan Framework Stakeholder Input Comments What Works Well?
December 2023 - January 2024

Respondent Type	Comments	Category Main	Category 2	Category 3	Category 4
Employees	Theme A-having student centered activities really work well. Problem I have though is that some of the trainings I go to, I feel like they are not giving us examples/ideas to do those activities. Or even have other teachers share ideas. Its an I I I feeling when I go to meetings instead of we as a collective working together.	Academic Quality & Relevance	Concern		
Employees	exploring and improving the quality and safety of education prior to reconfiguring the schools; consolidation is necessary with declining enrollment	Academic Quality & Relevance	Facility Footprint & Resources		
Employees	This framework provides the possibilities to change the resources to provide students with options toward achieving their educational goals. In particle , I feel that career readiness should become a priority. For example, providing students with options such as Vocational programs, trade schools, and providing the programs from elementary to middle to high school. Theme C can help maximize and optimize resources to provide students with real life choices in the school environment to prioritize their educational needs.	Academic Quality & Relevance	Facility Footprint & Resources		
Parents	love that academic and racial equity is prominent in these strategic plans	Academic Quality & Relevance	Focus on Equity		
Parents	Improving quality of the education provided by pps, working to make the schools more equitable.	Academic Quality & Relevance	Focus on Equity		
Comm Members	Glad to see the focus on relevance and excellence. Also, like to see the goals for a culture of hope and belonging. The community outreach is smart, but must come with transparency and trust to be effective.	Academic Quality & Relevance	Partnerships and Community		
Parents	Being open and able to expand instruction and curriculum is great and important to keep kids interests and stay relevant. I think also embracing families is great and something that culturally we have moved away from.	Academic Quality & Relevance	Partnerships and Community		
Parents	Culturally relevant instruction. Career and post high school education. Promote student interests and self expression. Ensure student safety. Consolidate to maximize resources. Expand access to community resources	Academic Quality & Relevance	Safe, Engaging & Inclusive	Facility Footprint & Resources	Partnerships and Community
Principals	A,B,C, D topic areas are solid in terms of addressing key areas that needs to be address.	Academic Quality & Relevance	Safe, Engaging & Inclusive	Facility Footprint & Resources	Partnerships and Community

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Employees	Theme A, B and C work well in theory.	Academic Quality & Relevance	Safe, Engaging & Inclusive	Facility Footprint & Resources	
Parents	I agree that A, B, and C are top priorities.	Academic Quality & Relevance	Safe, Engaging & Inclusive	Facility Footprint & Resources	
Parent & Employee	Themes A-C seem reasonable.	Academic Quality & Relevance	Safe, Engaging & Inclusive	Facility Footprint & Resources	
Parents	THEME-A I would like to be more specific with exactly what the curriculum and instruction would actually look like. Same with what student centered options we have to be transparent and specific. THEME-B I like. Student safety is very important. We have to make sure that includes not just what the students want, but making sure they aren't placing themselves in danger with the decisions, and/or the lack of the right decision being made on their part. Supporting and cultivating student behavior will be imminent to the success of their future. THEME-C Consolidating schools is the short- term goal and the goal because the city doesn't pull as much from property taxes as suburban schools do. So I guess this is the next best thing right now. Consolidating schools will have it's other challrnges (transportation eith the shortage of bus drivers). The rest of theme-C is needed desparately (New Infrustructure, updated design to reflect career driven careers, Stem careers, as well as the healthcare and education fields.	Academic Quality & Relevance	Safe, Engaging & Inclusive	Facility Footprint & Resources	
Parents	Themes A, B, D	Academic Quality & Relevance	Safe, Engaging & Inclusive	Partnerships and Community	
Parent & Employee	Relevance, safety, community collaboration	Academic Quality & Relevance	Safe, Engaging & Inclusive	Partnerships and Community	
Parents	Post high school preparation, DEI efforts, Partnerships, Student safety,	Academic Quality & Relevance	Safe, Engaging & Inclusive	Partnerships and Community	

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Parents	Theme A: Students need experiential learning opportunities. Kids need hands-on projects and demonstrations. TikTok has changed this generation's learning style. Theme B: The only way you can do this is if you get rid of a LOT of teachers or somehow revive their commitment to their students. A lot of PPS teachers are burned out and mean (to students and to parents). Reward the best teachers that actually try (because they are angels!). Theme D: You need some kind of coordinating body for all of these nonprofits in the schools. There are too many siloes. Also, principals need to be told to include the community. There is too much school-level control in this city and there are some very awful principals who only care about discipline (that hasn't worked for anyone).	Academic Quality & Relevance	Safe, Engaging & Inclusive	Partnerships and Community	
Comm Members	Themes A, B and D have objectives that will help work with the whole students and provide support for all within the district.	Academic Quality & Relevance	Safe, Engaging & Inclusive	Partnerships and Community	
Employees	Improving instruction and curriculum; building hope; community partnerships.	Academic Quality & Relevance	Safe, Engaging & Inclusive		
Students	Themes A and B reflect students' opinions and desires the most. If enough stress and attention is placed on these ideals, PPS can grow to become a well-suited district.	Academic Quality & Relevance	Safe, Engaging & Inclusive		
Principals	Theme a and b go handed in hand because safe enviroment is meant for the success of the students	Academic Quality & Relevance	Safe, Engaging & Inclusive		
Employees	Themes A or B	Academic Quality & Relevance	Safe, Engaging & Inclusive		
Assistant Principals	Number 3 under theme A - CTE Programs beneficial to students	Academic Quality & Relevance			
Assistant Principals	Talking about careers in post High School education	Academic Quality & Relevance			
Assistant Principals	all impact classroom instructions and student learning	Academic Quality & Relevance			
Community	Like the plan goes beyond graduation	Academic Quality & Relevance			
Community	Language inclusive to students not going to college	Academic Quality & Relevance			
Community	agreement with theme a	Academic Quality & Relevance			
Employees	Relatable instruction.	Academic Quality & Relevance			

