

Miller City-New Cleveland Local School District

Home of the Wildcats

2023-2028 Strategic Plan

Updated May 2025



District Mission Statement

The mission of Miller City-New Cleveland School is to establish and to improve the basic skills of all children. We exist to provide an environment that creates positive experiences that contribute to each child's self-worth. We will foster a climate conducive to learning by encouraging high scholastic standards, good citizenship, and good attendance. It is our belief that all children can learn. It is our hope that through our efforts, our children will become responsible, contributing members of society.

Contact Information

School Web Page – <http://mcncschools.org>
(419) 876-3173 Superintendent/High School Office
(419) 876-3174 Elementary/Middle School Office
200 N. Main Street Miller City, OH 45864
School Hours: 7:58 A.M. – 2:54 P.M.

School Board

Mr. Michael Klear, President - klear_m@mcncschools.org
Mr. Ryan Ellerbrock, Vice-President - ellerbrock_r@mcncschools.org
Mrs. Jennifer Barlage - barlage_j@mcncschools.org
Mr. Eric Schroeder - schroeder_e@mcncschools.org
Mr. Dominic Inkrott - inkrott_d@mcncschools.org

Administration

Mr. Kerry Johnson, Superintendent - johnson_k@mcncschools.org
Mr. Matthew Frey, 6-12 Principal - frey_m@mcncschools.org
Mr. Dustin Pester, K-5 Principal - pester_d@mcncschools.org
Mrs. Rosemary Drummelsmith, Treasurer - drummelsmith_r@mcncschools.org

Miller City-New Cleveland Local School District 2023-2028 Strategic Plan



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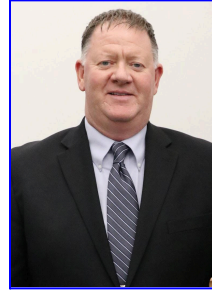
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Strategic Planning Team



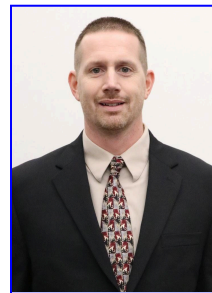
Kerry Johnson
Superintendent
All Committees



Mike Klear
Board President
Building Technology & Security
Public Relations & Communication
Staff Professional Development



Ryan Ellerbrock
Board Vice-President
Building, Grounds & Infrastructure
Fiscal Transparency & Responsibility
Student Services



Dominic Inkrott
Board Member
Building, Grounds & Infrastructure
Staff Professional Development



Eric Schroeder
Board Member
Building Technology & Security
Fiscal Transparency & Responsibility
Student Achievement & Growth



Jennifer Barlage
Board Member
Public Relations & Communication
Student Achievement & Growth
Student Services

Strategic Planning Team



Rosemary Drummelsmith
Treasurer
Fiscal Transparency & Responsibility



Jared Kern
IT Specialist
Building Technology & Security



Dustin Pester
Elementary Principal
Building Technology & Security
Student Achievement & Growth
Student Services



Matthew Frey
MS/HS Principal
Building Technology & Security
Student Achievement & Growth
Student Services



Augusta Niese
MS/HS Guidance
Student Services

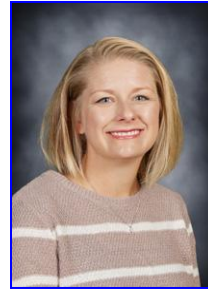


Kristina Hoffman
Elementary Guidance
Student Services

Strategic Planning Team



Ben Hopps
Outdoor Maintenance
Building, Grounds & Infrastructure



Allyson Brinkman
HS Social Studies
Building, Grounds & Infrastructure



Kevin Erford
HS Chemistry/Physics
Building, Grounds & Infrastructure
Staff Professional Development



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Maintenance Supervisor
Building, Grounds & Infrastructure
Building Technology & Security



