Pittsburgh Public Schools

Students first
Always, in all ways.



FUTURE-READY PLAN

Department Milestones Dashboard

INTRODUCTION

As PittsburghPublic Schools moves forward with implementation of the Future-Ready Plan during the 2026–27 school year, we recognize the importance of providing families, staff, the Board, and the broader community with clear, consistent, and timely information about what is happening, when it is happening, and how the work is progressing.

Implementation of the Future-Ready Plan is a complex, interconnected effort spanning 13 workstreams and multiple years. To provide greater visibility into that work, the District has developed this Milestones Document as a high-level roadmap of the key activities, decisions, deliverables, and points of progress anticipated throughout implementation. Complementing the District's commitment to quarterly implementation reports, this document provides a month-by-month view, where applicable, of significant milestones across each workstream beginning in September 2026.

While this document begins with September 2026 milestones, **implementation did not begin in September**. Significant work has been underway since the Board's approval of the Future-Ready Plan on May 27, 2026, as District teams began translating the approved plan into the staffing, academic, operational, financial, facilities, enrollment, transportation, student support, engagement, and communication structures necessary for implementation.

From June through August, that foundational work included launching cross-functional staffing and workforce planning; developing preliminary school-based budget tools and staffing models; reaching agreements related to Future-Ready staffing and transfer processes; beginning the Northview Elementary feasibility study and developing educational specifications for specialty learning spaces; advancing planning for gifted and special education programming; and beginning development of enrollment, magnet application, and student transition processes for the 2027–28 school year.

Teams also began preparing for the student and family experience associated with the transition. This included selecting and training the inaugural class of Parent Ambassadors; advancing restorative practices, social-emotional learning and school culture supports; beginning work on continuity and enrollment processes for students affected by school changes; and updating tools to help families understand both current and future attendance areas.

Communication and public engagement also began immediately following Board approval. All families and staff received direct communications about the Board's action; families at affected schools received targeted letters; the Future-Ready website and implementation timeline were updated; and regional overview videos were developed. The District also provided Future-Ready updates to members of the Allegheny County legislative delegation, Pittsburgh City Council, and the Mayor's Office.

Transportation planning similarly moved forward through preliminary route simulations, evaluation of bell-time scenarios and transportation efficiencies, and coordination with the City of Pittsburgh's Crossing Guards and Safe Routes to School regarding Future-Ready requirements.

This early work established the foundation for the more visible implementation milestones reflected beginning in September and for the significant transitions that will occur in the 2027–28 school year and beyond.

It is important to distinguish **milestones from task lists**. Milestones represent significant points of progress, accomplishments, decisions, or deliverables that demonstrate movement toward implementation.

Each milestone is supported by numerous individual tasks, activities, dependencies, and operational decisions that are managed at a more detailed level by District teams. Accordingly, this document is not intended to capture every action associated with implementation, nor should the absence of an activity from the document suggest that work is not underway.

As implementation progresses, milestones may evolve as workstreams intersect, dependencies are addressed, and additional information becomes available. The District will continue to communicate significant updates and provide context around changes as necessary.

Together with quarterly implementation reporting, this Milestones Document is intended to strengthen transparency and accountability while providing a comprehensive view of the coordinated work required to move the Future-Ready Plan from planning to implementation and, ultimately, to stronger and more equitable learning experiences for students across Pittsburgh Public Schools.

- Check marks indicate a completed milestone.
- Items in color show that a milestone has moved.

