CITY OF FAIRBORN
COUNCIL WORK SESSION
March 16, 2026, at 5:00 p.m.
Fire Training Room

COUNCIL MEMBERS	Present	Absent
Dan Kirkpatrick, Mayor	☒	☐
Clint Allen, Councilman	☒	☐
Sylvia Chess, Councilwoman	☒	☐
Brian Dodd, Councilman	☒	☐
Rodney McCubbins, Councilman	☒	☐
Mary Reaster, Deputy Mayor	☒	☐
Tana Stanton, Councilwoman	☒	☐

STAFF MEMBERS PRESENT

Adkins, Gebhart, McClure, Myers, Roman, Taylor, and Williams.

FIVE YEAR STRATEGIC PLAN PRESENTATION

Pam Gayheart, Fairborn City Schools Superintendent, reviewed the attached power point presentation labeled Exhibit "A" and reviewed the details of the 2025-2030 Fairborn City Schools Strategic Plan. A copy of which is attached hereto as Exhibit "B."

She emphasized the following topics of the Strategic Plan:

- Portrait of a Skyhawk – adaptability, responsibility, problem solving, communication and critical thinking
- Process of designing the plan
- Priorities – Teaching & Learning, Future-Ready Skills, Student Life/Experience and Operational Efficiency
- Themes and Recommendations

Mrs. Gayheart feels the strategic plan pairs well with the new school buildings. At the end of the day, they are doing their best to educate every single student that walks through the door. The Fairborn City Schools are currently at a four-star rating or the equivalent of a B. This is a large improvement from the D rating in the past. Once the schools earn their five stars, they are going to buy a box truck and wrap it with just academics, and it is going to say five stars Fairborn City Schools.

They are working with Emily Gay. She has sent them a one-page overview of the highlights of the City, and they are going to match that up with some highlights of the School District and produce a one-page flyer that the Schools and the City can use to help people understand a little more about Fairborn.

Councilwoman Chess appreciated the detailed information.

Tim Steininger, as a representative of the School Board, stated part of the reason for the documentation of the Strategic Plan is that as a City and Bath Township have voted to put in four brand new schools. We spent some significant amounts of money. What are they going to get for that? What is the School Board doing to be held accountable? This document he hopes starts that process of saying hold them accountable based on that document. Secondly, part of the goal is saying look realtors, other businesses, this is an opportunity to move to a City that has four brand new buildings and a four-star rating. He hopes putting the plan in the City's hands, a tool they can use to go out and say, hey business why don't you come to Fairborn? Why don't you move in there over off of Colonel Glenn?

Mr. Steininger discussed the recent color guard event where 35 schools were in attendance from all over southwest and central Ohio. The adults were amazed at the facilities. That particular organization wants to come back next year.

Pam Gayheart explained we have to stop letting others tell the story for us. We have to tell the story of who we are now and not let the pesky narrative of the past define them. She is very encouraged with the plan. She is proud to lead the school district.

Mayor Kirkpatrick wanted Mrs. Gayheart to know that it is already paying off. Saturday night several of them in the room had the opportunity to attend an event at the Air Force Museum for the 445th. He had the opportunity to sit at the table with the wing commander and some of the wing staff and Fairborn City Schools was one of the topics of the conversation. The comments were not the school district that it was five or ten years ago. It has already been noticed with the new buildings and programs, the athletic and academic opportunities. The wing staff at the 445th is noticing the differences and they were very complimentary. The word is getting out.

Mayor Kirkpatrick asked how as a City staff and citizens can they help let them know that this is different City Schools. Mrs. Gayheart stated they have so many terrific events. Let's start out with athletics do they want to see the facilities, come to an athletic event. They are going to do a really good job of showcasing the facilities. They have music concerts. They just did the Freaky Friday musical at the high school. There is so much talent in the student population. The two elementary schools and the primary school will have a literacy night once a year and a culture night. The primary culture night is coming up in May. She encouraged everyone to attend that Primary Culture night. One, you are going to have some incredible food. They will also see the different cultures within the school district. Mr. Steininger stated Mrs. Gayheart did this presentation at the Lions Club, the Rotary and she is willing to go to any civic or church group that would like to hear the story. He thinks that is one of the best ways to get the message out.

Councilwoman Chess asked if they had more copies of the Strategic Plan and the other documents so they could be handed out to the businesses. Mrs. Gayheart stated the quality profiles just came back, but they do want to get the documents into doctor and dentist offices so they can be in the lobby. She will get copies to the City as well. They will be in all of the schools as well. During the Council meeting she will give out a QR code.

Councilman Allen appreciated the elevator speech on this and the work that the staff and board do to continue to move the dial on the schools. This has been a long project. It is

great to see this type of work, it is fantastic. He will be that person to help push interested parties to our schools so that we can continue to showcase that. He discussed a Culture Night that he attended at the schools a few years ago and it was absolutely fantastic. He is impressed with the Strategic Plan.

Councilwoman Reaster stated if Council has not been to the Culture Night and you have been to the World Affair it is like the World Affair scaled down. Seeing the children running around so excitedly showing their friends and their friends' families their culture and their history is super cool. She asked if the Middle School will be doing the Real Money, Real World exercise? Mrs. Gayheart stated they would do it this Spring. Councilwoman Reaster encouraged everyone to volunteer for that event. Councilwoman Reaster asked what the biggest hurdle with the Strategic Plan is as they move forward over the next 12-24 months. Mrs. Gayheart stated the focus area is future-ready skills. They have to get caught up with how they graduate students with 21st century skills.

Councilman Dodd stated he is a surveyor and there is an item called Trigstar. It is for high school kids to learn trigonometry. Surveying is nothing but angles and distances. Most local survey organizations would be willing to do something like that also. Mrs. Gayheart would love to have more information on that. Councilman Dodd stated he would get more information for her about that.

Councilwoman Stanton asked if the students could do simultaneous classes with the career center. Mrs. Gayheart explained they typically go as a junior or senior. Students would be accepted into a Career Center program as a junior and senior. The advanced manufacturing class will be at Fairborn High School, but it is sponsored by the Career Center so they will provide the instructor and the curriculum. The Career Center is highly competitive at this point. They turn away students that want to go to the Career Center, so how do they marry that up with offering opportunities at the high school as early as their freshman year?

Councilwoman Chess asked if the schools are looking to add any new sports such as flag football. Mrs. Gayheart stated right now they are not. She knows OHSA just sanctioned girl's flag football. They do have a mini strategic plan within the athletic department to work to improve outcomes for better athletes and to be able to lose with integrity.

Mayor Kirkpatrick stated the City will be doing Strategic Planning in the future as well. He asked if Mrs. Gayheart had any pearls of wisdom to share about the planning process. Mrs. Gayheart stated there were many times this summer when they tried to push this to the finish line. HR was saying I have people to hire, and curriculum was saying I have training to plan. It was like no we are committing to this, and we have to carve out these two hours once a week and push through it. Know going in that you have to trust the process. It is possible. Mr. Steininger stated they started out with basic ideas and each time they met they grew those ideas. Designing the measurables was also important.

Councilwoman Reaster stated Mrs. Gayheart is rounding out her first school year as Superintendent, what does she feel is her biggest win in her first year? Mrs. Gayheart stated she feels like they have put together a great central office team. They have a lot of director positions turn over and they replaced a long-time administrator in student services, and she tells her team all the time they don't live over here and if there is a

problem multiple directors go to the building. If central office has a problem they are going to be right beside them and help them work through whatever it is. They work as a team.

