



EVERY CAMPUS • EVERY VOICE • ONE PLAN

a plan built with community

Pasadena Unified is updating its Facilities Master Plan, the long range plan that guides how the district invests in its campuses. The people who learn, teach, and work in our schools are helping shape it. RSSC leads the community engagement alongside the district facilities team and senior leadership.

BOARD ADOPTION OF THE FMP UPDATE May 27, 2027

why we are here

This update builds on a recent master plan, so the goal is to sharpen alignment rather than restart the vision. Educational priorities are already defined. What has been missing is a clear line connecting community priorities to scope, phasing, cost, and funding. That is the gap this work closes.

how the planning works

Programming comes before design, so the problem gets solved first and design solutions follow. Planning is the work of optimizing the resources we actually have. Rather than ranking which projects are best, the process answers a more useful question: which path best advances our priorities under current constraints?

equity at the center

This plan will be judged on the decisions that get made, and on whether communities experience the process as transparent, inclusive, and worthy of their trust. That takes deliberate outreach to communities who have been excluded, underrepresented, or disconnected from district decision making. Every engagement is published, and every report goes out district wide.

what comes back to you

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|-----------------|---|
| EARLY | SFAC Insights , June 2, and Interim Community Priorities from Madison, Eliot, and San Rafael, June 15, 2026 |
| REPORT 1 | Community Priorities Report , October 19, 2026 |
| REPORT 2 | Conditions for Success and High Impact , November 17, 2026 |
| REPORT 3 | Aligning Priorities to Projects , March 15, 2027 |

five stages, one arc

overview

1	BEGIN WITH PEOPLE APRIL TO AUGUST 2026
2	UNDERSTAND THE PRESENT MAY TO OCTOBER 2026
3	NAME THE FUTURE SEPTEMBER TO DECEMBER 2026
4	GIVE THE FUTURE FORM NOVEMBER 2026 TO JANUARY 2027
5	CHOOSE THE PATH JANUARY TO MAY 2027

what follows in this document

The Engagement Schedule, pages 2 to 4. Every session in the five stages above, with dates, times, and settings.

The Simple Story, pages 5 and 6. How the work gets done inside those five stages, in twelve steps.





the schedule

Every engagement below is part of one connected process. **Dates and times are current as of August 1, 2026** and a few sessions are still being confirmed with the district calendar. The five stages below are the same five stages used in The Simple Story.

COMMUNITY AND SITE ENGAGEMENT SFAC AND BOARD REPORTS BACK TO COMMUNITY

1 BEGIN WITH PEOPLE

APRIL TO AUGUST 2026

The district and planning team commit up front to giving the people who will live with the results real influence, and the team begins with relationships. This sets the ground for everything that follows.

APRIL 2, 2026

SFAC 01: Kick-off and planning principles

5 TO 7 PM • ZOOM

Superintendent's Facility Advisory Committee members set the principles that guide the rest of the process, including the commitment to give the people who will live with the results real influence. That commitment shapes who takes part and what knowledge counts.

APRIL 21, 2026

Senior Leadership Team meeting

SENIOR LEADERSHIP AND FACILITIES TEAM

A working session on the 2023 plan and how to calibrate the RSSC community engagement approach to it. The planning team begins with relationships before it begins with plans.

MAY 13 TO MAY 22, 2026

Board of Education one on one interviews

1.5 HOURS EACH • ZOOM

Board insight enters the process at the start. Each conversation covers priorities, what success looks like from that trustee's view, and any concerns. People who know the community reveal its history, strengths, concerns, and trusted ways of reaching others.

JUNE 2, 2026

SFAC Insights Report: equity-centered facilities planning commitments

The outcome of the SFAC 01 workshop, distributed widely across the PUSD community.

JUNE 25 AND JULY 1, 2026

Interviews with Dr. Hill and Dr. Reynoso

A deeper read on the educational vision, the 2023 Educational Master Plan, and the district's educational specifications.