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Employees	I appreciate that there will be an emphasis on culturally relevant, student-centered learning, and career development integration. Moving in multiple areas to improve community partnerships is appreciated too.	Academic Quality & Relevance			
Employees	Culturally responsive curriculum and instruction should be prioritized. Arts, vocational ed, and sports should also be enhanced. However, the most important aspect is more funding directed to frontline staff working in classrooms with students.	Academic Quality & Relevance			
Employees	We definitely need to increase the amount of options for college/university alternative goals for students (including technical training/certification options for high schools)	Academic Quality & Relevance			
Parents	hands on learning	Academic Quality & Relevance			
Parents	Theme A- improve quality and relevance of education.	Academic Quality & Relevance			
Parents	improving quality of academics	Academic Quality & Relevance			
Parents	Trying to better academic growth.	Academic Quality & Relevance			
Parents	I am happy that the arts are included in this.	Academic Quality & Relevance			
Parents	Students are engaged in their learning, with expanded relatable and culturally relevant instruction.	Academic Quality & Relevance			
Parents	Comprehensiveness and acknowledgement of curriculum-related themes/objectives (as opposed to "just" measures for ensuring inclusion, parity, health etc) in the plan	Academic Quality & Relevance			
Parents	The outcomes and themes are great! Ensure constituents are on board with what it means to improve the relevance of academic experiences	Academic Quality & Relevance			
Parents	Preparing the students for post secondary education as well as the workforce.	Academic Quality & Relevance			
Parents	Career education added, this is news to me for a PPS metric. It is great.	Academic Quality & Relevance			
Parents	Students prepared for success in life.	Academic Quality & Relevance			
Parents	Giving students options and expanding the curriculum.	Academic Quality & Relevance			
Principals	CTE	Academic Quality & Relevance			

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Principals	Enhancing career and post high school initiative and hoping it includes internships	Academic Quality & Relevance			
Students	theme A expanding cultural experiences within the schools	Academic Quality & Relevance			
Parents	I'm glad to see a commitment to improving academic experiences. I hope that means for all students in all schools, and includes 'special' areas as well as math and reading. A well rounded education is key. And the arts are what brings kids back to school each day.	Academic Quality & Relevance			
Employees	improving student excellence	Academic Quality & Relevance			
Students	preparing students of success of life- the CTE programs are working well	Academic Quality & Relevance			
Comm Members	In theme D number 2, embracing all families as partners, it might be difficult to include newer families in the country as has been seen and experienced in my own community. Other things should work well.	Concern	Overall Positive		
Parents	The themes are what I would expect from the district. However, Theme C is disappointing because it means that the loss of student population has not changed since 2020 (or might be going down). Theme C also reflects the expectation of future population loss, and with the demise of the Pittsburgh Promise I envision this, too.	Concern			
Pittsburgh DHS	Homeless kids are not getting to school because of the distance	Concern			
Principals	It's a lot to manage, especially with K-8 model	Concern			
Employees	I think the ideas only work if properly funded. For example, Advance inclusionary practices is great if it is funded(from Pre k - 12th)grade to work. That means additional staff for support and planning. Positive behavior support is fantastic when you have mental health supports in building to support students in crisis. Because no PBIS plan or Restorative practice plan is going to assist a student in crisis. Please consider drastically improving the way funds are allocated to these topics. Saying we are going to do this is not enough.	Concern			
Employees	It's alot to take in - can it be streamlined?	Concern			
Parents	It is odd to present the strategic plan this way and ask for feedback. A strategic plan's success really depends upon measurable outcomes, which aren't listed here, and how it is implemented to achieve those outcomes.	Concern			
Pittsburgh DHS	Transportation	Concern			

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Parents	PUT METAL DETECTORS AND A GUARD AT EVERY ENTRANCE SICK OF THE FEAR WHY IS THIS NOT ADDRESSED?? BETTER SCHOOL LUNCHES THEY ARE NOT HEALTHY/GOOD QUALITY ALSO AIR CONDITIONING FOR SUMMER	Concern - safety	Concern		
Employees	What works well is that you need to focus on safe schools. Parents WILL NOT send their student(s)/enroll in our district if the schools are not safe. Students need to be held accountable for their actions while learning to make better choices. Also, those in positions of authority need to have the tools to enforce safety in the schools. For example, additional security officers, working cameras etc. In addition, our schools MUST be reconfigured to better utilize space and resources. We have some schools that have plenty of space to use and others that are packed. Also, for the sake of the district's survivability our buildings need to be closed/consolidated.	Concern - safety	Facility Footprint & Resources		
Parent & Employee	Students are not safe. Teachers are not safe. There is a major lack of discipline for violent students.	Concern - safety			
Parents	SEL and cultural fluency is considered an important part of education, possibly redesign school configurations (if more neighborhood focused, having same resources across schools), improving infrastructure, and aligned partnerships within communities.	Consideration of Social Emotional Health	Partnerships and Community	Partnerships and Community	
Community	Making a point to address student and safety with emotinal and social learning in the classroom.	Consideration of Social Emotional Health	Safe, Engaging & Inclusive		
Employees	Students are socially and emotionally healthy.	Consideration of Social Emotional Health			
Parents	The promise of social and emotional health.	Consideration of Social Emotional Health			
Principals	Goes beyond the academics to the social emotional student well being and mental health	Consideration of Social Emotional Health			
Principals	Dealing wit SEL is important- everyone is not well	Consideration of Social Emotional Health			
Pittsburgh DHS	Trauma informed schools - focus on what they can control	Consideration of Social Emotional Health			