Councilman Allen stated there was a saying he heard recently that said all of the adults are responsible for all of the children. This is exactly what they are doing. She is setting them up for success in a lot of different ways. We are the ones laying the groundwork for the next set. Mrs. Gayheart stated it truly takes a village.

Councilwoman Stanton asked about the use of AI. Mrs. Gayheart stated they are getting ready to revamp for some state requirements their AI policy. Their challenge is how do you teach students to use AI, but not to think for them. There are ways to use it to enhance what you have already created or to check what you have already created or to use it in an organized fashion without saying write my paper for me. It is apparent when a student uses it.

Councilwoman McCubbins asked if Mrs. Gayheart if she could provide any information about the two biggest questions Council gets asked which is what are you doing with the Baker Middle School land? Mrs. Gayheart stated they have about seven more days under contract when the weather is good enough to do it, they need to go through and grade the land and put the finishing touches on it at that point they will get an appraisal. There is some interest from some local businesses that encourages her that people are looking at that land and looking to do something that will be a compliment to the existing neighborhood and to Fairborn as a whole. She has said she does not really want to mow that property this summer. It would cripple their maintenance department. They want to get that going. They are waiting for the demo company to come in and put the finishing touches on it once the weather gets nice enough. The current Middle School is a part of the Strategic Plan to look at all the facilities, including Wright, Black Lane (Park Hills) and what do they do with those buildings long term. There are a lot of valuable facilities there. There is a gym, an auditorium, there is a football/soccer field and baseball field. They cannot easily replicate those if they did get rid of that property. In the next couple of years, they will decide what they are going to do with it, but there is a good chance that we need it for both academic and athletic reasons.

Mayor Kirkpatrick came back to the process of the Strategic Plan being developed. This is a really great plan. It is a great marketing tool. Looking back on the process that went into developing the Strategic Plan. Is there anything they would do differently? Mrs. Gayheart believes they did it in a very compressed amount of time. Even now, when she looks back on it, she wishes there had been more time to discuss that.

Mike Gebhart, City Manager, stated the City will be doing this soon and he cannot tell them from the time he got here 13 years ago the difference in the relationship with the schools. When he got here it was almost non-existent. Just so happens it was two leaders that butted heads and that has significantly changed. Amy and he meet once a month to discuss things. They also speak at Rotary on occasion. He does not hesitate to communicate with Amy, and he hopes she does not hesitate to communicate with him. It all boils back down to how the school goes is how the City goes and vice versa. He appreciates his relationship with Amy and Gene before her. He knows that Rob Anderson did as well.

Tim Steininger spoke from the Board's perspective that he sees them all working together. He receives communications from Amy about different situations that are happening in the school, and he knows everyone in this room has participated and helped out. It is not an us or them as we solve the problem.

CITY MANAGER COMMENTS

Mike Gebhart, City Manager, explained on the 6th of April they will go back to the Council Rules handbook topic from the retreat, and he would also like to talk about doing standardized MOUs across the Board. Whenever we have a Memorandum of Understanding with any group or non-profit, he wants there to be a base for all of those and then they tweak it depending on the particular group. He thinks it is only fair to all the groups that they be as standardized as possible moving forward.

On April 20, 2026, they will do Communications and Civic Engagement and explore that some more. He had a demo today through the Finance Department with a program called ClearGov. He has said it since day one, he wants to be as transparent as possible. Everything needs to be easily found. ClearGov will take us to the next step. He explained Chillicothe, Powell, Hilliard, Huber Heights, and Vandalia are all starting to switch to it. A lot of people show frustration with how the State Auditor's Open Checkbook looks; this goes a step beyond. He would encourage everyone to take a look at those cities. It talks about the City's debts, revenues, expenses, and community demographics. The City of Hilliard's site talks about sustainability as well. The more transparent we are the better it is.

COUNCIL COMMENTS

Councilwoman Stanton asked about data centers. Mike Gebhart stated that it was a time-limited moratorium that was passed by Council. Kathleen Riggs and the legal department are looking into it. They should have some kind of update in the next couple of weeks. Councilwoman Stanton asked if everything was moving well on updating the recall process. Mr. Gebhart stated everything as far as he knows is done and over with the Board of Elections. Now, it is just a matter of the May primary coming up and from there we will know how to move forward. It is on the ballot for May 5, 2026.

Councilman Dodd stated he moved to Fairborn from California and he purposely moved to a town that was going to build a new high school. That town grew because they did a whole complex. It looked like a classic college, but he knows what school districts can do for a City because it has increased the size of that City from 50,000 to close to 150,000. They have four and talk about a fifth new high school.

Mayor Kirkpatrick stated he met with three different student groups in the last couple of weeks and several of them mentioned girls' flag football and they want that. He thanked Mrs. Gayheart and Tim Steininger for the hard work of their team in developing their Strategic Plan.

ADJOURNMENT

Deputy Mayor McCubbins moved to adjourn the meeting. Councilwoman Chess seconded. Yeas, seven: McCubbins, Chess, Allen, Dodd, Reaster, Stanton, and Kirkpatrick. Nays, none. Motion carried. The meeting was adjourned at 5:49 p.m.

MAYOR

CLERK, CITY OF FAIRBORN

Fairborn City School District

Strategic Plan Overview

FAIRBORN CITY SCHOOLS 1950

February 17, 2026

Strategic Plan Includes:

- Overview of District Strategic Plan
  - Highlights the roadmap for Fairborn City Schools through 2030
  - Portrait of a Skyhawk Initiative
  - Smart Goals/Key Performance Indicators associated with each priority area

4 Pillars:

I. Teaching and Learning

II. Future-Ready Skills

III. Student Life/Experiences

IV. Operational Efficiency



Portrait of a Skyhawk Overview

- Adaptability
- Communication
- Critical Thinking
- Problem Solving
- Responsibility



PORTRAIT OF A SKYHAWK

Portrait of a Skyhawk is the vision developed by Fairborn City Schools that outlines the knowledge, skills, and attributes students should possess upon graduation to be successful in college, careers, and life.

ADAPTABILITY

- Work effectively in a climate of uncertainty and changing priorities.
- Demonstrate agility in thoughts and actions.
- Respond productively to feedback, praise, setbacks, and criticism.
- Understand, negotiate, and balance diverse views and beliefs to reach workable solutions.
- Demonstrate flexibility when acclimating to various roles and situations.
- Exhibit perseverance in achieving success despite difficulty, opposition, and/or failure.
- Embrace the idea that failure is a part of success and quickly pivot to keep moving forward.

RESPONSIBILITY

- Adhere consistently to a set of core values that are evident in choices and behaviors.
- Earn others' trust and respect through honest, principled behaviors.
- Act honestly and demonstrate care for the interests of the larger community and greater good.
- Honor commitments and take responsibility for the outcomes, whether positive or negative.

COMMUNICATION

- Articulate thoughts and ideas effectively using oral, written, and nonverbal communication skills in a variety of forms and contexts.
- Listen effectively to decipher meaning, including knowledge, values, attitudes, and intentions.
- Use communication for a range of purposes and audiences (e.g. to inform, instruct, motivate, and persuade).

