QUARTERLY MILESTONES UPDATE

FUTURE-READY FACILITIES PLAN

Quarter 1: September and October 2026

Report to the Board of Directors and the Public

Dr. Wayne N. Walters
Superintendent | November 2026



WHY WE ARE HERE

On May 27, 2026, the Board approved the Future-Ready Facilities Plan. Tonight, we highlight the work since that vote, with evidence.

Transparency

What is happening, when it is happening, and how the work is progressing.

Accountability

Every milestone has a named owner and a due date.

Evidence

A milestone is complete only when there is proof that it is done.



THE PLAN IN CONTEXT

What the plan is built to deliver for students

The Future-Ready Facilities Plan reshapes Pittsburgh Public Schools around equity, excellence, and efficiency. This is not a building closure project. It is the work of building a stronger educational system for every student.

$4M+

projected operating savings in 2027

$8M

projected savings in 2028, the first full year

$102M+

in future facility costs the plan is designed to avoid

A new school model

K–5 foundational schools, developmentally responsive 6–8 middle schools, and 9–12 high schools, with reimagined neighborhood magnet programs.

Equity at the center

Closing long standing gaps in access to Arts, STEM, World Languages, and Career Exploration for students.

TONIGHT'S ROADMAP

Agenda

01

Meet our Project Manager

To explain how 13 workstreams are coordinated

02

From the vote to the work

What happened between May 27 and the end of August

03

Quarter 1 results

September and October milestones by workstream

04

Still in progress, and why

What is not finished, the reason, and the new target month(s)

05

What comes next

Updated dashboard and quarterly public updates

PART 1

Meet our Project Manager



MEET SHINIC DAVIS

Shinic Davis, Project Manager

Future-Ready Facilities Plan implementation

Responsible for the cross-departmental coordination and management of the Future-Ready Plan so that Pittsburgh Public Schools delivers what it promised to students, families, staff, and the Pittsburgh community.

A single point of coordination across 13 workstreams with weekly implementation briefs to the Superintendent.

Daily Activities

- **Organize**
- **Coordinate**
- **Monitor**
- **Anticipate**
- **Escalate**
- **Document**
- **Communicate**

CLEAR ROLES

What the Project Manager owns, and what departments own

Department leaders remain accountable for their decisions and deliverables. The Project Manager owns the system that keeps the work coordinated and visible.

Shinic Davis, Project Manager

- Master implementation plan and timeline
- Milestone and deliverable tracking
- Coordination across departments
- Dependency and decision tracking
- Risk identification and escalation
- Meeting cadence and follow up
- Evidence repository and progress reporting
- Quarterly presentation development

Department leaders and their teams responsible for decisions related to:

- Curriculum
- Construction and facilities
- Human resources
- Transportation
- Technology
- School leadership
- Budget
- Communications
- Student supports

PART 2

From the vote to the work



THE PATH SINCE MAY 27

Our timeline since the Board vote

May 27, 2026

Board approves the Future-Ready Facilities Plan

June

Establishing the foundation: families notified, planning launched

July and August

Advancing planning, engagement, and agreements

August

Project Manager onboarded; operating model set

September

First public milestones due

October 31

Quarter 1 completion check

November

First quarterly update (tonight)

February 2027

Next quarterly update

June: Establishing the Foundation

JUNE

2026

Following Board approval, the District initiated implementation planning and communication with affected families.



- **Notified families** of approved school closures, reconfigurations, relocations, and program changes
- Launched staffing and workforce planning across departments to assess future instructional and personnel needs
- Updated the **Find My School tool** to provide access to approved future attendance areas
- Initiated the Northview Elementary feasibility study and specialty learning space design planning
- Selected the inaugural class of **PPS Parent Ambassadors** and began preliminary transportation route modeling

July: Advancing Planning and Engagement

JULY

2026

District teams expanded implementation planning, strengthened community engagement, and began assessing school level transition needs.