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Employees	Theme C - condensing schools is fiscally responsible and ultimately allows PPS to allocate resources equitably to all students Theme A - it's great that career education is going to be enhanced and integrated Theme D - working with aligned partners to get additional resources to students is a great way to maximize resources and create opportunities for students to interact with partners (including families that are self-employed that can connect with CTE program students) Theme B - highlighting safety for children is a crucial element for improving our learning environment Theme B - rewarding positive behavior is important for changing the culture of schools	Facility Footprint & Resources	Academic Quality & Relevance	Partnerships and Community	Safe, Engaging & Inclusive
Parents	It has a lot of the right stuff: efficiency (facilities), quality (academics), safety.	Facility Footprint & Resources	Academic Quality & Relevance	Safe, Engaging & Inclusive	
Employees	Particularly Theme C #2. Consolidating the schools and making the most of available resources seems logical and could be effective. Also, as a newer employee, on Theme A #3, are there good relationships with the "trades"? If so, maybe improving relationships with trades and integrating those at some point to direct students towards those opportunities.	Facility Footprint & Resources	Academic Quality & Relevance		
Employees	The plan has 4 themes so it is less complicated than the last one. It calls out the facility footprint and in my opinion, that is one of the most important aspects of the plan. I think something needs to be said about high quality instruction.	Facility Footprint & Resources	Academic Quality & Relevance		
Parents	All of this sounds good but it's how these objectives will be prioritized and implemented. Also, consolidation of schools and redistribution of resources to make things more equitable are really big issues that will require real attention, engagement and	Facility Footprint & Resources	Overall Positive		
Parents	I like that we are finally having a conversation on building conditions. In 2024, we should not have to cancel school for heat. Giving students a safe place to be during the school day should be a priority. I've never had an issue with the quality of academic experiences (Theme A) in PPS. However, I rarely see issues in Theme C and D addressed. I'm happy to see them included.	Facility Footprint & Resources	Partnerships and Community		
Assistant Principals	student safety theme c what schools is going to close/ where what and how school closing	Facility Footprint & Resources	Safe, Engaging & Inclusive		
Parents	Theme C should be a continuing point of emphasis, and Theme B, specifically the aspect of physical safety, should be the paramount priority.	Facility Footprint & Resources	Safe, Engaging & Inclusive		

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Employees	Consolidating and ensuring safety.	Facility Footprint & Resources	Safe, Engaging & Inclusive		
Parents	Consolidate resources. Focus on student-centered and safety.	Facility Footprint & Resources	Student-Centered	Safe, Engaging & Inclusive	
Assistant Principals	The building conditon and infrastrucre is a good thing	Facility Footprint & Resources			
Assistant Principals	Redisin the school configuation. We have too many models.	Facility Footprint & Resources			
Assistant Principals	There are some configurations we need to eliminate (K-8)	Facility Footprint & Resources			
Assistant Principals	The realignment of the builkdngs wll hep with the quality and continuity between buildngs. Increase the resurces in your building of what we can offer.	Facility Footprint & Resources			
Assistant Principals	transforming the footprint - past district school configration k- 5 models 6- 8 there have been a lot of challenges. Condsidering cirriculum that is being taught , expectations on teachers staying with one teachers all say long. The cirriculum keeps change, every year things are changed	Facility Footprint & Resources			
Comm Members	The only thing that works well is consolidating some of the schools which should translate into closing many of them. You just don't have the students.	Facility Footprint & Resources			
Comm Members	Consolidating schools is a must. Will save money. Success should be defined to the student, not just getting a college degree, but also learning a trad, how to monitor and budget your money..and working in the community partnerships is important.	Facility Footprint & Resources			
Comm Members	Environment shapes behavior. I am so happy to hear that one of your goals is to Redesign school configurations and improve building conditions. I think this is one of the most important aspects of this plan. If students walk into the building and feel inspired even before any instruction has happened that strengthens a culture of hope, well-being and belonging.	Facility Footprint & Resources			
Employees	Theme C- re-designing schools. Something has to be done to be relevant again and compete with other districts. The longer we keep all these schools open, the more we are going to fall behind because we do not have the money to sustain staff, resources, bldg maintenance etc.	Facility Footprint & Resources			
Employees	Theme C - Will work if there is a focus on recreating what is working in currently successful schools.	Facility Footprint & Resources			
Employees	I think making the most of using the district resources wisely	Facility Footprint & Resources			

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Employees	Themes A,B,and D are a given in an urban school setting for student success.However without theme C,the other objectives will not get off the ground. Ty	Facility Footprint & Resources			
Employees	The schools becoming more equitable should be at the top of the list. Our kids at Westinghouse know they are not getting the same opportunities as Sci Tech or Allderdice, for example. We need more people like Mr Hairston in the building daily to help with mentoring.	Facility Footprint & Resources			
Employees	Theme C - as a whole. How can anything improve when everything is spread thin.	Facility Footprint & Resources			
N/A	Calls out the need to improve community schools	Facility Footprint & Resources			
N/A	Success in community schools is very immeshed with Superintendents goals	Facility Footprint & Resources			
Parents	Woolslair has a great model that integrates neighborhood an dmagnet students	Facility Footprint & Resources			
Parents	Reducing facility footprint	Facility Footprint & Resources			
Parents	please address closing buildings. It's ridic that we have buildings with so few students and others that are overcrowded. Some parents might be upset but PLEASE do not let that derail progress.	Facility Footprint & Resources			
Parent & Employee	I think improving building conditions and infrastructure.	Facility Footprint & Resources			
Parents	It is easy to follow, and I like that there are more granular objectives within the themes. I'm also glad to see Theme C. When I read about the district's financial situation, it feels clear to me there is no choice but to consolidate. I can why politically these decisions will be difficult and unpopular, but the alternative clearly seems worse.	Facility Footprint & Resources			
Parents	Theme C	Facility Footprint & Resources			
Principals	theme c works the best but also the toughest one to get the board to buy into because it is an difficult conversation. We need to talk about what does look like and how will this work for kids	Facility Footprint & Resources			
Principals	Likes that it calls out school reconfiguration.	Facility Footprint & Resources			
Principals	The consolidating of schools will help with the allocation of resources. Sometimes you have to dig to find those resources	Facility Footprint & Resources			
Principals	Emphasis on faciltties	Facility Footprint & Resources			

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Principals	It's clear we are consolidating	Facility Footprint & Resources			
Principals	redesigning school oconfiguartions	Facility Footprint & Resources			
Students	I like the idea of improving the school buildings because more people will come if the buildings are better.	Facility Footprint & Resources			
Parents	Theme C - students need more programs that promote their interests and self-expression. More investment in the arts is needed. The arts will drive the academics.	Facility Footprint & Resources			
Parents	Includes consolidating schools to reduce the \$\$ spent on building upkeep.	Facility Footprint & Resources			
Employees	Redesigning the facility footprint would benefit so many students and hopefully break the disparities down. Love the idea of creating a fair space.	Facility Footprint & Resources			
Employees	Consolidating schools to maximize resources.	Facility Footprint & Resources			
Employees	C is imperative financially	Facility Footprint & Resources			
Employees	Theme C	Facility Footprint & Resources			
Employees	This Framework looks good on paper and has many great goals. We absolutely need to consolidate our resources and close many schools. You have 18 building with under 200 students - total waste of resources and money keeping these open. Choose the schools and make the necessary updates to those building. So much money is wasted each year keeping all these building staffed and open.	Facility Footprint & Resources			
Community	the process of engaging all stakeholders was well handed this time.	Feedback was Considered			
Community	agreed/ having all input from everyone-strong	Feedback was Considered			
Parents	The fact that the meeting is being held/feddback is wanted	Feedback was Considered			
Parents & Community	Parents concerns have been voiced	Feedback was Considered			
Parents & Community	it was made public	Feedback was Considered			
Parents & Community	the community meeting to discuss the framework	Feedback was Considered			