AUGUST 3 TO 6, 2026

Five small group specialist interviews

1.5 HOURS EACH • ZOOM

Student Support Services, Mental Health and Wellbeing, English Learners, Special Education, and ELOP, with four to six participants per group. Better relationships lead to better questions, and better questions open the door to deeper listening.

2 UNDERSTAND THE PRESENT

MAY TO OCTOBER 2026

Students, families, educators, staff, and partners share real moments, and no one has to translate their life into professional language for their knowledge to count. Many experiences come together as the Current Learning Environment, with important differences left visible.

MAY 26 TO 27, AND SEPTEMBER 9, 10, 11, 16, 17, 18, 23, 24, 25, 2026

SSC Workshop 01: site walks and listening sessions

2 HOURS ON SITE PER CAMPUS, BETWEEN 8 AM AND 5:30 PM

School Site Committee members walk their campus and name the conditions students, staff, and families need to succeed. No one has to translate their life into professional language for their knowledge to count. Committees include site leadership, teachers, specialists, classified staff, student support staff, parents and caregivers, and students.

JUNE 15, 2026

Interim Community Priorities Reports

What we heard in the May 26 and 27 sessions at Madison, Eliot, and San Rafael. This content carries into Report 1.

JUNE 15 TO SEPTEMBER 25, 2026

School Community Survey

OPEN TO EVERY CAMPUS COMMUNITY

A second way in for anyone who could not attend a listening session. The questions are identical to the ones asked in the SSC sessions.

JULY 28, 29, AND 30, 2026

Trusted Voice Sessions, three total

CONFIDENTIAL, ONE ON ONE

Meetings with community organizers, opinion leaders, and network connectors, including people rooted in Black, Brown, and Altadena networks. Each conversation centers one question: what would make this engagement feel credible to this community, and what would immediately undermine it?

AUGUST 8 TO AUGUST 20, 2026

Small Group Listening Sessions, nine total

GROUPS OF 8 TO 12 PARTICIPANTS

Organized by identity and lived experience: current Eliot families, Spanish speaking families, Black families with long Altadena and Pasadena roots, Brown families, Eliot students, alumni, certificated and classified staff, arts partners, fire displaced families, and neighborhood residents.

OCTOBER 14, 2026

SFAC 02: Global Priorities Workshop

5 TO 7 PM • ZOOM

Many experiences come together while important differences stay visible: challenges to address, bright spots to protect, aspirations to pursue. This becomes the Current Learning Environment, alongside a review of facility data and a first draft of district wide priorities.

OCTOBER 19, 2026

REPORT 1: Community Priorities Report

The outcome of every listening engagement above, distributed widely across the PUSD community. What felt personal or isolated becomes visible as part of a larger whole. This is the record of what the community said before any project list exists.



— COMMUNITY AND SITE ENGAGEMENT — SFAC AND BOARD — REPORTS BACK TO COMMUNITY

3 NAME THE FUTURE

SEPTEMBER TO DECEMBER 2026

The shared picture comes back to the community, and people name the priorities that matter most. Those priorities become Conditions for Success, a description of what must become true for people and programs to thrive.

SEPTEMBER 8, 2026

Conditions for Success pilot workshop at San Rafael ES

5 TO 7 PM • ON SITE, UP TO 50 PEOPLE

The shared picture comes back to one campus first. People see their words, encounter experiences beyond their own, and name the priorities that matter most, then surface the conditions that have to be true for success. Results also feed data into the Design Build Competition.

OCTOBER 27, 28, 29 AND NOVEMBER 4, 10, 12, 2026

Conditions for Success workshops, all sites

SIX EVENINGS • 6 TO 8 PM • ON SITE

Open to the full PUSD school community, up to 50 people per session. Participants turn priorities, needs, and values into Conditions for Success, a description of what must become true for people and programs to thrive. Campus groupings are being finalized with the facilities team and senior leadership.