- Trained and onboarded the inaugural **PPS Parent Ambassadors** to support family engagement
- Released regional Future-Ready Plan at a Glance videos to help families understand approved changes
- Advanced staffing, certification, and instructional planning for school years 2027–28 and 2028–29
- Conducted regional programming and **capacity reviews for special education** and initiated foundational gifted education planning
- Developed school support tiers and professional learning opportunities
- **Evaluated bell time scenarios** and **transportation efficiencies** under future school configurations

August: Preparing for Implementation

AUGUST

2026

Work progressed from initial planning toward detailed school level preparations, staff agreements, and community awareness.



- **Updated City, County, and State leaders**; included a Future-Ready Plan Summary in the District flip calendar mailed to all families and staff
- Finalized the **PFT Letter of Agreement** governing Future-Ready transfer and staffing processes
- Completed preliminary regional special education classroom allocations and advanced gifted education planning
- Completed draft **Northview feasibility findings** and educational specifications for specialty learning spaces
- Developed preliminary school-based budget projections; reviewed future staffing models and Title I allocation methodology
- Advanced **magnet application planning** and student transition processes
- Coordinated transportation planning with City crossing guards and Safe Routes to School partners

PART 3

Quarter 1 results



Milestones, month end checks, and timing

Milestones are not task lists

A milestone is a significant point of progress: an accomplishment, decision, or deliverable. Each one rests on many tasks managed by District teams. If an activity is not listed, that does not mean the work is not happening.

Milestones may evolve

As workstreams intersect and new information becomes available, milestones may shift. When they do, we will tell you what changed.

WHY TONIGHT'S DATA ENDS ON OCTOBER 31

We present in November. We check completion at the end of each month.

October 31
Quarter 1 completion check (tonight's data)

November 4
Board and Community Update

February 2027
November through January results reported

QUARTER 1 AT A GLANCE

67 of 71 milestones complete



71

milestones due in September and October

67

complete, with evidence on file

4

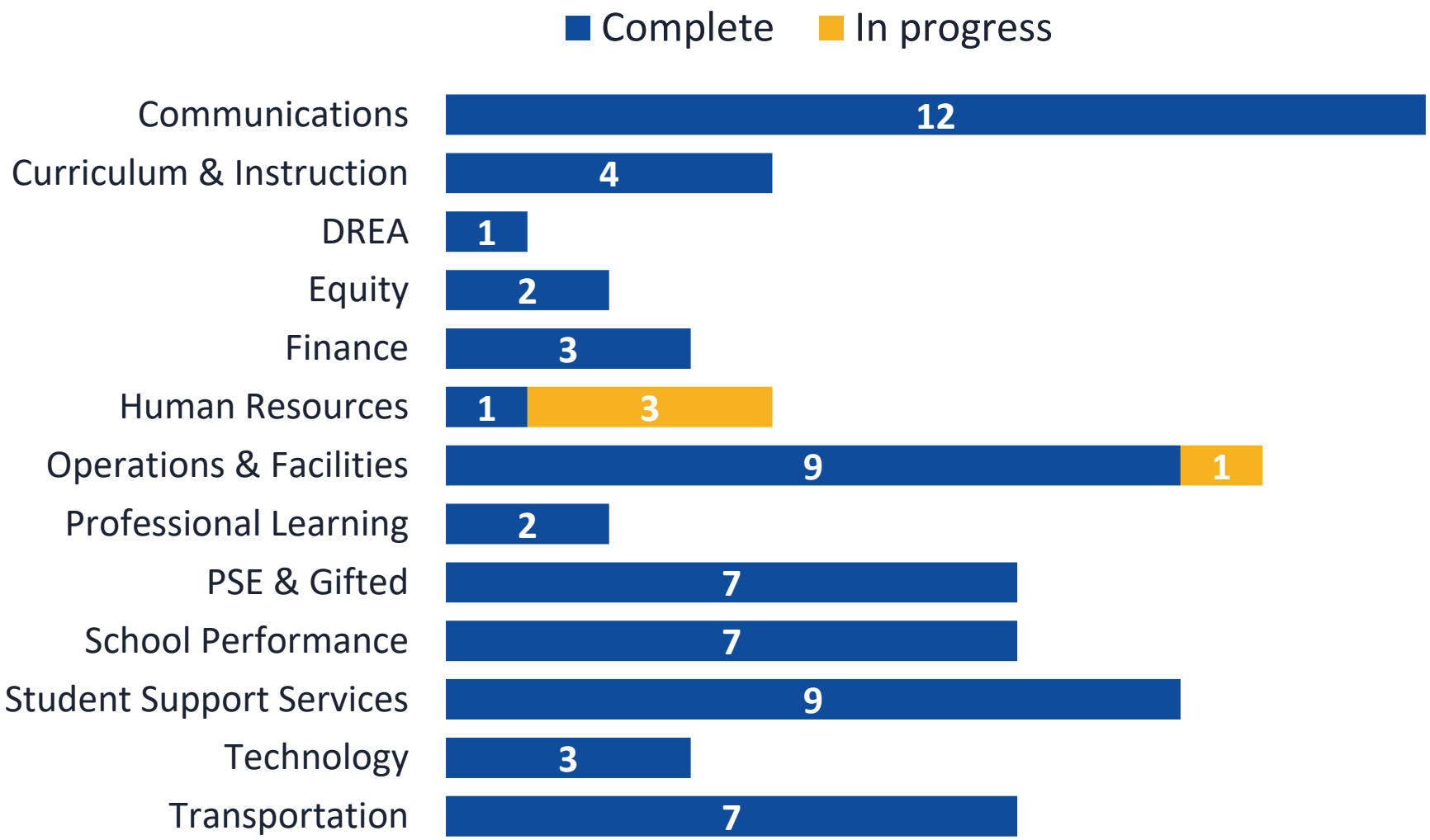
in progress, each with a new target month