Kevin Deitering
HS Spanish/Athletics Director
Building, Grounds & Infrastructure



Ross Kaufman
HS Physical/Biomedical Science
Building, Grounds & Infrastructure

Strategic Planning Team



Robbie Lucas
MS/HS Band, 8th Grade GTT
Building Technology & Security



Donna Gable
MS Social Studies
Core Committee
Public Relations & Communication



Katie Muhlenkamp
HS Mathematics
Fiscal Transparency & Responsibility



Michelle Kruse
Transportation Supervisor
Public Relations & Communication



Jennifer Croft
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Staff Professional Development



Jessica Luzny
MS English/Language Arts
Student Achievement & Growth



Kelly Slattman
Bus Driver/Aide
Student Services



Sharon Siebeneck
Parent
Student Achievement & Growth

Strategic Planning Team



Jenalee Niese
Parent
Fiscal Transparency & Responsibility



Jill Gilgenbach
Parent
Student Services



Louise Johnston
Parent
Student Achievement & Growth



Dan Kroeger
Community Member
Student Achievement & Growth



Amber Riepenhoff
Parent
Student Achievement & Growth



Kurt Rosengarten
Parent
Building Technology & Security



Brent Hermiller
Community Member
Building Technology & Security

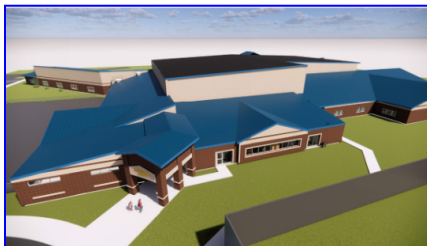


Alan Gerschutz
Parent
Building, Grounds & Infrastructure

Section 1: Building, Grounds and Infrastructure

Recent District Accomplishments and Efforts:

- Expansion of soccer field parking lot (2013)
- Soccer Field Bathrooms/Concession (2014)
- Baseball/Softball Diamonds Bathrooms/Concession (2016)
- Interior/Exterior Signage Upgrades (2017)
- House Bill 264 Energy Savings Project (2017)
- Construction of nine-bay Bus Garage (2018)
- Construction of on-campus 600 sq. ft. Greenhouse (2019)
- Construction of varsity softball diamond (2020)
- Old Building Renovations:
 - Eagle Scout Project – Benches (2020)
 - Painting of old school lockers and hallways (2020)
 - Painting of multiple classrooms/door frames (2020)
 - Removal of lockers and replacement with display cases (2021)
 - Renovation of several classrooms/offices, including Engineering Lab, Ag Lab, MakerSpace and Superintendent office (2020-22)
- Purchased New Air Handler Filtration Devices (2021)



Strategic Plan Initiatives:

- New Building Expansion (*Construction beginning June 2, 2025*)
 - Three Additional Classrooms
 - Primary Wing (1)
 - Intermediate Wing (2)
 - Primary Wing Elementary Office Space
- Parking Lot Expansion & Maintenance
 - Maintenance Schedule of all Campus Lots
 - Resealing/Restriping
 - [Annual Schedule](#)
 - 2026: Main Entrance Drive
 - 2027: West Lot, Southwest Lot
 - 2028: East Lot, South Lot
- Additional Athletic Complex Parking
- Spring 2026 Upgrade of Lockers in Existing Locker Rooms
 - Tear out existing lockers
 - Replace with wooden cubby-style compartments
- Potential Athletic Complex Projects (*all in Research phase*)
 - Turf Installation- [Quotes from Maumee Bay](#)
 - Various Eagle Scout Projects
 - Various Landscaping

- Handicap Accessible Walkways
 - Main School Entrance Road
 - Athletic Complex (*expected for Summer 2025 Completion*)
- Educational Courtyard
 - 2025-26 Completion of Phase 1
 - Concrete Plaza
 - Enclosed Play Area
 - Covered Classroom
 - 2027-28 Completion of Phase 2
 - Additional Landscaped Areas
 - Concrete Walks