COMMUNICATIONS & ENGAGEMENT

***Leads**: Ebony Pugh, Merecedes J. Howze*

SEPTEMBER 2026	OCTOBER 2026	NOVEMBER 2026
✅ Provide PPS partners with window decals and digital badges to proudly showcase their support for our schools and highlight the strong community partnerships that help make PPS schools vibrant community hubs. ✅ Relaunch Welcome Wednesdays to provide families with opportunities to visit schools, connect with staff, and learn more about school communities. ✅ Refresh Frequently Asked Questions (FAQ) on Future-Ready Faciliies Plan website. ✅ Launch early magnet application for Linden families interested in applying to Montessori ✅ Add Communty Hub Partners to every school website	✅ PPS Parent Ambassadors Professional Development—Building Bridges Through Belonging-October 22 ✅ Families at Sci-Tech, Obama, and Montessori recieve an Intent Survey to understand whether students plan to transition with their school or program to its new location. ✅ Recruit Student Ambassadors for each school. ✅ Begin promoting Find My School, the Explore PPS Fair and Future-Ready Regional Transition Update Sessions through districtwide communications and outreach. ✅ Update website with school-by-school Future-Ready updates. ✅ Release the digital Transition Toolkit by school for staff use and planning. ✅ Families and community members begin participating in Future-Ready Regional Transition Update Sessions to receive updates, ask questions, share input, and prepare for upcoming transitions. Begins October 27.	• Publish “What We Heard, What We’re Doing” summary addressing key themes and concerns raised through community engagement sessions and other community input. • Explore PPS School Fair—a gallery for current and prospective families to learn about all schools. • Communicate any changes to current calendar to support transition. • Communicate process of Open Enrollment at transitioning magnet schools. • Publish 2027-28 Enrollment Application on District website. • ***FRFP Board Quarterly Update.***
DECEMBER 2026	**JANUARY 2027**	**FEBRUARY 2027**
• Families receive student-specific letters outlining each student’s school assignment and any changes resulting from the Future-Ready Plan. • Send robocalls informing families of letters. • Support Finance in communicating financial closeout guidance to closing-school leaders. • PPS Parent Ambassadors Professional Development: Parent Leadership & Advocacy-December 17. • Transition Information link added to Future-Ready website.	• Continue Community Conversations on timeline, transition and implementation for families and community members to get updates, ask questions, share input, and prepare for what’s ahead.	• Announce confirmed 2027-28 school leaders with a personal welcome message to every family. • Publish the Capital Plan on the District website to provide families and the community with clear access to planned facility investments. • ***FRFP Board Quarterly Update.***
MARCH 2027	**APRIL 2027**	**MAY 2027**
• PPS Parent University-specific courses and breakout sessions based on FRFP family input and community conversations. • PPS Parent Ambassadors Professional Development—Effective Family Engagement & Communication-March 11 • Announcement of any new school start times for 2027-2028 School Year.	• Release of phased plan for building disposition and reuse. • ***FRFP Board Quarterly Update.***	• PPS Parent Ambassadors Professional Development—Measuring Impact & Celebrating Success-May 13 • Meet Your Future-Ready School Nights begin. • Publish the Capital Plan on the District website to provide families and the community with clear access to planned facility investments. • Distribute Welcome Packets with principal letters, transportation assignments, and branding materials.
JUNE 2027	**JULY 2027**	**AUGUST 2027**
• Early 2027-2028 staff and family calendar release to support transition and planning. • Closed facility community celebration and tours. • ***FRFP Board Quartely Update.***		• Present Back-to-School Readiness Report • Parent Ambassadors host informal neighborhood meet-and-greets ahead of opening.