PROBLEM SOLVING

- Identify, develop, evaluate, and prioritize solutions to difficult or complex situations.
- Implement and reflect critically on a solution.

CRITICAL THINKING

- Understand the "bigger picture" and propose solutions that are mindful to the impact they may have on other parts of a system.
- Consistently improve the quality of one's own thinking by skillfully analyzing, assessing, and reconstructing.
- Applies disciplined thinking that is clear, rational, open-minded, and informed by evidence.

ADAPTABILITY · COMMUNICATION · CRITICAL THINKING · RESPONSIBILITY · PROBLEM SOLVING

FAIRBORN CITY SCHOOLS 19 50

PORTRAIT OF A SKYHAWK

Priority #1:
Teaching & Learning

- **Academic Performance and Growth**
- **Student Support**
- **Student Engagement**
- **Family Engagement**
- **Professional Development**



PRIORITY 1

TEACHING & LEARNING

Fairborn City Schools will provide every student with high-quality learning experiences through a culture of shared ownership, continuous learning and high-impact practices to ensure student growth, engagement and achievement.

Themes & Recommendations

ACADEMIC PERFORMANCE & GROWTH
- Increase academic growth and achievement through high-quality teaching and learning experiences and student Multi-Tiered System of Supports

STUDENT SUPPORT
- Support academics through intervention and enrichment as outlined in the ONE Plan
- Improve student behavior and attendance through a Multi-Tiered System of Support and positive engagement

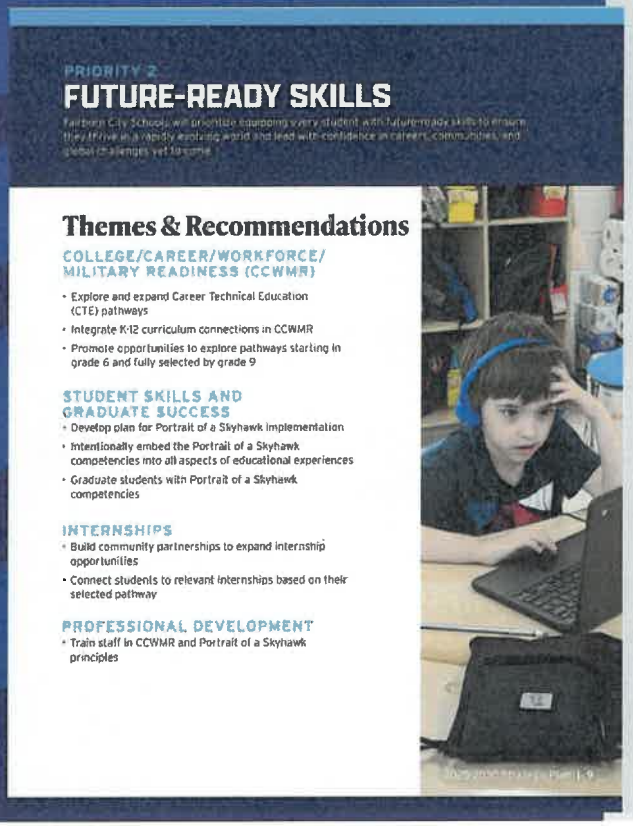
STUDENT ENGAGEMENT
- Integrate and balance the use of technology with high quality instruction
- Promote student ownership of learning through multiple pathways
- Correlate instruction to real-world relevance and application
- Prioritize relationship-building to create classroom communities where every student feels valued and connected

FAMILY ENGAGEMENT
- Utilize data platform accessible to all stakeholders to create partnerships and transparency in learning
- Increase engagement with families to strengthen parent partnerships and student learning
- Create family academic partnerships where parents, students, and teachers collectively monitor progress and adjust support strategies

PROFESSIONAL DEVELOPMENT
- Strategically explore and expand high impact PD opportunities
- Increase curriculum alignment and implementation to support academic improvement
- Support Whole Child knowledge and implementation
- Explore and implement future-ready use of technology

Priority #2:
Future-Ready Skills

- College/Career/Workforce/Military Readiness
- Student Skills/Graduate Success
- Internships
- Professional Development



PRIORITY 2

FUTURE-READY SKILLS

Fairborn City Schools will prioritize equipping every student with future-ready skills to ensure they thrive in a rapidly evolving world and lead with confidence in careers, communities, and global challenges yet to come.

Themes & Recommendations

COLLEGE/CAREER/WORKFORCE/ MILITARY READINESS (CCWMR)

- Explore and expand Career Technical Education (CTE) pathways
- Integrate K-12 curriculum connections in CCWMR
- Promote opportunities to explore pathways starting in grade 6 and fully selected by grade 9

STUDENT SKILLS AND GRADUATE SUCCESS

- Develop plan for Portrait of a Skyhawk implementation
- Intentionally embed the Portrait of a Skyhawk competencies into all aspects of educational experiences
- Graduate students with Portrait of a Skyhawk competencies

INTERNSHIPS

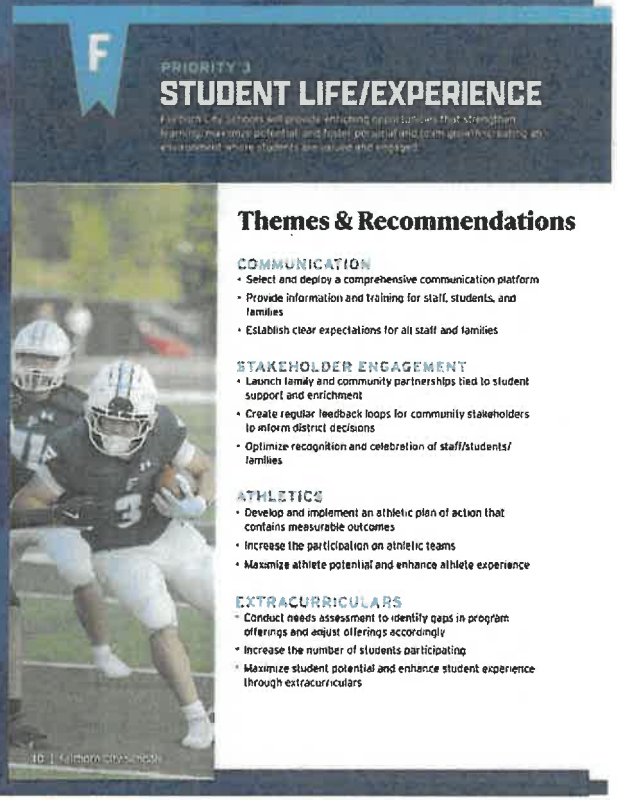
- Build community partnerships to expand internship opportunities
- Connect students to relevant internships based on their selected pathway