2024-25 Completed Initiatives

- North Lot (Main) Expansion/Addition
- Painting and Updated Recognition Signage in New Gymnasium
- Light Installation on Varsity Soccer Field
- Upgrade of Leopold/Schmenk Athletic Complex Marquee
- Welding Ventilation System in Ag Shop
- Maintain and Monitor Existing Repair/Renovations/Inspections [Schedule](#)
- Creation of Athletic Repair/Renovations/Inspections Schedule
 - Bleachers
 - Gymnasiums
 - Athletic Complex
 - Equipment



Section 2: Building Technology and Security

Recent District Accomplishments and Efforts:

- Acquisition of automated MealsPlus cashier system in lunch line
- Projector/smartboard/interactive TV installation in 100% of classrooms
- Implementation of 1:1 Chromebook for Grades 2-8
- Implementation of Staff Kiosk for digital documentation of staff leave
- Addition of office intercom system for visitor entrance approval
- Acquisition of two-way bus radios
- Installation of shatter-proof protective film on windows
- Installation of Nightlock temporary locking devices on classroom doors
- Movement to 3-tier (Red, Orange, Yellow) Crisis situation to enhance protocol clarity for staff and students
- Updated signage throughout both buildings: classrooms, hallways, ingress/egress
- Upgraded security systems:
 - Public address system
 - Bell system
 - Security cameras
 - Keyless entry
- Transition from traditional landlines to IP-based phones



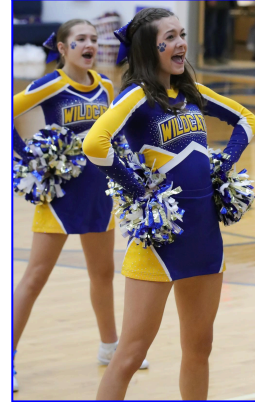
2023-24 Completed Initiatives:

- Implementation of Common Substitute/Crisis Situation Binder
 - Lesson Plans
 - Class Rosters/Seating Charts
 - Bell Schedules
 - Emergency Drill Protocols/Procedures
 - Fire Drill (Map Included)
 - Tornado Drill (Map included)
 - Lockdown Drills
 - Emergency Contact List
 - Crisis Situations - Administrator Responsibilities and Roles
- Implementation of Campus Evacuation Zones
- Purchase of Additional Two-way Radios for Selected Classrooms
- Purchase of Stop-Arm Cameras for School Buses

Future Strategic Plan Initiatives:

- Implementation of Emergency Protocols in Special Times/Settings
 - Lunchtime

- Beginning/End of Day
- Recess
- Inclement Weather during Outdoor Events
- Ongoing Maintenance and Monitoring of a Five-Year Technology Budget
- Learning Management System/Student Information System Transition to [PowerSchool](#)



Section 3: Fiscal Transparency & Responsibility

Recent District Accomplishments and Efforts:

- HB 264 Utilities Project in 2017
- District receipts (income) exceeded district expenditures (spending) for eight fiscal years in a row and nine out of past ten fiscal years
- District averaging 253 true days cash over the past ten fiscal years
- Routine examination and comparison of district expenditures month over month and year over year in the following areas:
 - Bus Maintenance
 - Monthly Financial Reports
 - General Fund
 - Capital Improvement
 - Cafeteria
 - Athletic
 - Overall
 - Five-year Forecasts
 - Utilities Savings
 - Diesel
 - Electric
 - Propane
 - Telephones



2023-24 Completed Initiatives:

- Maintenance & Monitoring of Strategic Spending/Budget Schedules
 - [Transportation](#)
 - [Maintenance](#)
 - [Technology](#)
- Transparency Initiatives
 - Quarterly Financial Updates in Wildcat Word Newsletter
- Ongoing Monthly [Town Hall Staff Meetings](#)

2024-25 Completed Initiatives:

- Strategic Spending/Budget Schedules
 - Website Fiscal Page
 - [Revenue/Expenditure Sources](#)
 - [True Days Cash](#)

- [General Fund History](#)
- Fiscal Year Grants Review
- [Annual Reports](#)
- Five-year Forecasts ([October 2022](#))
- School Report Card [Financial Data](#)
- Strategic Spending/Budget Schedules
 - Athletic

Future Strategic Plan Initiatives:

- Implementation of Annual Treasurer’s State of the District Presentation in March



Section 4: Public Relations & Communication

Recent District Accomplishments and Efforts:

- Addition/Reconstruction of several web pages on main district web page
 - Annual Notices
 - Guidance
 - Wildcat Word
 - District Policies
 - Board of Education
 - Title IX
 - Multi-tiered Systems of Support Plan
- Construction of Heritage Project display
- Creation of digital student accomplishments display in cafetorium
- Creation of Wildcat Word newsletter
- Display of honors/scholarship plaques and high school trophy case
- Streamlined social media down to district-wide exclusive use of Facebook and/or Remind
- Robust Veterans' Day Assemblies and Activities
- Purple Star School
- Upgraded graduation composite photo display
- Community Service Day
- Use of Final Forms for parents/students forms
 - Ability to pay course/lab fees online
 - Ability to digitally sign off on annual required documents



2023-24 Completed Initiatives:

- Continuation and refinement of Community Service Day
 - All high school students spend a selected September afternoon to complete a variety of service projects around the school and community
 - These projects include but are not limited to the following: cleaning, landscaping, painting, planting, and repairing
- Continuation and refinement of Veterans' Day Assembly
- Administration of [Parent School Culture Survey](#)
 - Sharing Results with Community
 - Development of Action Plans based on Survey Results

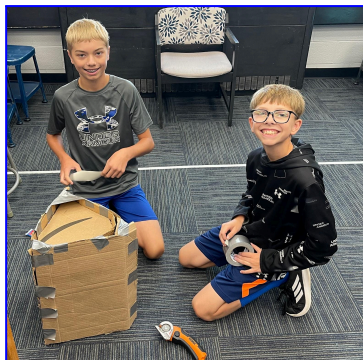
- Upgrade of Building Signage
 - Event Location
 - Safety
 - Entry/Door Signs
 - No Smoking
 - No Firearms/Weapons

2024-25 Completed Initiatives:

- Implementation of Annual Superintendent’s State of the District Presentation in May

Future Strategic Plan Initiatives:

- August Open House Availability
 - FinalForms Kiosks/Stations
 - Parent SEL/Mental Health Resources
- Regular/Quarterly schedule of occasional reminders for parents
 - PaySchools Meals Accounts
 - Final Forms Signoffs
 - Athletic Season Ticket Purchases
 - Midterm/Quarter Grades (Check ProgressBook, etc.)
 - Promotion of School/Community Events
 - Publication in Church Bulletins
- User-friendly Enhancement of School Website and Master Calendar
- Increased Utilization of Print/Television Media for School-related Events
- Creation of a “Where Are They Now?” Alumni Series



Section 5: Staff Professional Development

Recent District Accomplishments and Efforts:

- Cross-district Collaboration Days
- PBIS Information and Training (K-5 Staff)
- MTSS Information and Training (6-12 Staff)
- Implementation of staff-wide CPR training on a 2-year rotation
- Title IX Training
- SafeSchools 5-year Training Module Cycle
- New Staff Orientation Session



2023-24 Completed Initiatives:

- 5-year August Staff Professional Development Schedule
 - August 2023: CPR/First Aid
 - August 2024: [ALICE Training](#)
 - August 2025: CPR/First Aid
 - August 2026: [Title IX](#) Refresher Training
 - August 2027: CPR/First Aid & [Safe Schools](#)
- Implementation of Structured Resident Educator Program for Beginning Teachers
 - Year 1:
 - Bi-weekly Meetings with Resident Educator
 - Quarterly Classroom Observation of Resident Educator
 - Potential joint development of the Resident Educator's OTES Professional Growth Plan and subsequent use to set goals and identify progress
 - Ongoing Orientation of Resident Educator with day-to-day tasks and responsibilities (grade entry, attendance entry, building geography, involvement in staff activities)
 - Year 2:
 - Monthly Meetings with Resident Educator
 - Two Classroom Observations of Resident Educator
 - Potential joint development of the Resident Educator's OTES Professional Growth Plan and subsequent use to set goals and identify progress
- Course and Grade-level Specific State Testing Data Review/Examination
- Continuation and Refinement of New Employee Orientation Day
 - All new employees
 - Involvement of Mentor Teacher
- Ongoing Annual Participation/Planning of Collaborative Putnam County School

Professional Development Day

2024-25 Completed Initiatives:

- Staff Professional Development on [Strategies](#) for Combating Student Anxiety ([Link 1](#) & [Link 2](#)) & Trauma-informed Care

Future Strategic Plan Initiatives:

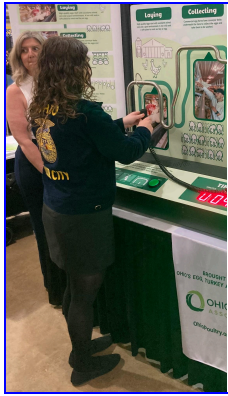
- Development of Miller City Staff Professional Development Needs Assessment Survey
- Development of Rotating Staff Schedule for Attendance at Professional Development-Affiliated Conferences
- Continuing Research on Teaching Methods/Best Practices
 - Ohio Blended Collaborative
 - Grid Method
 - Technology Applications/Better Teaching



Section 6: Student Achievement, Growth and Opportunity

Recent Accomplishments and Efforts:

- Creation or acquisition of several on-campus hands-on learning spaces and materials:
 - Greenhouse
 - Anatomage Table
 - Land Lab
 - MakerSpace room
 - STNA Medical Lab
 - FANUC Robot
 - Prairie
 - Addition of new coursework in middle and high schools:
 - 6th Grade Science of Technology
 - 7th Grade 21st Century Learning
 - 7th Grade Medical Detectives
 - 7th Grade Energy & the Environment
 - Speech
 - STNA
 - College Algebra
 - Statistics
 - Psychology
 - Sociology
 - Environmental Science
 - World Geography
- Expansion of College Credit Plus coursework in high school
 - Agribusiness - Welding
 - Biomedical – STNA, Medical Terminology
 - Business – Leipsic High School of Business Partnership
 - Engineering – Mechanical Engineering courses through The Ohio State University and Northwest State (7 semester courses)
 - English – English 3 (Literature), English 4 (Composition), Speech
 - Mathematics – Statistics, College Algebra, Trigonometry, Calculus
 - Social Studies – Government, Psychology
- Expansion from eight to nine academic periods
- Implementation of a Valedictorian/Salutatorian Scoring System
- Creation of HOSA (Biomedical) Career-Technical Student Organization
- Career-related Education & Activities
 - 6th Grade Career Skills
 - 8th Grade Career Skills
 - Mock Interviews



2023-24 Completed Initiatives:

- Career-Technical Student Organizations (CTSOs)
 - Agribusiness (FFA)
 - Increase of student participation in Career Development Events
 - Implementation of credential/certification program through Rhodes State [AgReach Program](#)
 - Biomedical (HOSA)
 - Increase of student participation in Career Development Events
- Goal of 100% of middle and high school students involved in at least one extra-curricular activity - 2023-24 Results: 98% activity involvement of Grades 7-12 students
 - Annually administer student extra-curricular survey
 - Results analysis
 - Share survey results/data conclusions with stakeholders
 - Develop extra-curricular student recruitment programs