CURRICULUM & INSTRUCTION

***Lead**: Dr. Shawn McNeil*

SEPTEMBER 2026	OCTOBER 2026	NOVEMBER 2026
✅ Confirm academic program changes and 2027-2028 staffing implications across the following departments: Art, Career & Technical Education (CTE), Early Childhood, English Language Development (ELD), Literacy, Music, Science, Technology, Engineering and Mathematics (STEM) and World Languages.	✅ Confirm academic programming requirements that must be reflected in 2027-28 course catalog and required instructional minutes. ✅ Identify the staffing and instructional support needed to implement 2027-28 Future Ready program changes, including position requirements, certifications, recruitment needs, and professional learning. ✅ Provide Human Resources with priority recruitment needs and hard-to-fill certification areas, including academic coaches for all departments as applicable.	• Provide school leaders and Assistant Superintendents with academic scheduling/programming requirements for development of 2027-28 master schedules. • Post vacancies for additional Literacy and Math Academic Coach positions.
DECEMBER 2026	**JANUARY 2027**	**FEBRUARY 2027**
• Develop ELD Transition Framework that identifies professional learning and school support structures that will be provided. • Complete interviews and candidate selection for Literacy and Math Academic Coach positions for all schools (target: 21 coaches—13 ELA, 8 Math). Finalize and submit the 2027-2028 K-12 Course of Study for Board Approval.	• Conduct scheduling workshops for school leaders on new elementary/middle designs and staffing allocations in partnership with the Office of School Performance (OSP). • In partnership with OSP, confirm that staffing allocations meet the academic program requirements. • Identify curriculum and instructional-material needs created by program moves or expansions.	• Publish STEM integration guidance (elementary robotics/engineering kits, middle school Tech Ed/ Maker Space, high school pathways). • Finalize curriculum/resource movement, replenishment, and procurement needs associated with school consolidations, receiving schools, and program relocations.
MARCH 2027	**APRIL 2027**	**MAY 2027**
• Develop the districtwide materials inventory/ distribution system; publish the 'School Transition Handbook' with OSP.	• Complete a preliminary Future-Ready and Staffing Workforce Readiness crosswalk to identify any vacancies. • Review preliminary master schedules for alignment with academic/programming requirements (in partnership with OSP).	• Finalize ELD Regional Center professional transition supports • Finalize walkthrough/coaching-cycle templates for August launch. • Complete a readiness review of 2027–28 master schedules and academic program configurations; identify and resolve concerns before schedules are finalized collaboratively with OSP.
JUNE 2027	**JULY 2027**	**AUGUST 2027**
	• Finalize new academic coaching support assignments. • Conduct professional learning for leaders affected by new program models, assignments, grade configurations, or curriculum expectations. • Establish first-quarter monitoring for curriculum implementation and academic coaching. • Audit instructional readiness for schools	

DATA, RESEARCH, EVALUATION & ASSESSMENT (DREA)

***Lead**: Dr. Theodore Dwyer*

SEPTEMBER 2026	OCTOBER 2026	NOVEMBER 2026
	✅ Populate student address information in the enrollment application system to ensure students are assigned to the correct school.	• Launch 2027-2028 enrollment application on the website in partnership with Public Relations.
DECEMBER 2026	**JANUARY 2027**	**FEBRUARY 2027**
• Complete the first 2027-28 enrollment estimate for each school operational planning.	• Release final school enrollment projections.	
MARCH 2027	**APRIL 2027**	**MAY 2027**
	• Audit student placement for 2027-28 student grade and school.	
JUNE 2027	**JULY 2027**	**AUGUST 2027**
• Ensure student information is updated in all student information systems.	• Confirm students are correctly placed for the 2027-28 school year.	• Publish Internal and Public-facing Data Dashboards.

EQUITY

Lead: *Dr. Kymberly Cruz*

SEPTEMBER 2026	OCTOBER 2026	NOVEMBER 2026
✅ Develop draft Districtwide School Culture Expectations focused on creating welcoming, inclusive, and supportive school communities in alignment with Phase One expectations of the Future-Ready Plan.	✅ Gather District and school leadership feedback on the School Culture Expectations and the practices that will support strong school communities.	• Finalize Districtwide School Culture Expectations and guidance for schools, students, staff, and families.
DECEMBER 2026	**JANUARY 2027**	**FEBRUARY 2027**
• Complete sessions preparing every principal to lead school culture work as a central part of Phase One of Future Ready.	• Equip school leadership teams with tools and resources to assess their current culture and identify priorities for strengthening belonging, relationships, and community.	• Complete planning sessions with every school leadership team to begin its School Culture Expectations Plan in every school based on District expectations and the needs of each school community.
MARCH 2027	**APRIL 2027**	**MAY 2027**
• Complete a draft School Culture Expectations Plan in every school that identifies priorities and actions for strengthening school culture.	• Engage students, staff, and families in reviewing School Culture Expectations Plans and identifying opportunities to strengthen them.	• Finalize School Culture Expectations Plans for every school in preparation for summer implementation and the 2027–28 school year.
JUNE 2027	**JULY 2027**	**AUGUST 2027**
• Identify the supports, resources, and actions each school needs to put its School Culture Expectations Plan into practice.	• Prepare school communities for implementation, with additional attention to schools welcoming new students, staff, or programs through Future Ready transitions.	• Activate School Culture Expectations Plans through staff preparation, schoolwide routines, student and family engagement, and materials needed for a successful first-day launch.