PROFESSIONAL DEVELOPMENT

- Train staff in CCWMR and Portrait of a Skyhawk principles

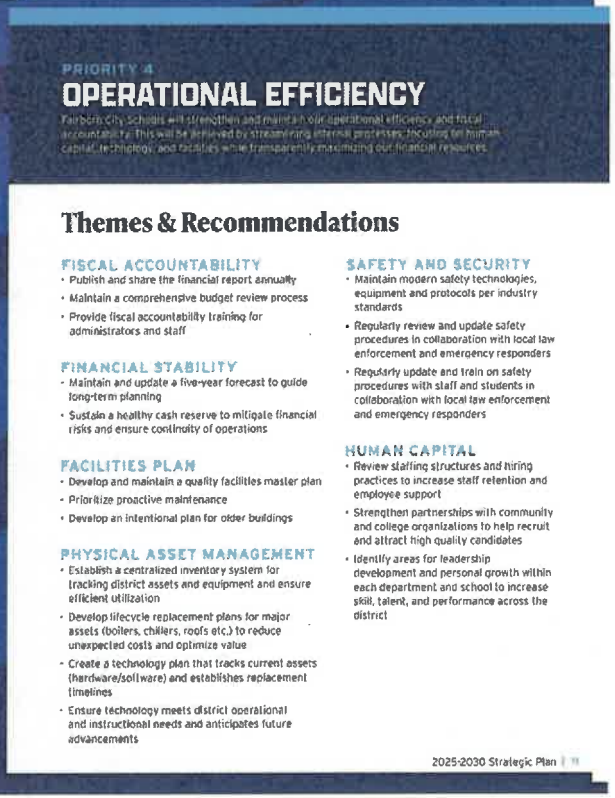
Priority #3:
Student Life/Experience

- Communication
- Stakeholder Engagement
- Athletics
- Extracurriculars



Priority #4:
Operational Efficiency

- Fiscal Accountability
- Financial Stability
- Facilities Plan
- Physical Asset Management
- Safety and Security



PRIORITY 4

OPERATIONAL EFFICIENCY

Fairborn City Schools will strengthen and maintain our operational efficiency and fiscal accountability. This will be achieved by streamlining internal processes, focusing on human capital, technology, and facilities while transparently maximizing our financial resources.

Themes & Recommendations

FISCAL ACCOUNTABILITY
- Publish and share the financial report annually
- Maintain a comprehensive budget review process
- Provide fiscal accountability training for administrators and staff

FINANCIAL STABILITY
- Maintain and update a five-year forecast to guide long-term planning
- Sustain a healthy cash reserve to mitigate financial risks and ensure continuity of operations

FACILITIES PLAN
- Develop and maintain a quality facilities master plan
- Prioritize proactive maintenance
- Develop an intentional plan for older buildings

PHYSICAL ASSET MANAGEMENT
- Establish a centralized inventory system for tracking district assets and equipment and ensure efficient utilization
- Develop lifecycle replacement plans for major assets (boilers, chillers, roofs etc.) to reduce unexpected costs and optimize value
- Create a technology plan that tracks current assets (hardware/software) and establishes replacement timelines
- Ensure technology meets district operational and instructional needs and anticipates future advancements

SAFETY AND SECURITY
- Maintain modern safety technologies, equipment and protocols per industry standards
- Regularly review and update safety procedures in collaboration with local law enforcement and emergency responders
- Regularly update and train on safety procedures with staff and students in collaboration with local law enforcement and emergency responders

HUMAN CAPITAL
- Review staffing structures and hiring practices to increase staff retention and employee support
- Strengthen partnerships with community and college organizations to help recruit and attract high quality candidates
- Identify areas for leadership development and personal growth within each department and school to increase skill, talent, and performance across the district

Once a Skyhawk, Always a Skyhawk

FAIRBORN CITY SCHOOLS 19 50

Questions?

FAIRBORN
CITY SCHOOLS
19 50

2025-2030

Strategic Plan

Exceptional Schools. Future-Ready Learners.
Inspired Community.

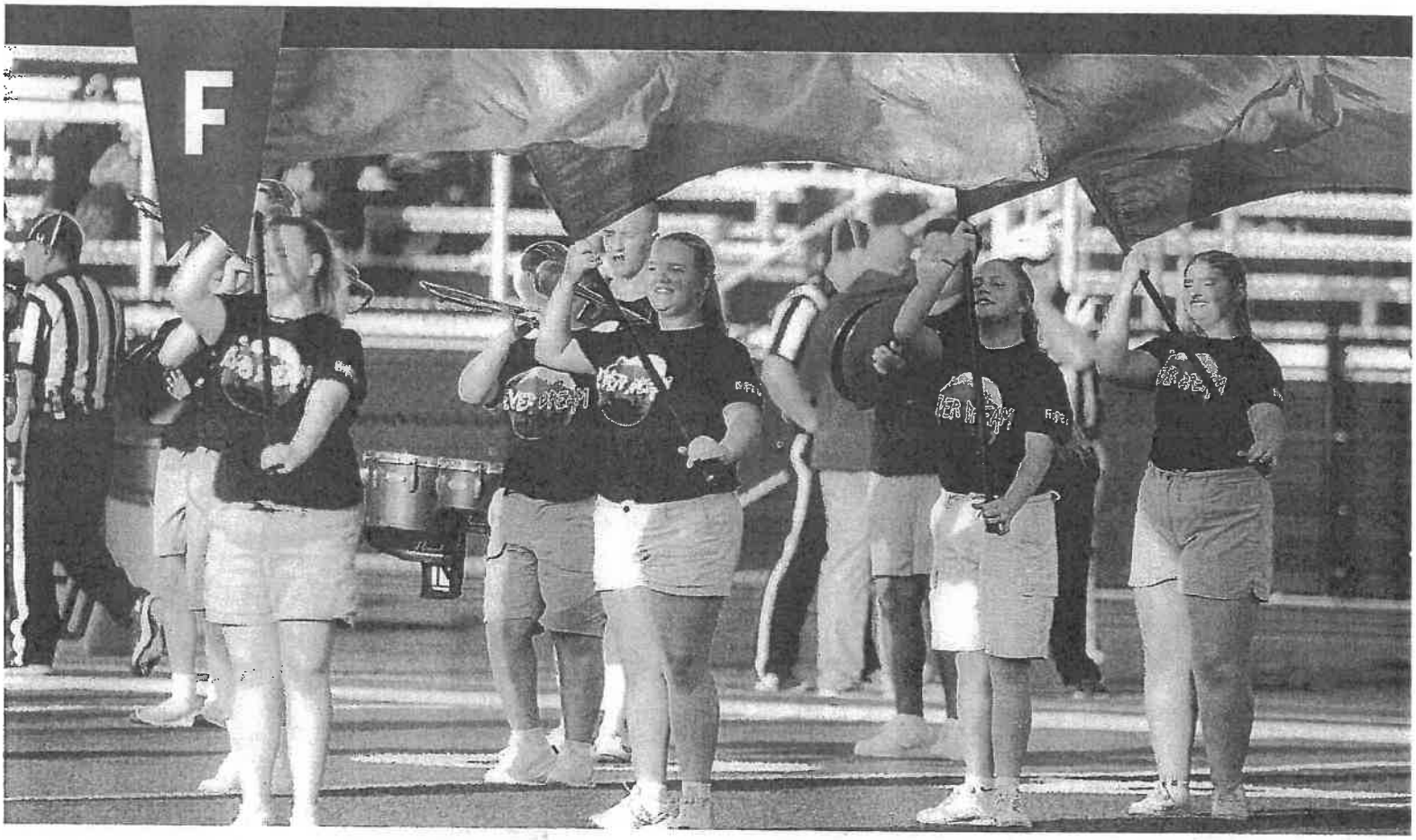


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Letter from the Superintendent

FAIRBORN CITY SCHOOLS

Dear Fairborn Families, Staff, and Community Members,

We are in an exciting chapter in the history of Fairborn City Schools. With the addition of three brand-new buildings since 2020—and the anticipated opening of our new middle school in August 2027—we are laying a strong and lasting foundation for the future of education in our district. These new, state-of-the-art facilities represent more than just physical improvements; they reflect our community's investment in a brighter future for all students. Now, as a powerful and timely complement to this physical transformation, we are proud to introduce our Strategic Plan—a guiding vision that will shape our direction, priorities, and progress through 2030.