0

not started

STATUS BY WORKSTREAM

Progress across all 13 workstreams



WORKSTREAM 01 OF 13

Communications & Engagement

Leads: Ebony Pugh and Merecedes J. Howze

12 of 12

milestones complete

NEXT IN NOVEMBER

Publish “What We Heard, What We Are Doing” and the 2027–28 enrollment application

What we delivered

SEPTEMBER 2026

- ✓ Window decals and digital badges for PPS community partners
- ✓ Welcome Wednesdays relaunched for families to visit schools
- ✓ Future-Ready website FAQ refreshed
- ✓ Early magnet application launched for Linden families interested in Montessori
- ✓ Community Hub Partners added to every school website

OCTOBER 2026

- ✓ Parent Ambassadors professional development: Building Bridges Through Belonging (Oct. 22)
- ✓ Intent Survey sent to families at SciTech, Obama, and Montessori
- ✓ Student Ambassadors recruited for each school
- ✓ Promotion begun for Find My School, the Explore PPS Fair, and Regional Transition Update Sessions
- ✓ School by school Future-Ready updates posted to the website
- ✓ Digital Transition Toolkit released by school for staff
- ✓ Regional Transition Update Sessions began Oct. 27

EVIDENCE ON FILE

Refreshed FAQ and school by school information on the Future-Ready website; Regional Transition Update Session schedule; Parent Ambassador session agenda (Oct. 22); digital Transition Toolkit by school

WORKSTREAM 02 OF 13

Curriculum & Instruction

Lead: Dr. Shawn McNeil

4 of 4

milestones complete

NEXT IN NOVEMBER

Give school leaders the requirements for 2027–28 master schedules; post Literacy and Math Academic Coach vacancies

What we delivered

SEPTEMBER 2026

- ✓ Academic program changes and 2027–28 staffing implications confirmed across Art, Career and Technical Education, Early Childhood, English Language Development, Literacy, Music, STEM, and World Languages