FINANCE

Lead: *Ronald Joseph*

SEPTEMBER 2026	OCTOBER 2026	NOVEMBER 2026
	✅ Finalize costs associated with anticipated departmental transition needs. ✅ Identify opportunities for philanthropic support for transition needs. ✅ Distribute purchasing guidelines for closing schools.	• Develop guidelines for building sales and reuse in collaboration with the Budget and Finance Committee. • Meet with the Urban Redevelopment Authority (URA) to discuss community focused approaches to building sales and reuse. • Release Preliminary 2027 General Fund Budget and Capital Plan.
DECEMBER 2026	**JANUARY 2027**	**FEBRUARY 2027**
• Distribute financial closeout guidelines for schools in transition (i.e. Petty Cash, P-Card, Student Activity Accounts, Grants Reporting, and Employee Expense Reimbursement). • Adopt Final 2027 General Fund Budget and Capital Plan.	• Distribute 2027-28 Site-Based and Title I budget allocations to 100% of school leaders.	
MARCH 2027	**APRIL 2027**	**MAY 2027**
• Provide 2027-28 school staffing information to Talent Management.	• Publish a phased plan for building sales and reuse.	
JUNE 2027	**JULY 2027**	**AUGUST 2027**
• Finalize the 2028-29 Site-Based Budget Manual and Worksheet reflecting all delivery-model changes.		• Publish the transparent public cost/savings/ reinvestment ledger for the FRFP (updated quarterly thereafter).

HUMAN RESOURCES

***Lead**: Margaret C. Rudolph*

SEPTEMBER 2026	OCTOBER 2026	NOVEMBER 2026
	✅ Update and configure the HR system (Munis) to establish new and reconfigured school locations.	• Finalize the School Principal and Career Ladder (e.g. Academic Coaches) posting and selection processes. • Identify and assess the full-time staffing changes across Curriculum & Instruction, PSE, Gifted & Talented, and Credit Recovery, including positions impacted, staffing reductions or additions, and projected needs to inform the 27/28 staffing plan. • Identify and assess additional work opportunities (e.g. Tech Liaison, Athletic Coaches, etc.) that may be impacted by the FRFP for the 27/28 school year. • Coordinate with all departments to determine what, if any, new additional work opportunities may be needed to implement the FRFP plan for 27/28. • Receive final letters of agreements (LOAs) with AFSCME 297 and AFSCME 2924 pending membership votes. • Complete meetings with all bargaining units and associations to review final guideline documents and ensure alignment on transfer/displacement processes before implementation. • Publish the 2027-28 internal PFT transfer/ bidding season guidelines which reflect the emplolyee displacement/recall rules.
DECEMBER 2026	**JANUARY 2027**	**FEBRUARY 2027**
• Complete HR School Support Visits and school leader virtual sessions on transfer and staffing processes and movement for the 27/28 school year. • Recruitment plan and external hiring calendar finalized for 27/28 school year. • HR Information Systems data bases completed to support internal staffing season. • Publish the 2027-28 internal AFSME 297 and 2924 transfer/ bidding season guidelines which reflect the employee displacement/recall rules.	• Confirm and communicate transfer processes (rules, timelines, forms) to all role groups. • Support the Office of School Performance in finalizing every 2027-28 principal school-leader assignments for approval at the January 2027 Legislative Session. • Early Notice of Retirement Supplement Deadline (PFT Professionals, (Art 135) January 15th. • Provide the 2027-2028 internal transfer/bidding Season Calendars to school leaders/supervisors.	• Transfer and Bidding Seasons for All Employee Groups is launched. • Career Ladder (e.g. Academic Coaches) positions staffed.
MARCH 2027	**APRIL 2027**	**MAY 2027**
• Building Substitute allocations adjusted and implemented for 27/28 school year projected staffing and coverage needs. • Translate site-based budgets and determine projected hiring needs for 27/28.	• Post additional work opportunities, if any, for summer FRFP transition work.	• Support the developmentof a “checklist” and moving steps with the Facilities/Operations team; finalize with Facilities/ Transportation any changes in school start/end times. • Support the Office of School Performance and school principals in finalizing 2027-28 assistant principal assignments for approval at the June 2027 Legislative Session.
JUNE 2027	**JULY 2027**	**AUGUST 2027**
• Transfer and bidding seasonforall employee groups is completed; finalized staff placements for all employee groups moving between buildings is communicated to Operations/Facilities. • All employees coded to new locations in HR systems (e.g. Munis, Frontline, ID Badge Access). • Confirm external hiring needs; assist school leaders with interview and selection processes (ongoing, all summer 2027).	• Assist school leaders and the Office of School Performance with new-to-building staff onboarding sessions for beginning of 27/28 school year. • Early offer recruitment and hiring events conclude.	• Certify in writing, that 100% of staff assignments are coded accurately in HR Information Systems so that appropriate access(es) can granted and approved by IT, DREA, etc. to be active before the first teacher day.