NOVEMBER 5, 2026 • TENTATIVE

Board of Education workshop

5 TO 8 PM • ON SITE

A special session where the planning team shares what it has learned, takes board input, and answers questions alongside the senior leadership team.

NOVEMBER 17, 2026

REPORT 2: Conditions for Success and High Impact Report

The outcome of the Conditions for Success workshops and the SFAC 03 design strategies work. The Conditions become a compass for creating and judging what comes next, and the basis for conceptual plan diagrams designed by and with communities, not simply for them. Distributed widely.

NOVEMBER 18, 2026

SFAC 03: Design Strategies Workshop

5 TO 7 PM • ZOOM

District wide priorities get translated into signature design strategies, then a short list of potential campus projects is evaluated, refined, and prioritized.

NOVEMBER 30 TO DECEMBER 16, 2026

Conditions for Success workshop survey

OPEN TO ALL SCHOOL COMMUNITIES

Participants weigh in on what came out of the workshops, so the findings get tested by more than the people who were in the room.

4 GIVE THE FUTURE FORM

NOVEMBER 2026 TO JANUARY 2027

Planners and architects combine the Conditions for Success with campus programs, facility needs, and costs, then bring possible projects back so people can judge whether the proposals reflect what they meant.

NOVEMBER 2026 TO JANUARY 2027

Planning team translation work

NOT A PUBLIC SESSION

Planners and architects combine the Conditions for Success with campus programs, facility needs, and costs, showing how each possible project traces back to what people named. Professional expertise gives shared direction a visible, practical form, and the results come back to campuses in the workshops below.

NOVEMBER 30 AND DECEMBER 1, 2, 3, 8, 9, 14, 15, 16, 2026

School Community Workshops 02: conceptual diagrams

NINE EVENINGS • 6 TO 8 PM • ZOOM

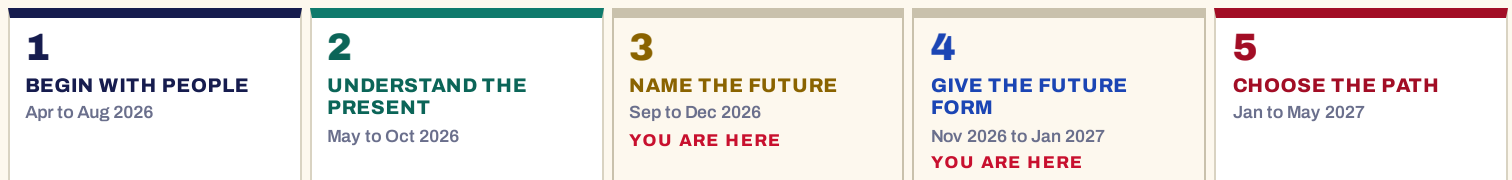
Possible projects return to each campus. People use the Conditions for Success to judge whether the proposals reflect what they meant, then correct and shape them. Thirty minutes in whole group, then 90 minutes in breakouts, with each campus community getting its own 90 minutes for its site.

what happens with what you say

- **It gets written down.** Every session is documented, and the themes show up in the three reports that come back to the community.
- **It travels.** Community priorities carry into the SFAC workshops, where they shape design strategies and the project list.
- **We say what is open.** Where a decision sits outside community input, we tell you plainly rather than ask for input we cannot use.

one arc, five stages

THE WHOLE JOURNEY, APRIL 2026 TO MAY 2027





COMMUNITY AND SITE ENGAGEMENT SFAC AND BOARD REPORTS BACK TO COMMUNITY

5 CHOOSE THE PATH

JANUARY TO MAY 2027

Clear scenarios show what could happen, where, when, and with what trade offs. People weigh the paths using the future they helped name, and the reasoning goes to district leaders and the board as a public record.

JANUARY 13, 2027

SFAC 04: Project Prioritization, part 1

5 TO 7 PM • ZOOM

Sensemaking across the full campus project landscape, and an introduction to the prioritization methodology. Clear scenarios show what could happen, where, when, and with what trade offs.