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Principals	The objectives align with community input/stakeholder communities	Feedback was Considered			
Students	Took previous opinions into account	Feedback was Considered			
Students	Voices are being heard and adressed	Feedback was Considered			
Comm Members	TO MAKE SURE ALL PARTIES ARE HEARD AND THEIR INPUT IS BEING CONSIDERED	Feedback was Considered			
Parents	It focuses on equitable outcomes and success for ALL students. It emphasizes quality academic experiences, student safety and community partnership. It acknowledges that changes in the district footprint will be necessary to achieve the above.	Focus on Equity	Academic Quality & Relevance	Safe, Engaging & Inclusive	Facility Footprint & Resources
Parents & Community	Appreciate consultant is outlining the issues in Equity Academics and Enrollment	Focus on Equity	Academic Quality & Relevance		
Parents	The goals of equitable education is commendable and needed. Relevancy to students' lives is important but their horizons should be expanded, not restricted.	Focus on Equity	Academic Quality & Relevance		
Comm Members	Having Equity as a central theme for all outcomes is appreciated and needed. Thank you for the transparency tied to potential PPS facilities' changes. Community partners are constantly trying to get into PPS with valuable services. Thank you for recognizing the value of these efforts and the difficulty partners have getting into PPS.	Focus on Equity	Facility Footprint & Resources	Partnerships and Community	
Parents	The focus on equity and the acknowledgement of the need to consolidate schools. I also like the elevation of student expression as a motivator for school choice.	Focus on Equity	Facility Footprint & Resources		
Parents	Focus on students as part of their community, the focus on the districts facilities and challenges facing them in the future, closing disparities as a goal.	Focus on Equity	Student-Centered	Facility Footprint & Resources	
Parents	Its good that the strategic themes are tied to objectives, and hopefully something measurable. Glad to see that reducing disparities is high on the list, but also wonder about equitable funding streams for all schools in the district. I'm also glad that students health is considered in a holistic fashion.	Focus on Equity	Student-Centered		
Parent & Employee	Outcome #3 is crucial: ALL students experience HIGH QUALITY learning environments.	Focus on Equity			
Assistant Principals	Equity is at the center	Focus on Equity			

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Assistant Principals	Calls out our racial disparities	Focus on Equity			
Community	Equitable outcomes for all students	Focus on Equity			
Community	Prioritizing more equitable resources	Focus on Equity			
Employees	I like how equity is weaved throughout.	Focus on Equity			
Parents	Focus on equity and access	Focus on Equity			
Parent & Employee	themes of equity	Focus on Equity			
Parents	The focus on improvements and the goal of servicing all students more equally	Focus on Equity			
Parents & Community	happy to see inclusion and equity in the language, How this inclusion is going to happen	Focus on Equity			
Parents & Community	appreciate it equitable outcomes or all students , strategic hit on ooprtnunities for all school, planning how you are going to do and implment the plan	Focus on Equity			
Employees	Focus on equity	Focus on Equity			
Employees	The outcomes are intended to be all inclusive.	Focus on Equity			
Assistant Principals	the leaders are at the Center	Leaders			
Parents	Yes	NA			
Parents	None	NA			
Parents	This focus on one nationality.	NA			
Parents	none	NA			
Employees	n/a	NA			
Comm Members	The framework is very hopeful and optimistic but not based in reality. The first column should be true goals that can be achieved by the organization and these are not the way they are worded. This does nothing to draw kids back to the district, there are many who have left that still reside in the city and are choosing different paths for education as they have lost hope and confidence in PPS. I doubt they have been reached out to around why they left or what it would take to get them back into the district. This does not look at any good avenues as to reducing the cost as budget is truly taxed with the needed reassessment of commercial real-estate which will lower the amount the district has. In bringing in new kids into the district some of this loss at the local level could be made up with state funding per student.	Negative			

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Parents	Nothing.	Negative			
Employees	Nothing works well in the framework - nothing is being implemented with the focus of all students in mind - just the focus of a few students who speak up - but not with those who are struggling or being left out. Or those who are being held directly responsible for implementing are not given time or resources to successfully implement the districts vision.	Negative			
Parents	It successfully obfuscates all sense by using intentional word sale nonsense invented in liberal arts academia.	Negative			
Parents	This looks like another strategic plan plan framework that won't actually be implemented with fidelity and there will be no true outcomes.	Negative			
Parents	This is a whole lot of words signifying virtually nothing.	Negative			
Employees	Its a good plan on paper but how will it be rolled out for the students of PPS	Overall Positive			
412 Justice	The plan looks good on paper (if you have the right people, with the right training, communication with families, perfect implementation, consistency, etc it could work. But, any bump in the road can derail it.)	Overall Positive	Concern		
412 Justice	Seems ok on paper but doesn't seem to put enough goals to make it actually happen	Overall Positive	Concern		
Employees	I feel that all the themes represented in this framework are key areas in which our district needs to improve upon. As much as we don't want to say that PPS schools aren't safe, it is true. Students getting jumped for no reason, fights over social media, etc. If these issues aren't rectified, the district will continue to lose more students and families. The second theme that resonates with me is transforming the district's footprint. Currently not all schools have the same offerings, they aren't diverse, etc. We continually strive to say we are a district of equity, but when comparing such schools as Westinghouse and Allderdice, it is very clear that our students are not being given the same things.	Overall Positive	Concern - safety	Facility Footprint & Resources	
Employees	All good ideas, but unless student discipline is addressed and schools are made safer for students and staff, none of this matters at all.	Overall Positive	Concern - safety		
Principals	addressing the tough topics that have been avoided. We have to reconfigure and have the duscussion	Overall Positive	Facility Footprint & Resources		
Parents	Strategic themes and objectives are good. Equitable outcomes for all students. Delineated are also good. One should note that disparities in outcomes eliminated should apply to all under represented communities not just African-American students.	Overall Positive	Focus on Equity	Suggestion	
Parents	Most of it looks positive. Embracing families as partners is great to see under Theme D.	Overall Positive	Partnerships and Community		