OPERATIONS & FACILITIES

Lead: *Michael McNamara*

SEPTEMBER 2026	OCTOBER 2026	NOVEMBER 2026
✅ Confirm the final list of facilities affected by FRFP transitions, with dates and facility-specific requirements. ✅ Develop Microsoft Form to capture furniture and equipment inventory. ✅ Complete Northview Feasibility Study. ✅ Schedule meetings with Building Administrators, Assistant Superintendants, Facilities, Communications, PSE, Early Childhood, CTE to complete preliminary classroom layouts.	✅ Establish Facilities Readiness guidelines for schools in transition. Work order prioritization for receiving schools. ✅ Complete preliminary classroom layouts for all elementary and middle schools in transition. ✅ Release Request For Proposals (RFP) for Northview Heights Design. ✅ Complete Educational Space Requirements for Program Specific Learning Spaces.	• Complete Furniture and equipment inventory via Microsoft Forms. Note location of assets by category in each building.
DECEMBER 2026	**JANUARY 2027**	**FEBRUARY 2027**
• Release RFP for Design of Morrow Intermediate (Rooney). • Board Approval of Architect for Northview Project.	• Prepare maintenance work plan for Year 1 based on the established Facilities Readiness Guidelines. • Develop Job Descriptions and staffing plan to hire temporary Summer Help supporting building moves. Release RFP for Phase 1 Design of Program Specific Learning Spaces Project.	• Board Approval of Architects for Morrow Intermediate (Rooney) project. • Post job openings for temporary summer help. • Notify Schools of upcoming construction and FRFP projects. • Finalize Operation's portion of the "School Transition Handbook." • Order packing materials for District's transition schools. • Architect to begin programming and community engagement for Northview Project.
MARCH 2027	**APRIL 2027**	**MAY 2027**
• Review finalized floor plans with every new/receiving building principal and obtain sign-off. • Board Approval of Architects for Phase 1 Program Specific Learning Spaces Project. • Architect to finalize and share building program and conceptual design based on feedback recieved from Community Engagement Sessions on Northview Elementary. • Draft Operations staffing moves and potential budget impacts (HR support).	• Hire temporary heavy-cleaning crews/contractors; receive districtwide packing materials. • Finalize mapping of furniture, materials and equipment. • Finalize schedule for furniture and material moves.	
JUNE 2027	**JULY 2027**	**AUGUST 2027**
• Begin redistributing Furniture, Materials and Equipment according to the schedule.	• Continue to redistribute Furniture, Materials and Equipment according to the schedule.	• Complete all Year-0/Phase-1 maintenance projects and final safety/life-safety walkthroughs before occupancy. • Complete Furniture, Material and Equipment distribution according to the schedule.

PROFESSIONAL LEARNING

***Leads**: Dr. Shawn McNeil, Angela Roberson*

SEPTEMBER 2026	OCTOBER 2026	NOVEMBER 2026
✅ Present final draft K-5 Teacher Center Pilot to Deputy Superintendent for feedback and recommendations.	✅ Present K-5 Teacher Center Pilot to Superintendent based on Deputy's feedback/recommendations.	• Launch Resident Instructor recruitment and selection (application and interview process). • Launch Replacement Instructor recruitment and selection (application and interview process).
DECEMBER 2026	**JANUARY 2027**	**FEBRUARY 2027**
• Continue Resident Instructor and Replacement Instructor selection; align with HR staffing timeline.	• Finalize Professional Development for use of calm down spaces for grades K-5 developed for review by Professional Learning and Student Services.	
MARCH 2027	**APRIL 2027**	**MAY 2027**
• Finalize summer and Year-1 professional learning calendar with Student Support Services and Curriculum & Instruction.		• Confirm coaching framework and feedback protocol training content for Resident and Replacement Instructors.
JUNE 2027	**JULY 2027**	**AUGUST 2027**
• Deliver Resident and Replacement Instructors Professional Learning: coaching frameworks, feedback protocols, data analysis tools.	• Finalize walkthrough/coaching cycle templates for August launch.	• Launch the tiered Professional Learning System districtwide; begin structured walkthroughs and coaching cycles.