This plan is the result of thoughtful collaboration, input from our community, and a shared commitment to academic excellence, innovative learning, and a supportive environment for every student. It captures the aspirations of our district and sets a clear course for continued growth and improvement.

More than just a roadmap, the Strategic Plan reflects our dedication to embracing progress, expanding opportunity, and ensuring that every student has the tools, resources, and support they need to thrive. As our facilities grow, so too will our programs, our partnerships, and our ability to meet the needs of an evolving world.

We are incredibly excited about what lies ahead. The work outlined in this plan will help us shape not only the next few years—but the next generation of learners, leaders, and community members. We look forward to working side-by-side with our families, staff, students, and community as we bring this vision to life.

The future of Fairborn City Schools is brighter than ever—and together, we are building something truly extraordinary.

With appreciation and anticipation,



Amy E. Gayheart

AMY E. GAYHEART
Superintendent | Fairborn City Schools

F Mission, Vision, & Values

MISSION

Fairborn City School District, in partnership with our community, will provide a safe, nurturing environment that values individual differences and is relentless in the pursuit of personal and academic excellence that prepares all students for success.



VISION

Equipping students with future-ready skills that ignites a passion to achieve personal and academic excellence.

VALUES

H **High-Quality Instruction:** We are committed to providing exceptional educational experiences and high-impact instructional practices, fostering a culture of continuous learning and growth for all.

A **Accountability & Transparency:** We hold ourselves accountable for responsible operational efficiency and fiscal management, ensuring open communication and clarity in all our decisions and resource utilization.

W **We (Collaboration & Partnership):** We believe in the power of working together—students, families, staff, and the community—to create a supportive and thriving educational environment.

K **Knowledge & Growth:** We relentlessly pursue knowledge and continuous improvement for every student and staff member, fostering lifelong learners prepared for a rapidly evolving world.

S **Student Success:** Our ultimate purpose is to ensure every student's growth, engagement, achievement, and readiness for future careers, communities, and global challenges.

PORTRAIT OF A SKYHAWK

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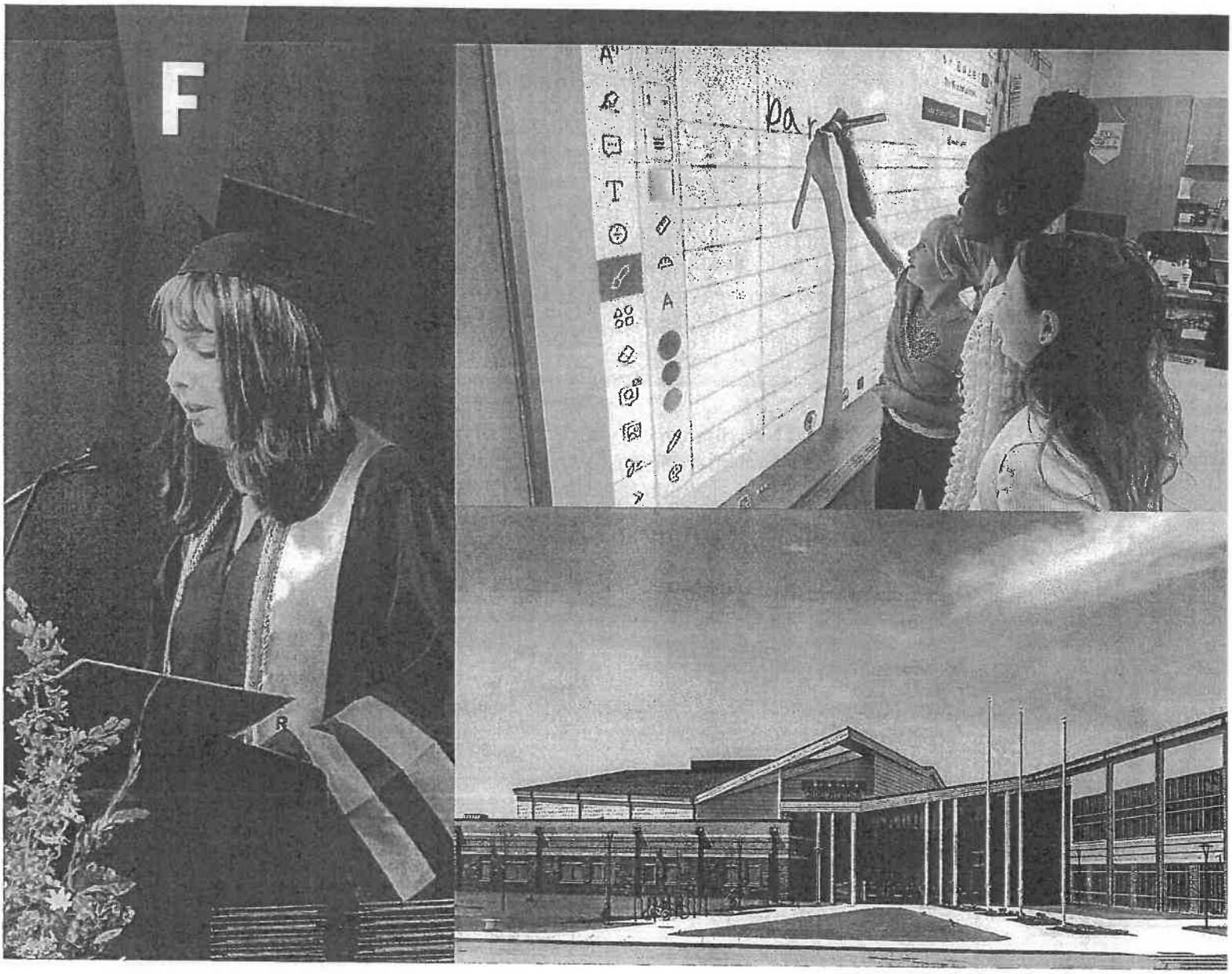
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- Consistently improve the quality of one's own thinking by skillfully analyzing, assessing, and reconstructing.
- Applies disciplined thinking that is clear, rational, open-minded, and informed by evidence.





Process

Strategic planning for Fairborn City Schools was a collaborative effort that started with the Portrait of a Skyhawk plan, where over 50 stakeholders came together over several months starting in September 2024 to build a shared foundation. After this extensive community involvement, the district conducted a community survey to gather even more input before the Board of Education, district administration, and union leaders began the strategic planning process. This ongoing cycle brought everyone together to assess where we are now and develop a shared vision and goals, then moved forward with creating actionable strategies together, working as a team to implement and track progress, and finally partnering to review and adjust our approach to ensure continuous improvement and stay aligned with the district's future direction. We are excited to execute this plan over the next five years, and we are confident that not only Fairborn City Schools, but the entire Fairborn community will benefit from this work.

Strategic Plan Priorities

PRIORITY 1
TEACHING & LEARNING

Fairborn City Schools will provide every student with high quality learning experiences through a culture of shared ownership, continuous learning and high impact practices to ensure student growth, engagement and achievement.