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Parent & Employee	In theory it looks great, but with what resources and how will equity be created across schools?	Overall Positive	Question		
Employees	I feel this is a solid plan for the future, however there are some things that are barriers to a few of these strategic themes and objectives. I also feel that some of the successes of the themes are dependent on other themes working. I also feel that some of the objectives need to be more specific.	Overall Positive	Suggestion		
Parents	All of this sounds good but it's how these objectives will be prioritized and implemented. Also, consolidation of schools and redistribution of resources to make things more equitable are really big issues that will require real attention, engagement and ultimately hard decisions that have to be made to address the underlying financials.	Overall Positive	Suggestion		
Comm Members	I like the design of the plan, I believe that the objectives/outcomes are broad, I hope there there is a plan for strategies and tactics to be developed to meet the objectives. My interest area is specifically around Community Resources and access to support safe, engaging and inclusive OST environments in partnership. Some next steps are transportation to OST programming and leveraging school funding to support high quality OST programming to surround efforts to support the whole child in school and out of school. The framework design is clear, and to the point.	Overall Positive	Suggestion		
Assistant Principals	Pretty inclusive. Its pretty clear about hosw we are going to go about things	Overall Positive			
Assistant Principals	Outcomes are listed	Overall Positive			
Assistant Principals	That there is an organized plan	Overall Positive			
Assistant Principals	It's an attainable plan/accessible to all stakeholders	Overall Positive			
Assistant Principals	I appreciate it defines everything so we understadn what we are moving toawred	Overall Positive			
Assistant Principals	very clear objectives so they know their expectations	Overall Positive			
Assistant Principals	The format is easy to read.	Overall Positive			
Employees	Objective are clear and concise and addresses the needs of the district	Overall Positive			
Employees	Well organized	Overall Positive			

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N/A	Outlined very well and things are pretty thought out.	Overall Positive			
Parents	It is organized and easy to read.	Overall Positive			
Parents	It is organized, and easy to read. It clearly lists the desired outcomes of this plan, and each strategic theme has clearly defined objectives. The main ideas seem to align with most of the important things we would want for all students.	Overall Positive			
Parents	Clearly states the outcomes we are looking for. Also states the objectives.	Overall Positive			
Parents	The objectives are clearly communicated	Overall Positive			
Parents	I love the clarity of this framework. There are measurables that spread out giving clarity and focus to school administration and school board decision making.	Overall Positive			
Parents	It is clear what the priorities are in the outline.	Overall Positive			
Parents	The desired outcomes and themes.	Overall Positive			
Parents	I think it's clear and actionable.	Overall Positive			
Parent & Employee	I think the organization of the themes and their aligned objectives is well done.	Overall Positive			
Parents	This format makes it easy to see logical gaps. Will "shifting our practices around these strategic themes" improve the outcomes listed?	Overall Positive			
Parents & Community	Pretty clear lens on how to execute the vision	Overall Positive			
Parents & Community	good job of laying out catagoires that are measurable and it's a broad range	Overall Positive			
Principals	Clear	Overall Positive			
Principals	transparent	Overall Positive			
Principals	Plan is clear	Overall Positive			
Principals	Narrow and clear. Objectives tied to each frame are focused.	Overall Positive			
Students	It's organize themes and objectives	Overall Positive			
Students	Theme B and C are cleared and detailed and I think they get right to the point	Overall Positive			
Employees	The themes are clearly articulated, and the objectives are measurable overall.	Overall Positive			
Employees	The simplicity Very easy to understand	Overall Positive			
Employees	Cohesiveness of the objectives.	Overall Positive			
Employees	Very itemized & simple	Overall Positive			

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Employees	That it is simple and clear and it allows to get to the work that needs to be done.	Overall Positive			
412 Justice	The group was in agreement with the layout of the framework. The logic model framework works well for strategic planning and helped this group focus on the needs of the population we are looking to support in the strategic plan.	Overall Positive			
LTF2 and PEAL Center	The group was in agreement with the layout of the framework. The logic model framework works well for strategic planning and helped this group focus on the needs of the population we are looking to support in the strategic plan.	Overall Positive			
Parents	Keeping the themes limited and to the point	Overall Positive			
Parents	Mostly sounds good, but too vague to have much input without more specific action plans	Overall Positive			
Employees	Good teachers	Overall Positive			
Principals	Not much objectionable.	Overall Positive			
Assistant Principals	Shows continuity and connections	Overall Positive			
Assistant Principals	Connects to our theory of action	Overall Positive			
Assistant Principals	Objectives and themes calls out district needs	Overall Positive			
Assistant Principals	Roadmap to potential success	Overall Positive			
Assistant Principals	Explicit objectives	Overall Positive			
Comm Members	It's concise, managed in a way that makes it easier for people viewing or learning the plan. Has very good themes, objectives, and ultimate goals.	Overall Positive			
Comm Members	What works well about this strategic plan framework is that it identifies issues that our students/faculty/infrastructures are experiencing and aims to address/rectify them.	Overall Positive			
Comm Members	Scope and scale— there's space within this to take on a number of issues but there are still clear guardrails to help focus effort, attention, and money.	Overall Positive			
Community	encomapsses a lot with the themes	Overall Positive			
Community	broad themes cover a lot of big issues the district faces	Overall Positive			
Community	most objectives make sense and there is room for improvement	Overall Positive			
Community	right direction	Overall Positive			