PROGRAM OF STUDENTS WITH EXCEPTIONALITIES (PSE) & GIFTED EDUCATION

***Leads**: Patti Camper (PSE), Dr. Monica D. Lamar*

SEPTEMBER 2026	OCTOBER 2026	NOVEMBER 2026
✅ (PSE) Finalize PSE regional program mapping for 2027-28; confirm sufficient space in identified buildings. ✅ (PSE) Launch Quarterly Parent Newsletter that includes PSE current action items, timelines and next steps. ✅ (PSE) Select two pilot schools for new calm-down rooms/spaces and use the pilot to determine required professional development	✅ (PSE) Notify all families of regional program students of their 2027-28 school assignment, based on the new regional programming map. ✅ (PSE) Recommend a new location for Bridges 6-12, currently housed on the 5th floor at Greenway. ✅ (PSE) Identify new locations for Bridges at UPrep at Milliones (9-12) and Bridges at ML King (3-5). ✅ (Gifted) Gifted and Talented model is finalized.	• (PSE) Begin IEP team meetings for students with disabilities affected by school closures and reconfigurations to consider placements for the 2027-28 school year. • (PSE) Finalize 2027-28 regional program class lists for all grade levels, excluding incoming Kindergarten.
DECEMBER 2026	**JANUARY 2027**	**FEBRUARY 2027**
• (PSE) Assign 100% of students in PSE specialized programming to 2027-28 schools, including regional programs and neighborhood learning-support environments. • (Gifted) PPS website refreshed with Gifted and Talented information. • (Gifted) Naglieri Nonverbal Ability Test Guidance for schools.	• (PSE) Finalize learning support staffing allocations and itinerant (speech, OT/PT, psych) caseloads by region. • (PSE) Finalize Professional Development for use of calm down spaces for grades K-5.	• (PSE) Deliver the PSE budget/position-control projection to Finance, reflecting closures and reconfigurations.
MARCH 2027	**APRIL 2027**	**MAY 2027**
• (PSE) Order sensory/calm-down room materials for central summer distribution. • (PSE) Final PD schedule for calm-down room/space for staff in grades K-5.	• (PSE) Schedule PSE transition activities for students in every impacted school. • (PSE) Schedule PSE transition conferences with impacted school teams to review student needs and Specially Designed Instruction (SDI).	• (Gifted) Launch revised Naglieri Nonverbal Ability Test 3 screening for all second graders. • (PSE) Hold PSE transition activities for students in need of speciailized support or individualized transition.
JUNE 2027	**JULY 2027**	**AUGUST 2027**
• (PSE) Reassign Program Officers to regions for K-12 supervisory continuity.	• (PSE) Confirm all sensory/calm-down room materials are delivered and ready for the first day. • (PSE) Confirm all curriculum materials (READ 180/Math 180, Alternative curriculum for Low Incidence) are delivered and ready for the first day of school.	• (PSE) Special Education Service Delivery Audit: confirm 100% of transitioned students are scheduled for every needed support. • (PSE) Related Service Audit: confirm 100% of transitioning PSE students are receiving every IEP-identified service.