PRIORITY 2
FUTURE-READY SKILLS

Fairborn City Schools will prioritize equipping every student with future-ready skills to ensure they thrive in a rapidly evolving world and lead with confidence in careers, communities, and global challenges yet to come.

PRIORITY 3
STUDENT LIFE/EXPERIENCE

Fairborn City Schools will provide enriching opportunities that strengthen learning, maximize potential, and foster personal and team growth–creating an environment where students are valued and engaged.

PRIORITY 4
OPERATIONAL EFFICIENCY

Fairborn City Schools will strengthen and maintain our operational efficiency and fiscal accountability. This will be achieved by streamlining internal processes, focusing on human capital, technology, and facilities while transparently maximizing our financial resources.

F

PRIORITY 1

TEACHING & LEARNING

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Themes & Recommendations

ACADEMIC PERFORMANCE & GROWTH

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STUDENT SUPPORT

- Support academics through intervention and enrichment as outlined in the ONE Plan
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FAMILY ENGAGEMENT

- Utilize data platform accessible to all stakeholders to create partnerships and transparency in learning
- Increase engagement with families to strengthen parent partnerships and student learning
- Create family academic partnerships where parents, students, and teachers collectively monitor progress and adjust support strategies

PROFESSIONAL DEVELOPMENT

- Strategically explore and expand high impact PD opportunities
- Increase curriculum alignment and implementation to support academic improvement
- Support Whole Child knowledge and implementation
- Explore and implement future-ready use of technology

PRIORITY 2

FUTURE-READY SKILLS

Fairborn City Schools will prioritize equipping every student with future-ready skills to ensure they thrive in a rapidly evolving world and lead with confidence in careers, communities, and global challenges yet to come.

Themes & Recommendations

COLLEGE/CAREER/WORKFORCE/ MILITARY READINESS (CCWMR)

- Explore and expand Career Technical Education (CTE) pathways
- Integrate K-12 curriculum connections in CCWMR
- Promote opportunities to explore pathways starting in grade 6 and fully selected by grade 9

STUDENT SKILLS AND GRADUATE SUCCESS

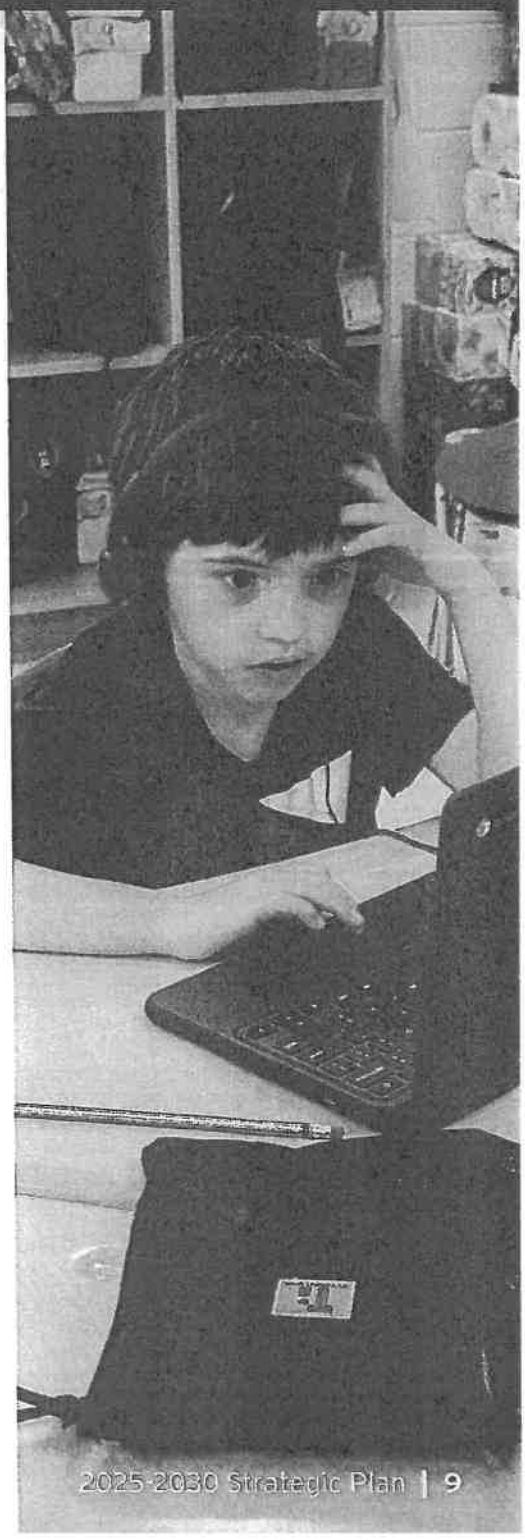
- Develop plan for Portrait of a Skyhawk implementation
- Intentionally embed the Portrait of a Skyhawk competencies into all aspects of educational experiences
- Graduate students with Portrait of a Skyhawk competencies

INTERNSHIPS

- Build community partnerships to expand internship opportunities
- Connect students to relevant internships based on their selected pathway

PROFESSIONAL DEVELOPMENT

- Train staff in CCWMR and Portrait of a Skyhawk principles

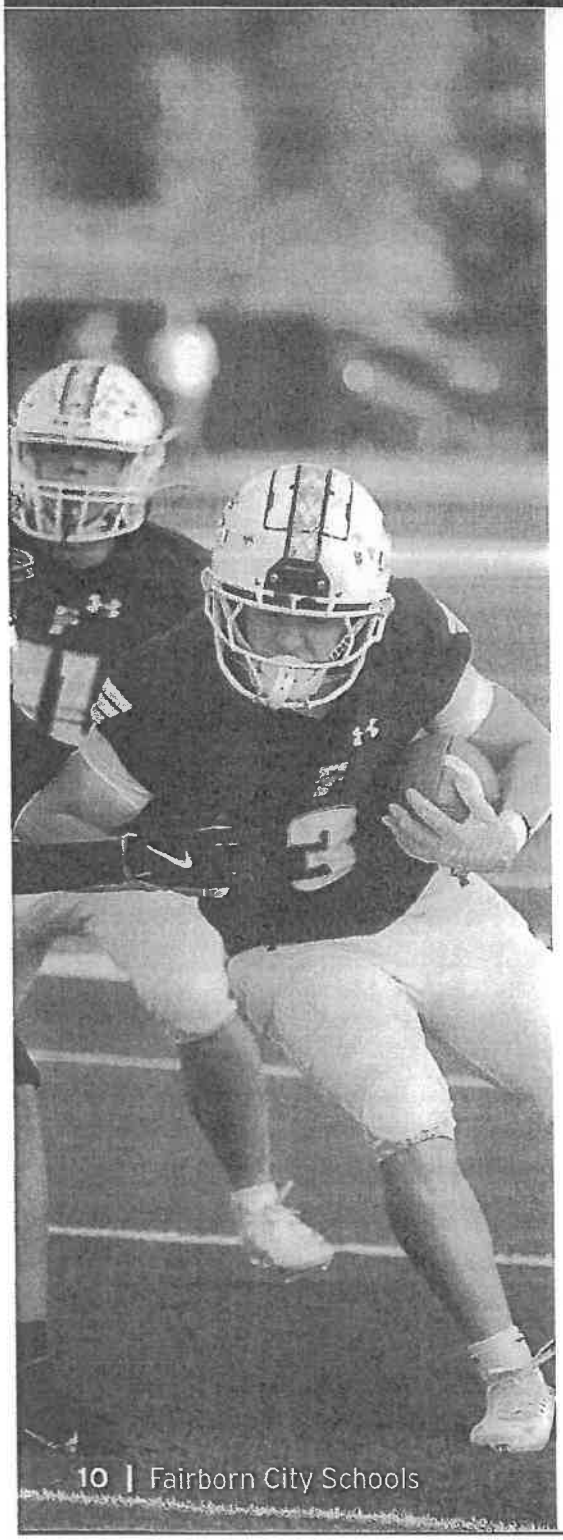


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PRIORITY 3

STUDENT LIFE/EXPERIENCE

Fairborn City Schools will provide enriching opportunities that strengthen learning, maximize potential, and foster personal and team growth—creating an environment where students are valued and engaged.