OCTOBER 2026

- ✓ Programming requirements confirmed for the 2027–28 course catalog and required instructional minutes
- ✓ Staffing and instructional support identified: positions, certifications, recruitment, and professional learning
- ✓ Priority recruitment needs and hard to fill certification areas, including academic coaches, provided to Human Resources

EVIDENCE ON FILE

Department by department program change summary; 2027–28 course catalog requirements; priority recruitment list delivered to Human Resources

WORKSTREAM 03 OF 13



Data, Research, Evaluation & Assessment

Lead: Dr. Theodore Dwyer

1 of 1

milestones complete

NEXT IN NOVEMBER

Launch the 2027–28 enrollment application on the website with Public Relations

What we delivered

SEPTEMBER 2026

No milestones were scheduled for this month.

OCTOBER 2026

✓ Student address information populated in the enrollment application system so every student is assigned to the correct school



EVIDENCE ON FILE

Student address data loaded and validated in the enrollment application system, ready for the November application launch

WORKSTREAM 04 OF 13

Equity

Lead: Dr. Kymberly Cruz

2 of 2

milestones complete

NEXT IN NOVEMBER

Finalize the School Culture Expectations and guidance for schools, students, staff, and families

What we delivered

SEPTEMBER 2026

- ✓ Draft Districtwide School Culture Expectations developed, focused on welcoming, inclusive, and supportive school communities

OCTOBER 2026

- ✓ Feedback gathered from District and school leadership on the expectations and the practices that support strong school communities

EVIDENCE ON FILE

Draft Districtwide School Culture Expectations; summary of District and school leadership feedback

WORKSTREAM 05 OF 13

Finance

Lead: Ronald Joseph

3 of 3

milestones complete

NEXT IN NOVEMBER

Building sales and reuse guidelines; meet with the URA; release the preliminary 2027 budget and Capital Plan

What we delivered

SEPTEMBER 2026

No milestones were scheduled for this month.

OCTOBER 2026

- ✓ Costs finalized for anticipated departmental transition needs
- ✓ Opportunities identified for philanthropic support of transition needs
- ✓ Purchasing guidelines distributed to closing schools

EVIDENCE ON FILE

Departmental transition cost estimates; purchasing guidelines issued to closing schools; list of philanthropic support opportunities

WORKSTREAM 06 OF 13

Human Resources

Lead: Margaret C. Rudolph

1 of 4

milestones complete

NEXT IN NOVEMBER

Finalize principal and Career Ladder posting and selection processes; assess 2027–28 staffing changes

What we delivered

SEPTEMBER 2026

No milestones were scheduled for this month.

OCTOBER 2026

- ✓ HR system (Munis) configured for new and reconfigured school locations
- ◔ **IN PROGRESS (90%):** Publish 2027–28 internal transfer season calendar, seniority audit schedule, and displacement and recall rules
- ◔ **IN PROGRESS (90%):** Complete meetings with all bargaining units on transfer and displacement guidelines
- ◔ **IN PROGRESS (90%):** Receive final Letter of Agreement with AFSCME 297, pending its membership vote

EVIDENCE ON FILE

Munis configured with new school locations; final PFT guidelines completed; Letters of Agreement prepared and distributed to bargaining units

WORKSTREAM 07 OF 13

Operations & Facilities

Lead: Michael McNamara

9 of 10

milestones complete

NEXT IN NOVEMBER

Complete the furniture and equipment inventory in every building

What we delivered

SEPTEMBER 2026

- ✓ Final list of affected facilities confirmed, with dates and requirements
- ✓ Microsoft Form built to capture furniture and equipment inventory
- ✓ Northview Feasibility Study completed
- ✓ Classroom layout meetings scheduled with building and department leaders
- ✓ Educational space requirements set for program specific learning spaces

OCTOBER 2026

- ✓ Facilities Readiness guidelines and work order priorities for receiving schools
- ✓ Preliminary classroom layouts for all elementary and middle schools in transition
- ✓ Request for Proposals released for Northview Heights design
- ✓ Educational space requirements finalized
- ◔ **IN PROGRESS (25%):** Draft Operations staffing moves and budget impacts with HR