FEBRUARY 3, 2027

SFAC 05: Project Prioritization, part 2

5 TO 7 PM • ZOOM

The prioritization tool gets tested against real choices about what we invest in and where. When money and time force hard choices, the committee returns to the commitment made at the start and asks whose needs are greatest and what no community should be without.

FEBRUARY 25 TO MARCH 7, 2027

Community Forum 02 survey

For anyone who could not make a forum. Two questions carry it: what did we get right, and what needs to change?

MARCH 2, 3, AND 4, 2027 • HOLD

Community Forum 02, by campus group

6 TO 8 PM • ZOOM

The forums lay out the situation plainly, including the scale of need measured against available resources, then walk the community through the projects. People compare investment paths using the future they helped name, weighing what each one advances, delays, or leaves behind. **March 2:** elementary campuses. **March 3:** magnet, middle, and TK to 8 campuses. **March 4:** secondary, high school, CIS, PALS, and Adult Education at Woodrow. Dates are held until the new PUSD calendar is released in December 2026.

MARCH 15, 2027

REPORT 3: Aligning Priorities to Projects

The outcome of School Community Workshops 02 and Community Forum 02, showing the connection between community priorities and the potential projects list. Campus projects are finalized here and the draft Prioritized Projects List is written. A clear public record connecting what people experienced and valued to what leaders decide and build.

APRIL 7, 2027

SFAC 06: Project Prioritization, part 3, and sign-off

5 TO 7 PM • ZOOM

A review of the community prioritized list and the refined methodology, then sign-off from the committee. Recommendations and a sequence for action go to district leaders and the board for formal decisions.

one arc, five stages

THE WHOLE JOURNEY, APRIL 2026 TO MAY 2027

1

BEGIN WITH PEOPLE

Apr to Aug 2026

2

UNDERSTAND THE PRESENT

May to Oct 2026

3

NAME THE FUTURE

Sep to Dec 2026

4

GIVE THE FUTURE FORM

Nov 2026 to Jan 2027

5

CHOOSE THE PATH

Jan to May 2027

YOU ARE HERE

board adoption Facilities Master Plan Update goes to the Board of Education on May 27, 2027





FACILITIES MASTER PLAN UPDATE • HOW THE WORK IS DONE

the simple story

School facilities carry history. Across California, boundary decisions, bond capacity, and generations of uneven public investment shaped which communities received durable campuses and which waited. PUSD names this history openly, because a district that understands how inequity was built is better positioned to build something different.

That understanding shapes how PUSD engages. Consultation that gathers preferences while leaving decision making unchanged tends to reproduce what already exists. This district is committed instead to treating community knowledge as expertise with real standing in the outcome.

Students, families, staff, and neighbors name what each place must hold. Planners and architects translate that direction into form and keep their constraints and trade offs open to review. Consequential decisions return to the community, so people can confirm their intent, see what shifted in translation, and help determine what advances.

1 BEGIN WITH PEOPLE

STEP 1 Put the people most affected at the center.

The district and planning team commit up front to giving the people who will live with the results real influence. That shapes who takes part and what knowledge counts.

This sets the ground for everything that follows.

| SFAC Meeting 1

STEP 2 Learn from the community before planning.

The planning team begins with relationships. People who know the community reveal its history, strengths, concerns, and trusted ways of reaching others.

Better relationships lead to better questions, and better questions open the door to deeper listening.

| Interviews with the Board of Education

| Interviews with the Superintendent's Leadership Team

| Interviews with Program Specialists

2 UNDERSTAND THE PRESENT

STEP 3 Listen to everyday experience.

Students, families, educators, staff, and partners share real moments. No one has to translate their life into professional language for their knowledge to count.

The future begins with an honest account of life as it is.

| School Site Committee Meeting and Survey 1, Series 1

| School Site Committee Meeting and Survey 1, Series 2

STEP 4 Build a shared picture of the present.