SCHOOL PERFORMANCE

***Lead**: Dr. Theodore Thompson*

SEPTEMBER 2026	OCTOBER 2026	NOVEMBER 2026
✅ Launch the school leader (principal) selection process for every reconfigured/receiving school; Identifying criteria for leader selection. (Performance, Acheivment, Growth) ✅ Convene Credit Recovery Central Office Working Group (OSP, Student Services, HR). ✅ Design and outline meeting cadence for neighborhood magnet school transition teams (Gifted, OSP, HR). ✅ Review K-5 sunsetting magnet school final draft transition factors to ensure clarity and consistency for 27-28 (in collaboration with Communications). ✅ Transition Plan Protocol for launch of meetings in October (admin engagement (1st).	✅ School Leader Future Ready Plan school transition toolkit provided to leaders during October Network Meeting. ✅ Continue to meet and finalize Credit Recovery school-based model with plans to share for feedback with selected HS principals. ✅ Begin transition team meetings with School Leadership at Obama, Westinghouse, Milliones and SciTech.	• .Share Credit Recovery (CR) model with Executive Cabinet for feedback. • Introduce stakeholder groups to transition meetings (staff, students, Parent Ambassadors) for continued collaboration and input. • Begin transition team meeting with K-8 schools that are transitioning to K-5 & 6-8. • Begin transition team meetings for staff at Obama, Westinghouse, Milliones and SciTech.
DECEMBER 2026	**JANUARY 2027**	**FEBRUARY 2027**
• School leader interviews/panels • Share CR model with all high school principals. • Share an outline of various transition activities by school to begin second semester.	• Superintendent reviews and confirms leader recommendations ahead of the February Board meeting.	• 100% of school-leader assignments confirmed at the Board meeting by Feb 1; families notified of their new school leaders.
MARCH 2027	**APRIL 2027**	**MAY 2027**
• Principal onboarding: structured sessions with Assistant Superintendents and the Future-Ready cross-functional team; transition toolkits distributed.	• Transition Planning Workshops begin: culture-building, staffing/teacher introductions, curriculum alignment, operational planning.	• Welcome Packet distribution and planning launch; principals begin direct family/community engagement.
JUNE 2027	**JULY 2027**	**AUGUST 2027**
• Staffing decisions, teacher planning, and school-partnership agreements finalized with HR and Curriculum & Instruction.	• School Transition Work Sessions: principal-led teams finalize student orientation, staff onboarding, and family engagement plans.	• Merged community check-ins with staff, students, and families on a biweekly cadence through opening week.

STUDENT SUPPORT SERVICES

***Lead**: Dr. Dawn Golden*

SEPTEMBER 2026	OCTOBER 2026	NOVEMBER 2026
✅ Plan for Explore PPS as it relates to magnet programming, and student support services. ✅ Parent/guardian notification regarding immunization compliance and potential school exclusion (from summer list). ✅ Communicate foundational social emotional learning implementation across all schools. ✅ Analyze social emotional learning (SEL) school-level data to identify schools requiring targeted support with implementation (ongoing).	✅ Implement an Athletics Needs Assessment (student-athlete interest survey). ✅ Define neighborhood magnet programming and experience. ✅ Finalize new school based recovery model for OSP. ✅ Review student health records to verify and update immunization status and ensure accurate documentation of compliance (ongoing). ✅ Publish magnet programming one-pager.	• Continue collaboration with Office of School Performance (OSP) on neighborhood-magnet supports and resources. • Participate in Explore PPS event to provide families with information on magnet programming. • Continue the process for magnet post-lottery applications. • Develop districtwide school culture plan template for review. • Launch magnet application for families. • Open enrollment guidance shared.
DECEMBER 2026	**JANUARY 2027**	**FEBRUARY 2027**
• Review PS6 criteria (internal student transfers) and determine if any changes, additional communication is required. • Complete districtwide reconciliation and verification of Section 504 records across eSchool and IEP Writer to ensure accurate and consistent student documentation.	• Establish system for transfer of student health records. • Develop and implement a monitoring system to ensure Section 504 plans are current, accurately documented and identified in eSchool plus. • Ensure all school nurses receive training on Section 504 plans, including legal mandates, process, development and implementation of the plans • CAPA auditions. • Enusre all school counselors, social workers will receive communication regarding follow-up items from the audit.	• Identify training needs for school culture plan and establish a professional development plan (in collaboration with C&I). • Formal notification to families regarding magnet program acceptance decisions including relevant next steps.
MARCH 2027	**APRIL 2027**	**MAY 2027**
• Communicate with nursing staff the system for moving student health records.		• Finalize magnet recissions.
JUNE 2027	**JULY 2027**	**AUGUST 2027**
• Communicate with families currently receiving medical transportation regarding the process and documentation requirements for continuation of services for the 2027-2028 school year.		