EVIDENCE ON FILE

Final facilities list with dates; Northview Feasibility Study; Facilities Readiness guidelines; preliminary classroom layouts; Northview Heights design RFP

WORKSTREAM 08 OF 13

Professional Learning

Leads: Dr. Shawn McNeil and Angela Roberson

2 of 2

milestones complete

NEXT IN NOVEMBER

Launch Resident Instructor and Replacement Instructor recruitment and selection

What we delivered

SEPTEMBER 2026

- ✓ Final draft K–5 Teacher Center Pilot presented to the Deputy Superintendent for feedback and recommendations

OCTOBER 2026

- ✓ Present the K–5 Teacher Center Pilot to the Superintendent, reflecting the Deputy Superintendent's feedback

EVIDENCE ON FILE

Final draft K–5 Teacher Center Pilot shared with Superintendent, incorporating Deputy Superintendent feedback

WORKSTREAM 09 OF 13

PSE & Gifted Education

Leads: Patti Camper (PSE) and Dr. Monica D. Lamar (Gifted)

7 of 7

milestones complete

NEXT IN NOVEMBER

Begin IEP team meetings for affected students; finalize 2027–28 regional program class lists

What we delivered

SEPTEMBER 2026

- ✓ PSE regional program map finalized for 2027–28; space confirmed in identified buildings
- ✓ Quarterly PSE Parent Newsletter launched
- ✓ Two pilot schools selected for new calm down rooms

OCTOBER 2026

- ✓ All regional program families notified of their 2027–28 school assignment
- ✓ New location recommended for Bridges 6–12, now on the 5th floor at Greenway
- ✓ New locations identified for Bridges at UPrep at Milliones (9–12) and Bridges at ML King (3–5)
- ✓ Gifted and Talented model finalized

EVIDENCE ON FILE

2027–28 regional program map; family assignment notices; first quarterly PSE Parent Newsletter; final Gifted and Talented model

WORKSTREAM 10 OF 13

School Performance

Lead: Dr. Theodore Thompson

7 of 7

milestones complete

NEXT IN NOVEMBER

Transition team meetings for K–8 schools becoming K–5 and 6–8

What we delivered

SEPTEMBER 2026

- ✓ Principal selection process launched for every reconfigured and receiving school (criteria: performance, achievement, growth)
- ✓ Credit Recovery working group convened (OSP, Student Services, HR)
- ✓ Transition factors reviewed for sunsetting K–5 magnet schools; Transition Plan Protocol set
- ✓ Design meeting cadence for neighborhood magnet transition teams

OCTOBER 2026

- ✓ School transition toolkit provided to leaders at the October Network Meeting
- ✓ Credit Recovery school-based model finalized and shared with selected high school principals
- ✓ Transition team meetings begun at Obama, Westinghouse, Milliones, and SciTech

EVIDENCE ON FILE

Principal selection process and criteria; transition toolkit distributed at the October Network Meeting; transition team meeting records for four schools

WORKSTREAM 11 OF 13

Student Support Services

Lead: Dr. Dawn Golden

9 of 9

milestones complete

NEXT IN NOVEMBER

Explore PPS; launch the magnet application; share open enrollment guidance

What we delivered

SEPTEMBER 2026

- ✓ Explore PPS plan for magnet programming and student supports
- ✓ Foundational social emotional learning plan shared with all schools
- ✓ SEL data analyzed to find schools needing targeted support
- ✓ Immunization compliance notices to families (Ongoing)

OCTOBER 2026

- ✓ Athletics Needs Assessment (student athlete interest survey)
- ✓ Neighborhood magnet programming and experience defined
- ✓ New school-based recovery model finalized for OSP
- ✓ Magnet programming one page summary published
- ✓ Review student health records for immunization status (Ongoing)

EVIDENCE ON FILE

Athletics Needs Assessment survey; published magnet programming summary; school-based recovery model; SEL school level data review; review of student health records and compliance notices related to immunizations remains ongoing.