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EAP	Agree with the themes	Overall Positive			
EAP	Strategic Themes are what you would expect any district to do	Overall Positive			
Employees	It starts with seeking best possible outcomes, eliminating obstacles for students success, and is community oriented.	Overall Positive			
Employees	I think the intended outcomes are necessarily diverse & would solve many issues facing our students	Overall Positive			
Employees	It gives clear and concise goals that align with the strategic plan for the district and holds all of us at PPS accountable for its success.	Overall Positive			
Employees	All of it	Overall Positive			
Employees	The objectives will greatly facilitate the themes.	Overall Positive			
Employees	There is a lot of opportunity for collaboration and initiatives that address many of the themes and objectives at once vs one-off projects that often stall	Overall Positive			
Employees	The themes match our needs.	Overall Positive			
Employees	It's simplicity and focus across themes.	Overall Positive			
Employees	The framework makes sense to meet equitable outcomes for all students, but...	Overall Positive			
Employees	It addresses all student and family stakeholders.	Overall Positive			
Employees	The objectives focus on an equitable education, built with strategic practices that are obtainable.	Overall Positive			
Employees	The vision is good.	Overall Positive			
N/A	Everything	Overall Positive			
N/A	The strategic plan is well thought out and addresses needs within the district	Overall Positive			
Parents	continuation of the programs that are in progress	Overall Positive			
Parents	The larger goals are outlined as a "plan" that may be achieved by doing multiple other things.	Overall Positive			
Parents	It appears to attempt solution-based planning for the district.	Overall Positive			
Parents	These are all worthy goals. I appreciate that they are positive and student-focused.	Overall Positive			
Parent & Employee	It seems like improving schools is the focus, which is important, not just maintaining status quo. It seems forward thinking and I can see the positive vision.	Overall Positive			
Parents	The listed outcomes are desirable and important.	Overall Positive			
Parent & Employee	The framework is fine.	Overall Positive			

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Parents	I think everything that's listed is good	Overall Positive			
Parents	It's great. Covers important goals and objectives.	Overall Positive			
Parents	I cannot say your strategic plan "works well" because I have yet to see any evidence of improvements on a school building level BUT the plan looks great on paper.	Overall Positive			
Parents	The outcomes list and themes are well-formed (I really like the chart!) and most of the objectives appear reasonable.	Overall Positive			
Parents	The themes are accurate and appropriate for the district's needs. Backwards design is also helpful.	Overall Positive			
Parents & Community	Off to a good start	Overall Positive			
Parents & Community	The top goals are top priorities	Overall Positive			
Principals	Embraces change	Overall Positive			
Principals	aligning practices	Overall Positive			
Principals	It cover the themes that he has in priortories goal with the theory of actions	Overall Positive			
Students	Covers all bases	Overall Positive			
Students	the outline of the desired outcomes	Overall Positive			
Students	The goals are good. They aim to help people out.	Overall Positive			
Parents	The intention. The outcomes are obviously admirable.	Overall Positive			
Parents	At a high level, this sounds nice.	Overall Positive			
Parents	I think the framing is excellent.	Overall Positive			
Parents	Well thought. Linking initiatives to strategic themes is a best practice	Overall Positive			
Parents	It can categorize policies to assess if they are achieving the objectives (outcomes) that the school district is aiming for.	Overall Positive			
Parents	Yes to these words and phrases: Equitable, high quality, student centered (with their input I'm assuming) and families as partners! Yes, the untapped wealth of a community is invaluable!	Overall Positive			
Parents	It sets high expectations	Overall Positive			
Parents	All of them	Overall Positive			
Employees	The framework works well.	Overall Positive			
Employees	Maybe changes will finally happen now that's it's laid out in this new format and arrangement of words?	Overall Positive			

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Employees	These are all good. Quite general and encompassing, but admirable and needed.	Overall Positive			
Employees	It recognizes change is necessary.	Overall Positive			
Employees	It addresses the pertinent state of the district.	Overall Positive			
Employees	It's good	Overall Positive			
Employees	Improving accessibility for all pos students	Overall Positive			
Employees	I think the themes and objectives are good and relevant.	Overall Positive			
Community Members	It's straight-forward, easy to understand and to revisit to make sure you're on target.	Overall Positive			
Principals	outcomes are focused on the student makng the slogan impactful	Overall Positive			
Parents & Community	it shoews a lot in that plan, it all inclusive	Overall Positive			
Principals	Areas are all encompassing of all areas that need to be addressed in the school district.	Overall Positive			
Employees	I like the idea of the items but, I think that implementation is going to be hard. Also, what or how are we going to ensure that our kids are fully prepared? We have students who want enroll in some type of trade and we don't have a large incentive or playbook for those children.	Overall Positive			
Carmalt Students	Fairness to families. It's good to prepare kids for life. Students think things will get hande to them; it's best to prepare them for the reality of life of when you are success. It's good to have a focus on Theme A with CDT results. More staff in buildings if they close schools to save jobs. Students meet other students in the City if schools are reconfigured.	Partnerships and Community	Academic Quality & Relevance		
Parents	I believe that the inclusion of community outreach and access as well as the expansion of culturally relevant instruction and curriculum, are the strongest points of this framework.	Partnerships and Community	Academic Quality & Relevance		
Parents	-Embrace all families as partners. PPS has been very alienating to me as a parent. I feel like I am rarely given information on what my child is learning, invited to participate in anything at the school, or considered as an important stakeholder -Focus on student emotional, physical, and social health. This should include more resources for mental health in school, later start times for high school, and less punitive and more restorative behavioral policies	Partnerships and Community	Consideration of Social Emotional Health		
Parents	The ideas are good, allocating funds to the right places, fixing the building, Involving families etc. this is the best plan I have seen from the district since my kids started school in PPS.	Partnerships and Community	Facility Footprint & Resources		