Themes & Recommendations

COMMUNICATION

- Select and deploy a comprehensive communication platform
- Provide information and training for staff, students, and families
- Establish clear expectations for all staff and families

STAKEHOLDER ENGAGEMENT

- Launch family and community partnerships tied to student support and enrichment
- Create regular feedback loops for community stakeholders to inform district decisions
- Optimize recognition and celebration of staff/students/families

ATHLETICS

- Develop and implement an athletic plan of action that contains measurable outcomes
- Increase the participation on athletic teams
- Maximize athlete potential and enhance athlete experience

EXTRACURRICULARS

- Conduct needs assessment to identify gaps in program offerings and adjust offerings accordingly
- Increase the number of students participating
- Maximize student potential and enhance student experience through extracurriculars

PRIORITY 4

OPERATIONAL EFFICIENCY

Fairborn City Schools will strengthen and maintain our operational efficiency and fiscal accountability. This will be achieved by streamlining internal processes, focusing on human capital, technology, and facilities while transparently maximizing our financial resources.

Themes & Recommendations

FISCAL ACCOUNTABILITY

- Publish and share the financial report annually
- Maintain a comprehensive budget review process
- Provide fiscal accountability training for administrators and staff

FINANCIAL STABILITY

- Maintain and update a five-year forecast to guide long-term planning
- Sustain a healthy cash reserve to mitigate financial risks and ensure continuity of operations

FACILITIES PLAN

- Develop and maintain a quality facilities master plan
- Prioritize proactive maintenance
- Develop an intentional plan for older buildings

PHYSICAL ASSET MANAGEMENT

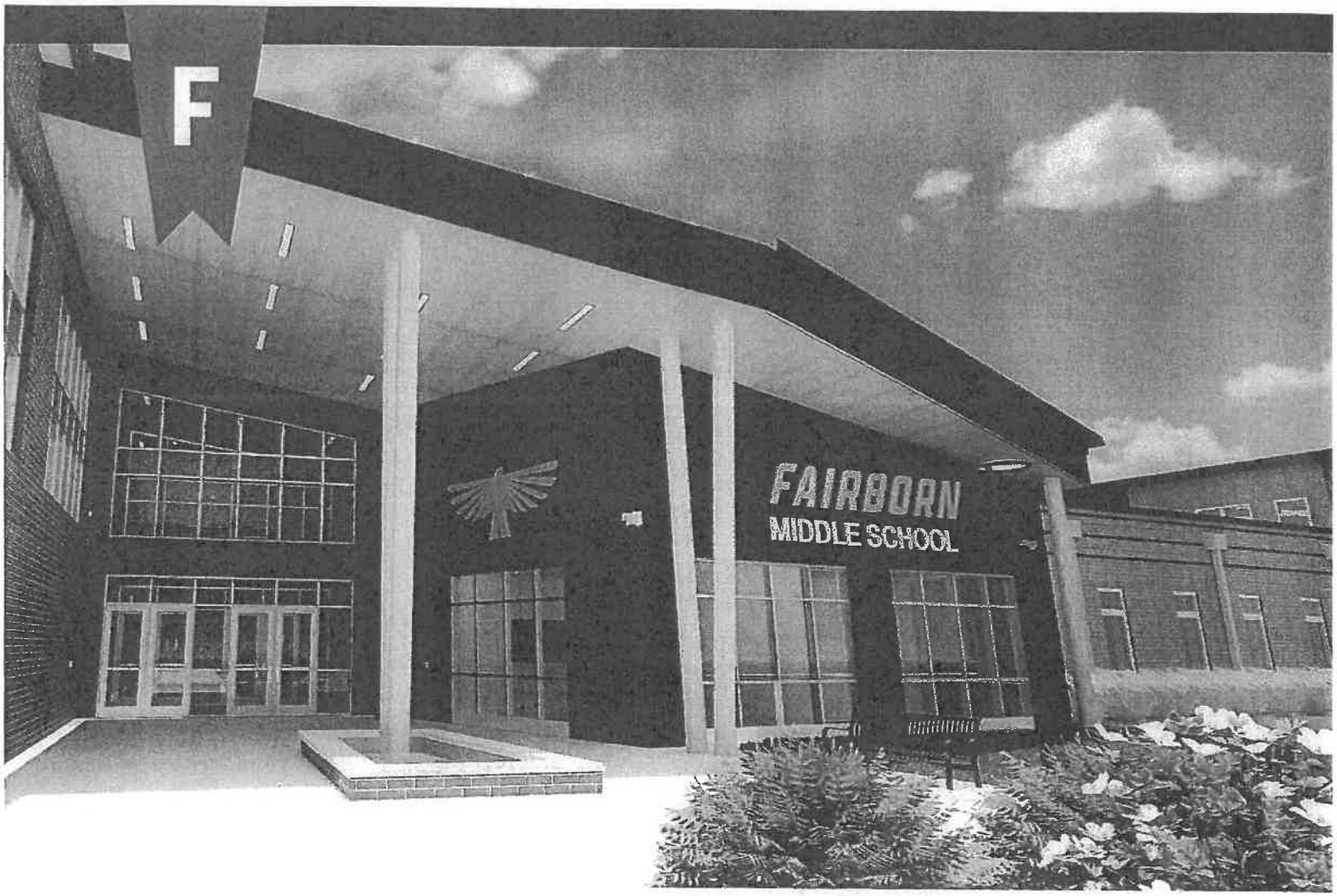
- Establish a centralized inventory system for tracking district assets and equipment and ensure efficient utilization
- Develop lifecycle replacement plans for major assets (boilers, chillers, roofs etc.) to reduce unexpected costs and optimize value
- Create a technology plan that tracks current assets (hardware/software) and establishes replacement timelines
- Ensure technology meets district operational and instructional needs and anticipates future advancements

SAFETY AND SECURITY

- Maintain modern safety technologies, equipment and protocols per industry standards
- Regularly review and update safety procedures in collaboration with local law enforcement and emergency responders
- Regularly update and train on safety procedures with staff and students in collaboration with local law enforcement and emergency responders

HUMAN CAPITAL

- Review staffing structures and hiring practices to increase staff retention and employee support
- Strengthen partnerships with community and college organizations to help recruit and attract high quality candidates
- Identify areas for leadership development and personal growth within each department and school to increase skill, talent, and performance across the district



Acknowledgments

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Glossary of Terms / Acronyms

Abre - Data platform that centralizes, consolidates, and synthesizes data from multiple sources in one place.