Many experiences come together while important differences stay visible: challenges to address, bright spots to protect, aspirations to pursue. This becomes the **Current Learning Environment**.

What felt personal or isolated becomes visible as part of a larger whole.

| SFAC Meeting 2

| Report 1: Community Priorities, October 19, 2026

3 NAME THE FUTURE

STEP 5 Make meaning and name what matters.

The shared picture comes back to the community. People see their words, encounter experiences beyond their own, and name the priorities that matter most.

People move from being heard to helping author the future.

| Community Meeting and Survey 1

| Workshop with the Board of Education

| SFAC Meeting 3

STEP 6 Define what future schools must make possible.

Participants turn those priorities, needs, and values into **Conditions for Success**, a description of what must become true for people and programs to thrive.

They become a compass for creating and judging what comes next.

| Report 2: Conditions for Success, November 17, 2026

4 GIVE THE FUTURE FORM

STEP 7 Turn community direction into project possibilities.

Planners and architects combine the Conditions for Success with campus programs, facility needs, and costs, showing how each possible project traces back to what people named.

Professional expertise gives shared direction a visible, practical form.

STEP 8 Shape and test each future campus.

Possible projects return to each campus. People use the Conditions for Success to judge whether the proposals reflect what they meant, then correct and shape them.

The future is formed with people, not merely presented to them.

| School Site Committee Meeting and Survey 2



**5 CHOOSE THE PATH****STEP 9 Make the real investment choices visible.**

What communities want will exceed what can be built at once. Clear scenarios show what could happen, where, when, and with what trade-offs.

This turns a long list of needs into real choices people can understand and weigh.

| SFAC Meeting 4

STEP 10 Hold to equity when choices get hard.

When money and time force hard choices, everyone returns to the commitment made in Step 1 and asks whose needs are greatest and what no community should be without.

Here, equity becomes a practice.

| SFAC Meeting 5

what you should know

Every step returns to people. No translation from words to buildings happens out of view. Each one comes back for recognition and correction.

Three reports carry the record. Community Priorities in October 2026, Conditions for Success in November 2026, and Aligning Priorities to Projects in March 2027.

Equity is a practice, not a preface. The commitment made in Step 1 is what Step 10 returns to when the choices get hard.

5 CHOOSE THE PATH

CONTINUED

STEP 11 Weigh the trade-offs and explain why.

People across the district compare investment paths using the future they helped name, weighing what each one advances, delays, or leaves behind.

Collective deliberation turns difficult choices into durable public guidance.

Community Meeting 2

STEP 12 Build a path from priorities to projects.

Conditions for Success, campus projects, scenarios, and community reasoning come together as recommendations and a sequence for action, then go to district leaders and the board for formal decisions.

The result is a clear public record connecting what people experienced and valued to what leaders decide and build.

| SFAC Meeting 6

| Report 3: Aligning Priorities to Projects, March 15, 2027

| Final Presentation with the Board of Education

where you come in**SIGNATURE EVENTS, THE SESSIONS YOU ATTEND**

| **School Site Committee Meeting and Survey 1, Series 1**
STEP 3

| **School Site Committee Meeting and Survey 1, Series 2**
STEP 3

| **Community Meeting and Survey 1**
STEP 5

| **School Site Committee Meeting and Survey 2**
STEP 8

| **Community Meeting 2**
STEP 11

Bring your voice. Every session includes interpretation and access support, and no one needs planning experience to take part.

REPORTS BACK TO THE COMMUNITY

| **Report 1: Community Priorities**
OCTOBER 19, 2026

| **Report 2: Conditions for Success**
NOVEMBER 17, 2026

| **Report 3: Aligning Priorities to Projects**
MARCH 15, 2027

Posted for everyone. Each report goes on the district website in English, Spanish, and Armenian.

for more information, contact RSSC at admin@rssconsulting.org