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Parents	Partnering with the resources in the community of which there are some amazing resources in the Pittsburgh area. Cultivating a culture of hope, well-being, and belonging. Focus on career and post-high school education. Embracing families as partners.	Partnerships and Community	Safe, Engaging & Inclusive	Academic Quality & Relevance	
Parents	Prioritizing community outreach and access. Also creating safe, engaging and inclusive school environments.	Partnerships and Community	Safe, Engaging & Inclusive		
Assistant Principals	Trying to engage community resources and families. It loos like an opportunity to reengage	Partnerships and Community			
Employees	Involving community resources is needed, especially in schools with little parental involvement.	Partnerships and Community			
Employees	Strengthening aligned partnerships. There is an inequity of resources known and unknown for schools.	Partnerships and Community			
Employees	We need more of theme D because we can't be expected to just fix these students when the community is messed up. Really, school contributes a small part to their overall well-being so we can't be expected to fix all the other parts too.	Partnerships and Community			
Employees	The "strengthening" and "embracing" aspects of Theme D will have positive carryover to BOTH Themes A AND B. So. focus time, energy, and resources on Theme D and Themes A & B will improve	Partnerships and Community			
Parents	Strengthen partnerships with community resources, working with PTO groups and families	Partnerships and Community			
Parents	Engaging the community and parents is essential to any PPS strategic plan. I would like to see that be a focus as the plan is further defined.	Partnerships and Community			
Parents	Seeing families as partners.	Partnerships and Community			
Parent & Employee	Improving the outcomes listed will be beneficial for students and community of the district. I believe inclusivity and partnership with family and community by outreach are key.	Partnerships and Community			
Parent & Employee	The last thing on the list, embrace families as partners. At time they don't feel like partners but more so an outsider on their child's school day. The fact that it's last on the list makes me feel like there is much improvement in this area that is needed, by the district, and then hopefully in turn, the parents who aren't super involved will start too.	Partnerships and Community			
Principals	recognizng that families are our partners	Partnerships and Community			
Principals	Theme d brnging in the community helps enhance our school	Partnerships and Community			

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Students	Benefiting from community resources	Partnerships and Community			
Students	theme D embrace all families as partners	Partnerships and Community			
Students	Strengthening relationships between students, parents, and district.	Partnerships and Community			
Parents	The framework is clear and easy to follow. It seems student centered on paper.	Positive but needs details	Student-Centered		
Parents	The focus on positive school culture and safety. Also post-school and career preparedness. Also upgrading old schools infrastructure.	Safe, Engaging & Inclusive	Academic Quality & Relevance	Facility Footprint & Resources	
Parent & Employee	The focus on positive school culture and safety. Also post-school and career preparedness. Also upgrading old schools infrastructure.	Safe, Engaging & Inclusive	Academic Quality & Relevance	Facility Footprint & Resources	
Employees	theme b and c are powerful and would be transformative theme a is also important- making school relatable to students	Safe, Engaging & Inclusive	Facility Footprint & Resources	Academic Quality & Relevance	
Employees	Focus on student whole life and long term success instead of only focusing on improving test scores/grades "metrics". Includes adjustments for the reality that PPS no longer can support the infrastructure that used to house 50,000 students and that upgrades need to be made to facilities for health, safety, and equity.	Safe, Engaging & Inclusive	Facility Footprint & Resources		
Comm Members	Like the broader frame of safe, engaging, and inclusive environments at the schools. The district's footprint is incredibly important--PPS cannot serve students well without significantly consolidating schools.	Safe, Engaging & Inclusive	Facility Footprint & Resources		
Employees	I like the equitable outcomes, with a focus on students' future plans and current needs. "cultivate school cultures of hope, well-being and belonging" is my favorite part, followed by "improve building conditions and infrastructure." Schools should feel good and be nice places to learn, both in terms of physical structures (investing in schools as a hub of the community) and emotional well-being of everyone connected to a school (the heart of the community).	Safe, Engaging & Inclusive	Facility Footprint & Resources		
Employees	Wanting to cultivate school cultures. Improving building conditions.	Safe, Engaging & Inclusive	Facility Footprint & Resources		
Parents	The emphasis on inclusiveness and finding ways to improve conscious fiscal spending.	Safe, Engaging & Inclusive	Facility Footprint & Resources		

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Comm Members	The importance stressed on ensuring student safety works well. The importance on focusing on disparate outcomes for African American students is necessary.	Safe, Engaging & Inclusive	Focus on Equity		
Parents	Focus on inclusion, cultural relevance, and family involvement	Safe, Engaging & Inclusive	Partnerships and Community	Academic Quality & Relevance	
Parents	What seems to work well here is the emphasis on safety and inclusion. I also find the priority of community engagement to be especially important. I think our students need more resources and support for wellness and social emotional learning. These aspects of the plan seem to be aligned to that. I also would love to see more intentional support and access to resources for student mental health.	Safe, Engaging & Inclusive	Partnerships and Community		
Employees	Theme B & Theme D	Safe, Engaging & Inclusive	Partnerships and Community		
Parents & Community	B and D are great but more information is needed on this specific priority	Safe, Engaging & Inclusive	Partnerships and Community		
Principals	Acknowledging some student behaviors are impeding progress	Safe, Engaging & Inclusive			
Assistant Principals	I appreciate that they address safety. I appreciate that she said students are saying that studnts are saying the disruption are affecting their learning	Safe, Engaging & Inclusive			
Assistant Principals	It includes culture, instrctuibn and systems	Safe, Engaging & Inclusive			
Employees	Theme B	Safe, Engaging & Inclusive			
Employees	working to make environments more inclusive (hopefully resulting in more engagement)	Safe, Engaging & Inclusive			
Employees	Theme B Expanding programs	Safe, Engaging & Inclusive			
Parents	B making safe, engaging schools with a culture of LEARNING not just being...remember when PPS had EA failure or ES failure - students could be smart and complete all work but fail the 9 weeks with 9 absences.	Safe, Engaging & Inclusive			
Parents	Theme B is extremely important to me. And expanding programs that promote students' interests and self expression is a pritory that can be filled by the ARTS at every school, every grade, etc.	Safe, Engaging & Inclusive			
Parents	B	Safe, Engaging & Inclusive			