AP - Advanced Placement

CCP - College Credit Plus

CCWMR - College, Career, Workforce, Military Readiness

Cohort - Generally a group with shared common characteristics such as a grade level of students.

CTE - Career Technical Education

Curriculum Maps - A table or chart that shows the planning and alignment between learning standards, assessments, and materials in a content area or course.

DASL - Data and Analysis for School Leadership

Data Platform - Centralized system to collect, store, manage, analyze and visualize data.

Extracurricular - An activity in addition to the normal course of study (ex. Drama, Music, Athletics).

Five Year Forecast - Strategic projection that estimates key trends and outcomes over a 5-year period. Projects revenues, expenditures and fund balances.

FHS - Fairborn High School

FIS - Fairborn Intermediate School

FMS - Fairborn Middle School

FPS - Fairborn Primary School

Gap Analysis - A measure that helps identify areas where improvements are needed to achieve specific goals or objectives.

GCCC - Greene County Career Center

GPA - Grade Point Average

Human Capital - A person's skills, knowledge, experience and capabilities

iReady - Online program used for reading and math diagnostics with adaptive, personalized learning through MyPath.

K-12 - Kindergarten through Grade 12

Key Performance Indicator - Quantifiable metrics that measure how effectively we are achieving our objectives.

MTSS - Multi-Tiered System of Supports

ODEW - Ohio Department of Education and Workforce

ONE Plan - Three-year plan that focuses on addressing the priority needs identified in the ONE Needs Assessment, setting smart goals, and outline strategies and action steps.

PBIS - Positive Behavior Interventions and Supports

PD - Professional Development

Performance Index - PI is a component of the District Report Card that measures student performance on state standardized tests.

Physical Asset - A physical item with economic value that the district owns (ex. Boilers, Chillers).

Portrait of a Skyhawk - Framework that defines the knowledge, skills and attributes a student should have upon graduation. Focused on developing well-rounded students ready for college, career and life.

Priority Area - Area identified as important for improvement or action based on data and goals

Public Schoolworks - Learning management system the district utilizes for online training for school staff and comprehensive risk management.

SEL - Social Emotional Learning

Smart Goal - Goal setting method that ensures goals are clear, actionable, and trackable S-Specific/M-Measurable/A-Achievable/ R-Relevant/T-Time Bound

Theme - Central idea, message or focus that drives purpose

Whole Child - Educational philosophy that emphasizes supporting every aspect of a student's development including social, emotional, physical and behavioral well-being.

F References

FAIRBORN CITY SCHOOLS

Fairborn City Schools Website
5 Year Forecast
Board Policies
Fairborn City School District Report Card 2025
Athletic Plan
Athletic Handbook
Branding Guide
NICHE
Purple Star Schools
WPAFB Educational Liaison
Ohio's Learning Standards: What we teach
Fairborn City Schools Local Literacy Plan
Fairborn City Schools Acceleration Procedures
Portrait of a Skyhawk
High School Course of Study

SCHOOL REPORT CARDS 2025

Fairborn Primary School
Fairborn Intermediate School
Fairborn Middle School
Fairborn High School

ONE PLANS

Fairborn City Schools
Fairborn Primary School
Fairborn Intermediate School
Fairborn Middle School
Fairborn High School

STUDENT HANDBOOKS

Fairborn Primary School
Fairborn Intermediate School
Fairborn Middle School
Fairborn High School

CITY OF FAIRBORN

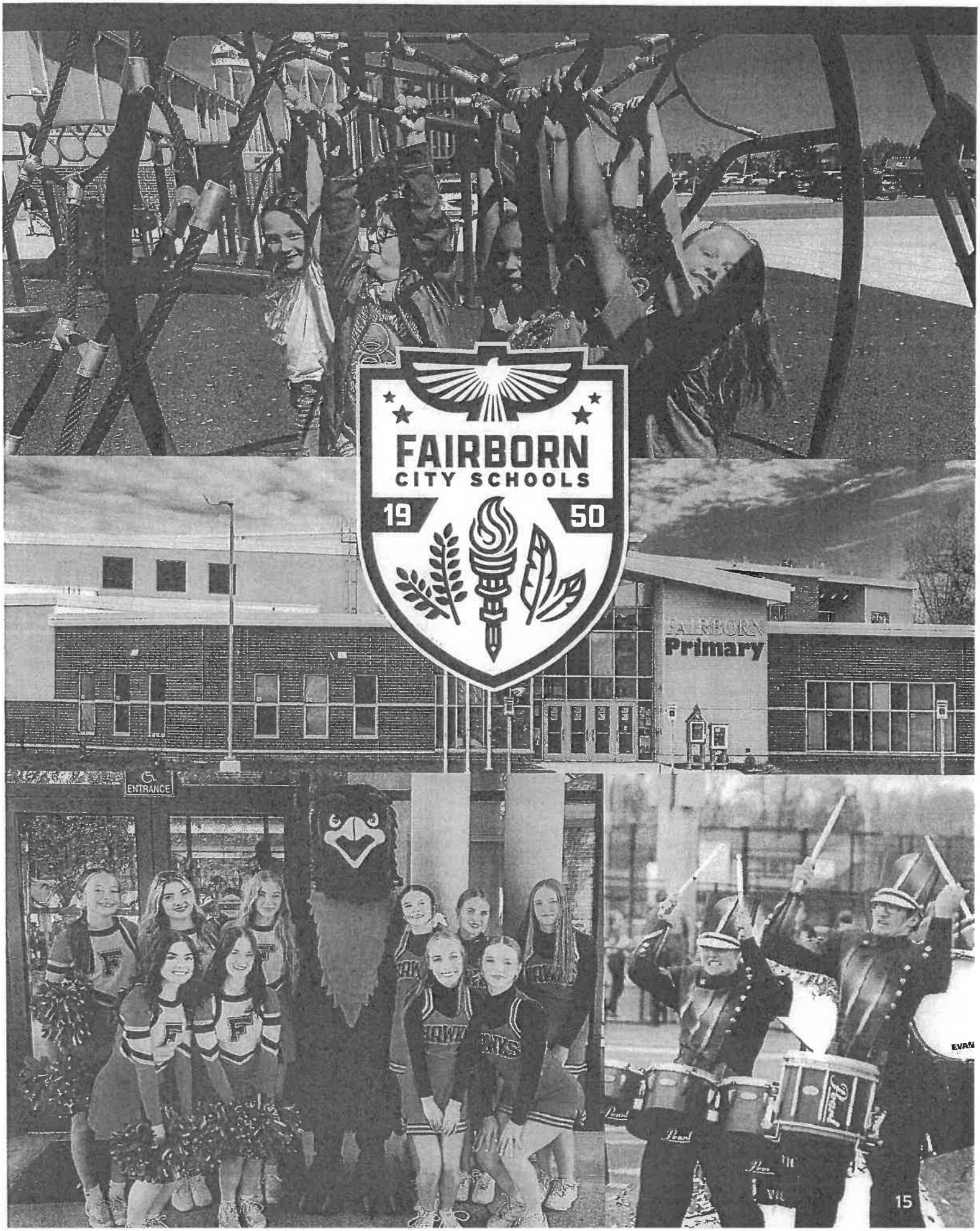
City of Fairborn Economic Development Strategic Plan
www.fairbornoh.gov

BATH TOWNSHIP

www.bathtwp.us

https://tinyurl.com/yzbvwy34




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ENTRANCE

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