WORKSTREAM 12 OF 13

Technology

Lead: Mark Stuckey

3 of 3

milestones complete

NEXT IN NOVEMBER

Assess network equipment needs at every receiving building

What we delivered

SEPTEMBER 2026

- ✓ Plain language technology FAQ posted to the District website: what changes, what does not, and who to call

OCTOBER 2026

- ✓ Help desk ready to answer school transition questions from families and staff
- ✓ Printers and copiers confirmed for school assignments

EVIDENCE ON FILE

Technology FAQ live on the District website; help desk transition script and routing; printer and copier assignment list

WORKSTREAM 13 OF 13

Transportation

Lead: Megan Patton

7 of 7

milestones complete

NEXT IN NOVEMBER

Review all preliminary routes, validate safety, and verify student loading locations

What we delivered

SEPTEMBER 2026

- ✓ Monthly coordination with the City School Crossing Guard Program
- ✓ Monthly coordination with Safe Routes to School and City partners
- ✓ Preliminary regular education routes developed

OCTOBER 2026

- ✓ Contracted carrier capacity assessed against projected ridership
- ✓ Buses, vans, drivers, aides, and contracts needed were determined
- ✓ Transportation FAQs and website updated based on simulated 2027–28 routes
- ✓ Draft route design begun with DREA's receiving school assignments

EVIDENCE ON FILE

Preliminary routes; carrier capacity analysis against projected ridership; updated transportation FAQs; monthly Crossing Guard and Safe Routes meeting records

PART 4

Still in progress, and why



IN PROGRESS: FOUR ITEMS WITH NEW TARGET DATES

Where each item stands and why

HUMAN RESOURCES — 90%

Publish internal transfer calendar, seniority audit schedule, and recall rules

Why: PFT guidelines are final and published after the last school visit. The calendar is set for February 2027 (listed in October in error). Units 297 and 2924 await Letters of Agreement.

New target: PFT guidelines November 16, 2026; calendar February 2027

HUMAN RESOURCES — 90%

Meet with all bargaining units on transfer and displacement guidelines

Why: Guideline documents are complete. Review with units 297 and 2924 begins once each signs its Letter of Agreement.

New target: To be set with unions

HUMAN RESOURCES — 90%

Receive final Letter of Agreement with AFSCME 297

Why: The agreement was prepared and sent. Signature awaits the union's membership voting process.

New target: After union vote

OPERATIONS & FACILITIES — 25%

Draft Operations staffing moves and budget impacts

Why: Requires coordination with Human Resources, which has not yet occurred.

New target: March 2027

What will change in the updated document

Revised dates and corrections

After union action

(Human Resources) Receive final Letter of Agreement with AFSCME 297, pending its membership vote

November 2026

(Human Resources) Publish internal 2027–28 transfer season calendar, seniority audit schedule, and displacement and recall rules

November 2026

(Human Resources) Complete meetings with all bargaining units on transfer and displacement guidelines

December 2026

(School Performance) School leader interviews/panels

March 2027

(Operations and Facilities) Operations staffing moves and budget impacts

PART 5

What comes next



STAY INFORMED

Follow the progress with us

Updated milestones dashboard

- Completed milestones clearly marked
- Changes highlighted, with revised months
- Full month by month roadmap through August 2027

pghschools.org | Future-Ready Facilities Plan

Quarterly public updates

November 2026	**Quarter 1: September and October** *Tonight*
February 2027	**Quarter 2: November through January**
April 2027	**Quarter 3: February and March**
June 2027	**Quarter 4: April through June**

The updates align with the quarterly distribution of report cards, so families hear about student progress and District progress at the same time.

STUDENTS FIRST ALWAYS, IN ALL WAYS.

Promises made.
Progress shown.
Work continuing…

67 of 71 Quarter 1 milestones complete
Next update: February 2027

Thank you. Questions and discussion.