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Pittsburgh DHS	Physical safety	Safe, Engaging & Inclusive			
Pittsburgh DHS	Importance of safe, engaging and inclusive environments across the board - not fragmented and consistent across schools	Safe, Engaging & Inclusive			
Pittsburgh DHS	Physical safety inside the building - physical building contributes to that - make sure they are safe when they are inside, what are teachers doing to make them feel unsafe? What is principal doing to create negative well-being - these should be a priority not things outside of the school that they cannot control	Safe, Engaging & Inclusive			
Principals	Inclusionary practices special education	Safe, Engaging & Inclusive			
Students	Inclusionary practices especially given the diversity of schools	Safe, Engaging & Inclusive			
Parents	Theme B	Safe, Engaging & Inclusive			
Parents	Creating safe and inclusive school environments helps encourage a positive mental environment and facilitates learning and growth.	Safe, Engaging & Inclusive			
Parents	Theme B-create safe, engaging and inclusive school environments.	Safe, Engaging & Inclusive			
Comm Members	I think these goals look great. However, it seems like every year or two we go through this process, and the goals always look great, but these things never seem to happen. I particularly agree that student-centered options and opportunities, and I don't think anyone would doubt that we all want a high quality and relevant education for our students. But despite these planning processes, nothing ever seems to change at PPS. The disparities are still there. Students are still doing worksheets instead of more meaningful learning. PPS loses more students and more good teachers. How is this strategic plan going to be different?	Student-Centered	Academic Quality & Relevance	Concern	
Employees	This comprehensive plan focusses on being student-centered, culturally relevant, and providing positive outcomes for all students.	Student-Centered	Academic Quality & Relevance		
Employees	This is a comprehensive plan with a focus on kids, minimizing facilities and therefore money spent. There is a focus on African American students to improve outcomes.	Student-Centered	Facility Footprint & Resources	Focus on Equity	
Employees	Student focused and includes a theme related to the District's current reality (need to transform the footprint).	Student-Centered	Facility Footprint & Resources		
Employees	Students are at the center. Redesign of school configuration and district footprint is long overdue to provide equitable opportunities for all students.	Student-Centered	Facility Footprint & Resources		

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Comm Members	Student-centered focus. Importance of partnering with families and community-based organizations. Acknowledgment of the need to reassess resource allocation based on changing demographics.	Student-Centered	Partnerships and Community	Facility Footprint & Resources	
Parents	I think giving students a voice in their education is a wonderful opportunity for them, especially in their later middle school and high school years. Embracing families as partners sounds great, and I'm hopeful that can be done.	Student-Centered	Partnerships and Community		
Parents	It focuses on students which it should. It also seeks to include families as partners	Student-Centered	Partnerships and Community		
Assistant Principals	It is student-centered.	Student-Centered			
Comm Members	Focus on student interests and self expression.	Student-Centered			
Community	Appreciates that it focuses on student outcomes	Student-Centered			
Community	Heavenly student focus from six years ago	Student-Centered			
Community	Student centric language/plan	Student-Centered			
Employees	Not directly focused on test scores but the child instead	Student-Centered			
Employees	The plan seems to be set in a way that should help the district moving forward while putting students first.	Student-Centered			
Parent & Employee	It focuses on improving student outcomes.	Student-Centered			
Principals	Student Centered	Student-Centered			
Principals	there is a lot of expanding opportunities for students, self expression, post high school education	Student-Centered			
Students	Having the idea of having a well rounded student	Student-Centered			
Students	Having the idea of having a well rounded student	Student-Centered			
Employees	The primary focus is on making improvements that benefit students.	Student-Centered			
Employees	Encourages immediate action, student focus	Student-Centered			
Employees	I appreciate that the framework is focused on the growth and future of the students.	Student-Centered			
Parent & Employee	While student safety is important, Staff safety and being supported is important and needed. In order for any plan to work and achieve growth/ advancement, Safety of Staff and Students and all who enter any facility must come first!	Suggestion	Concern - safety		

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Parents	It's very complicated. I think it's missing two important things that PPS needs. We need more secure and safer schools that have more consequences for negative behaviors (both violent and nonviolent). As a parent, I'm nearly at the point that I'm going to pull my kids out and send them to a charter school. Additionally, I think we need to reallocate more resources to our elementary schools to make sure that kids learn the basics of reading before moving on to higher grades --->(hire more teachers for smaller class sizes at the elementary level, send all reading coaches in the District to the k-5 schools to work with kids who need extra help). Many of the negative behaviors we see in the higher grades are a result of students struggling with a lack of skills that they never obtained in elementary school.	Suggestion	Concern - safety		
Parents	It's okay but needs more work. The layout is confusing too. Improvement outcomes are on the left of the chart but it would make more sense to read left to right, themes, measurement then outcomes.	Suggestion			
Employees	Trying to figure out a way to get more money into the schools would be helpful to make the schools function better. Should make sure that all schools are treated more fairly and the same overall. All schools should have more of the same resources and students per teacher. Esp sped ed caseloads should be more equal across the board and jobs should be the same across the board.	Suggestion			
Community Members	It needs specific ways to do this that also value the professionalism of teachers	Suggestion			
Comm Members	I understand the objectives, despite them being so wrapped in words that you must think about them to be sure you understand. i would have been happier if the objectives had an example, but understand that if they did there would be swaths of parents in an uproar already, for example for C/2. However, the missing opportunity to see how PPS might overcome a barrier to implementation, with zero examples provided, does nothing to assure me that this whole plan is not just a rehash of what I lived through with my own children in PPS more than a decade ago. Fifteen years ago, Theme B was called "safe and welcoming" as I clearly recall. Transportation issues, building conditions, parking availability, safety issues at drop-off and dismissal at schools like Carmalt and Concord are all concerns that have existed far too long with little improvement through multiple administrations.	Suggestion			

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Parents	We don't know what "works well" until it's implemented. This is a poorly designed survey, inaccessible to a lot of community members. The vocabulary used here may make sense to consultants and administrators but you need to break it down into accessible concepts for community members who do not work in education, are not college educated, do not speak English as a first language, and may not be computer literate. This survey and information is not reaching the majority of our community and it's not reaching the most marginalized members of our community. If I have a vision disability, the image of the framework is inaccessible to me. A better survey question is "what do you agree with in this strategic plan framework?" I agree with cultivating school cultures of hope, well-being and belonging. We don't achieve that sense of belonging by closing neighborhood schools. That's displacement. A lot of these kids DO have a sense of belonging and DO have hope. Closing their school doesn't improve that, it diminishes that.	Survey concern	Safe, Engaging & Inclusive		
Parents	I don't know who designed this survey but it is hard to read and confusing. It is inaccessible in English--I can't imagine how it must seem for non-English speakers. I gave up. If you paid for this, you should get your money back.	Survey concern			
Parents	First I have a PhD and I don't understand the point of your survey. Please use plain language in your survey description. Then each bullet should be grammatically (syntactically) parallel. If it's 'students' use it - if it's an issue you will correct do that. Do not mix them. 'Students will no longer be impacted by historic disparities between Black and nonblack students.' Then consolidate is on there as a foregone conclusion before redefining feeder patterns which should have been done years ago among other efforts. Consolidation is a live discussion not an agreement.	Survey concern			

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