TECHNOLOGY

***Lead**: Mark Stuckey*

SEPTEMBER 2026	OCTOBER 2026	NOVEMBER 2026
✅ Plain-language technology FAQ posted to the district website: what changes, what does not, and who to call.	✅ Help desk in position to answer school-transition questions from families and staff or transfer to the corresponding department. ✅ Printers and copiers confirmed for school assignments.	• Network equipment needs assessed at every receiving building.
DECEMBER 2026	**JANUARY 2027**	**FEBRUARY 2027**
• Technology's contribution to the School Transition Handbook defined (due March).	• Every combined building confirmed to have enough internet capacity for its larger population. • Final decisions made on which closing sites keep phone service and which are disconnected. • Network equipment confirmed for relocation from closing buildings to newly configured buildings.	• Every new or relocated classroom confirmed to have an interactive board. • Wiring work submitted to Facilities for new classrooms and offices at receiving schools. • Software licenses reviewed against new enrollment; seats moved where needed.
MARCH 2027	**APRIL 2027**	**MAY 2027**
• Wi-Fi signal tested against the new, larger student populations. • Network rooms confirmed to have enough power, backup power, and cooling.	• Device, locker, and charging-cart moving plan finalized with Operations. • Equipment rack removal coordinated with Facilities; building access dates confirmed.	• Equipment count and moving plan signed off.
JUNE 2027	**JULY 2027**	**AUGUST 2027**
• Student take-home devices collected at closing buildings, with each student's return recorded. • Wi-Fi configured for the full new population at every building. • Printers, and copiers equipment relocated on Operations' schedule. • Help desk staffing with augmented support, confirmed for the surge in transition-week questions.	• First group of buildings signed off as technology-ready. • Confirmed student devices, lockers, and charging carts moved to match new school populations. • Student accounts confirmed for all schools. • Internet disconnected at closing sites not keeping phone service; service confirmed at sites where staff still work.	• Every student receives a working device at their new school. • Every building confirmed technology-ready before the first student day: devices, boards, wiring, and network. • Extra help desk coverage in place for the first two weeks of school. • Tech Liaison work scheduled prior to start of school for student device distribution.

TRANSPORTATION

***Lead**: Megan Patton*

SEPTEMBER 2026	OCTOBER 2026	NOVEMBER 2026
✅ Conduct monthly coordination meetings with the City of Pittsburgh School Crossing Guard Program to review school openings, dismissals, staffing needs, traffic concerns, student safety incidents, and upcoming operational changes related to the Future-Ready Plan. ✅ Meet monthly with Safe Routes to School representatives and City transportation partners to coordinate infrastructure improvements, walking routes, traffic calming measures, bicycle safety initiatives, and student travel planning supporting Future Ready implementation. ✅ Develop preliminary regular education routes.	✅ Assess contracted-carrier capacity against projected ridership; identify bandwidth gaps. ✅ Determine required buses, vans, drivers, aides, and transportation contracts needed for implementation. ✅ Update transportation-related FAQs and website information based on the preliminary or simulated 2027-28 routes. ✅ Coordinate with DREA's preliminary receiving-school assignments to begin draft route design.	• Review all preliminary routes, conduct safety validation, and verify student loading locations.
DECEMBER 2026	**JANUARY 2027**	**FEBRUARY 2027**
• Coordinate with the City of Pittsburgh on crossing guard placement at identified high-traffic intersections based on new feeder patterns.	• Implement transportation changes for Future- Ready facilities and attendance areas. • Evaluate bell time scenarios and transportation efficiency under proposed Future-Ready school configurations. • Import updated attendance boundary shapefiles into Transfinder and begin preliminary routing analysis.	• Finalize the transportation plan and start times (bus vs. walker) for every affected school. • Validate feeder assignments and identify students attending magnet, CTE, ESL, regional, and specialized programs.
MARCH 2027	**APRIL 2027**	**MAY 2027**
• Notify families of the new transportation plan and start times.	• Confirm transportation needs with Athletics for schools losing a program through consolidation.	• Finalize Safe-Routes work with stakeholders identified pinch points.
JUNE 2027	**JULY 2027**	**AUGUST 2027**
• Continue Safe-Routes work with stakeholders. • Finalize all routes.	• Notify families of the finalized route, stop, and time for their student. • ViewFinder training for school base staff.	• Monitor and adjust routes as needed using real ridership and safety data.