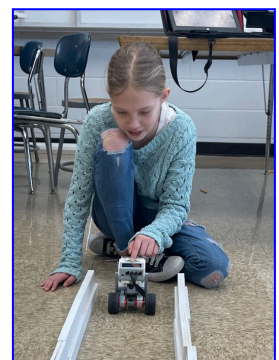
2024-25 Completed Initiatives:

- Engineering (TSA)
 - Creation of Middle School Engineering CTSO
 - Involvement in Career Development Events
 - Implementation of credential/certification program in Engineering pathway
- Increased project-based MakerSpace learning in the Middle School

Future/Ongoing Strategic Plan Initiatives:

- Introducing/Enhancing additional Workforce Credential opportunities for students (Fall 2025)
- Involvement with [Workforce Partnership of Putnam County](#) and Putnam Business-Education Partnership organizations for the purpose of work-based learning opportunities for students and staff
 - Soft Skills Development
 - Work-based Learning (Work Release)
 - Job Shadowing
 - Apprenticeships/Pre-Apprenticeships

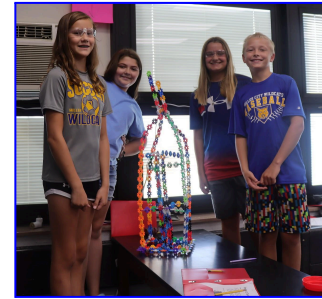
- Field Trips
- Career/Professional Speakers
- Career Exploration
- Staff Participation in Annual [Educator Boot Camp](#)
- Upskilling Staff through [TechCred](#)
- Development of a county-wide CDL Program
- Parent/Community Night
 - Parent/Family Resources
 - Educational
 - Social
 - Highlighting of School-related Programs
 - Student/Staff Involvement
- Development of Two-Week Module Courses in High School
 - Needs/Wants Assessment Student Survey
 - Coursework Implementation
 - Real-world Learning
 - Skill Building
- Equitable and timely student achievement recognition and school event promotion



Section 7: Student Services – MTSS, PBIS, Mental Health, SEL

Recent Accomplishments and Efforts:

- Implementation of in-school & after-school tutoring for middle/high school at-risk students using federal ESSER funds and state Success & Wellness funds
- Partnership with Mercy Health/St. Rita’s to acquire Mental Health services three days a week using federal ESSER funds
- Partnership with Mercy Health/St. Rita’s to acquire School Nurse services four days a week using federal ESSER funds and state Success & Wellness funds
- Implementation of district-wide Multi-Tiered Systems of Support Plan
- Implementation of Wildcat Way elementary PBIS system
- Purchase of 9-passenger van to streamline transportation needs (daily shuttles, small field/athletic trips)



2023-24 Completed Initiatives:

- Continuation and refinement of [Wellness Week](#) Activities
- Continuation and refinement of Student Mentoring Programs
 - [Big Brothers/Big Sisters Reading Program](#)
 - Implementation of Buddy Program – Pairing Junior students with Eighth Grade Students
 - Quarterly meetings
 - Partners based on common interests (interest survey)
 - Meeting discussions centering around quarterly “theme”
- Implementation of Positive Behavioral Intervention Support System in Middle School
- Implementation of Social-Emotional Learning (SEL) Lessons for Middle/High Schools
- Confidential/Anonymous Provision of Basic Needs for Students
 - [Kindness Cupboard](#)
 - Take-home Care Packages for Students
- Annual Review and Improvement of [Multi-Tiered System of Support \(MTSS\) Plan](#)

2024-25 Completed Initiatives:

- Implementation of Positive Behavioral Intervention Support System (PBIS) in High School
- Creation of Multiple Spaces for Sensory Learning/Activities

Strategic Plan Goals for 2025-26

- **Building Expansion Construction**
- **Implementation of scheduled Year 3 Initiatives**
- **Development of Year 4 Initiatives**
- **Quarterly Progress Updates**

