



COLLABORATE MUSCATINE

Think what we can do, together

Dr. Naomi DeWinter

President
Muscatine Community College



Clint Christopher

Superintendent

Muscatine Community School District



Angie Johnson

Vice President
HNI Corporation

THE PROCESS: Turning Vision Into Action

COMMITMENT: OUR VISION

“Empowering Shared Prosperity: Making Muscatine the Ideal Place to Live, Work, and Employ”



COMMITMENT: OUR SHARED PRIORITIES & DISCIPLINED PROCESS



COMMITMENT: OUR DAY TO DAY FOCUS

- City and County
- Schools
- Healthcare
- Nonprofits
- Employers

ALL OF YOU!!!

THE DATA: Measuring Our Momentum



Target: Build 2,000 new units by 2033.

AIP#1 - AVAILABILITY

Increase availability of appropriate housing to support building individual, business, and community wealth.

AIP#2 - ATTRACTION

Improve systems for attraction and retention of residents.



174 New Units



Target: Increase K-12 enrollment by 5% by 2033.

AIP#1 - PREPARATION

Improve student success at all levels to prepare them for and propel them into successful careers.

AIP#2 - PERCEPTION

Improve the perception of Muscatine's education system, both inside and outside the community.



-2% K-12 Enrollment

THE IMPACT: Where Progress Meets People



Option 3: Interesting Fact About Muscatine

“Here’s something unique: Muscatine is one of the few communities in Iowa where manufacturing, education, and healthcare leaders meet regularly to align on priorities. That level of collaboration is rare—and it’s why they’re making measurable progress.”

THE IMPACT: Where Progress Meets People

HOUSING



**“Empowering Shared Prosperity:
Making Muscatine the Ideal Place to
Live, Work, and Employ”**

- 174 New Units
- Housing Accelerator
- Builders Forum
- Mapped Home Ownership Process
- Surveys for more refined data

THE IMPACT: Where Progress Meets People

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**“Empowering Shared Prosperity:
Making Muscatine the Ideal Place to
Live, Work, and Employ”**

EDUCATION

- Increase in High School Graduation Rate
- High results from perception survey
- Transportation for MCC students

THE IMPACT: Where Progress Meets People

HEALTH

- Mulberry Clinic
- Increased Access

HOUSING

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**“Empowering Shared Prosperity:
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THE IMPACT: Where Progress Meets People

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INDUSTRY/EMPLOYERS

- Investments
- Growth
- Review Commuter Survey



**“Empowering Shared Prosperity:
Making Muscatine the Ideal Place to
Live, Work, and Employ”**

Rachel Pohl

Executive Director

UnityPoint Health – Trinity Muscatine Hospital



National Trends, Local Solutions

How Muscatine is uniquely positioned to navigate changes ahead

“

“Some people think they are in community, but they are only in proximity. True community requires commitment and openness. It is a willingness to extend yourself to encounter and know the other.”

- DAVID SPANGLER

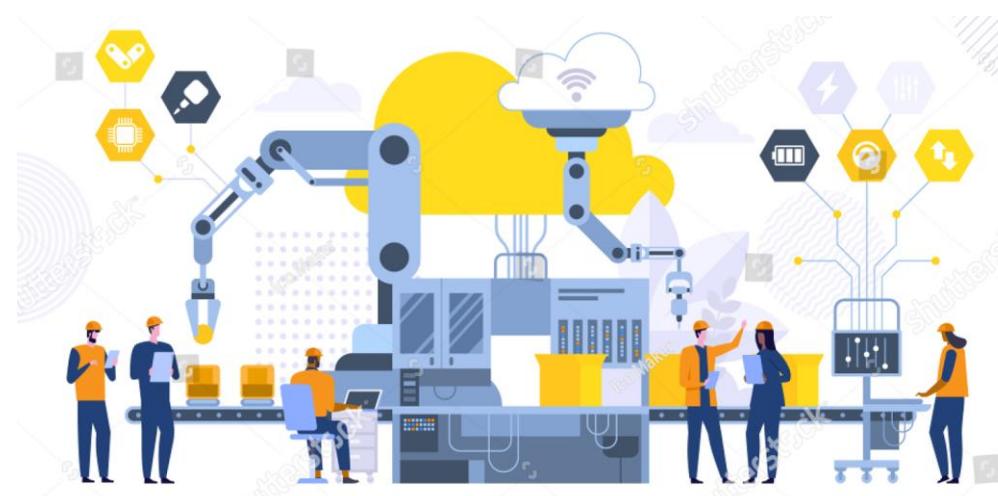
Focus Items

- 1. National Trends and challenges in communities of like size**
- 2. How Muscatine is responding and succeeding**
 - Continued reengagement and investment**
 - Power of relationships around community impact projects**
 - Aligning education with future talent needs**
 - Continued and growing widespread impact from local operations**

National Challenges in Like Communities

Manufacturing Decline

Net loss in manufacturing jobs nationally and decrease in investments towards manufacturing operations impacting rural communities disproportionately



Rural Depopulation and Slow Recovery

Outmigration to more metro areas and slower rebound in employment rates

Outmigration of Medical Specialists and Decreased Healthcare Access

Physician shortages and changing healthcare landscape has led to less presence of specialty access in smaller communities



Industrial Resilience and Continued Investments



The Stanley Center for Peace and Security was created from a 1970s-era library that was transformed into one of the most environmentally friendly building renovations in the world. Photos courtesy of the Stanley Center for Peace and Security

Kent Pet Group gets set for \$80M expansion in Muscatine

By: QCBJ News Staff | March 22, 2023 | 3 min read



CARVER PUMP AGREES TO EXPANSION DEAL **6 KWQC**

Locally, we have maintained resilience in the industrial sector, experienced consistent and increased manufacturing employment, resulting in a local unemployment rate below similar communities nationwide.



Confidence in Muscatine's ability to creatively navigate these changes is illustrated by both new projects and major reinvestments.

'Longtime dream' – Musco welcomes new fabrication building

By: Dave Thompson | June 11, 2024 | 4 min read

Bookmark



Kraft Heinz to invest \$60 million in its Muscatine plant

By: QCBJ News Staff | December 2, 2025 | 2 min read

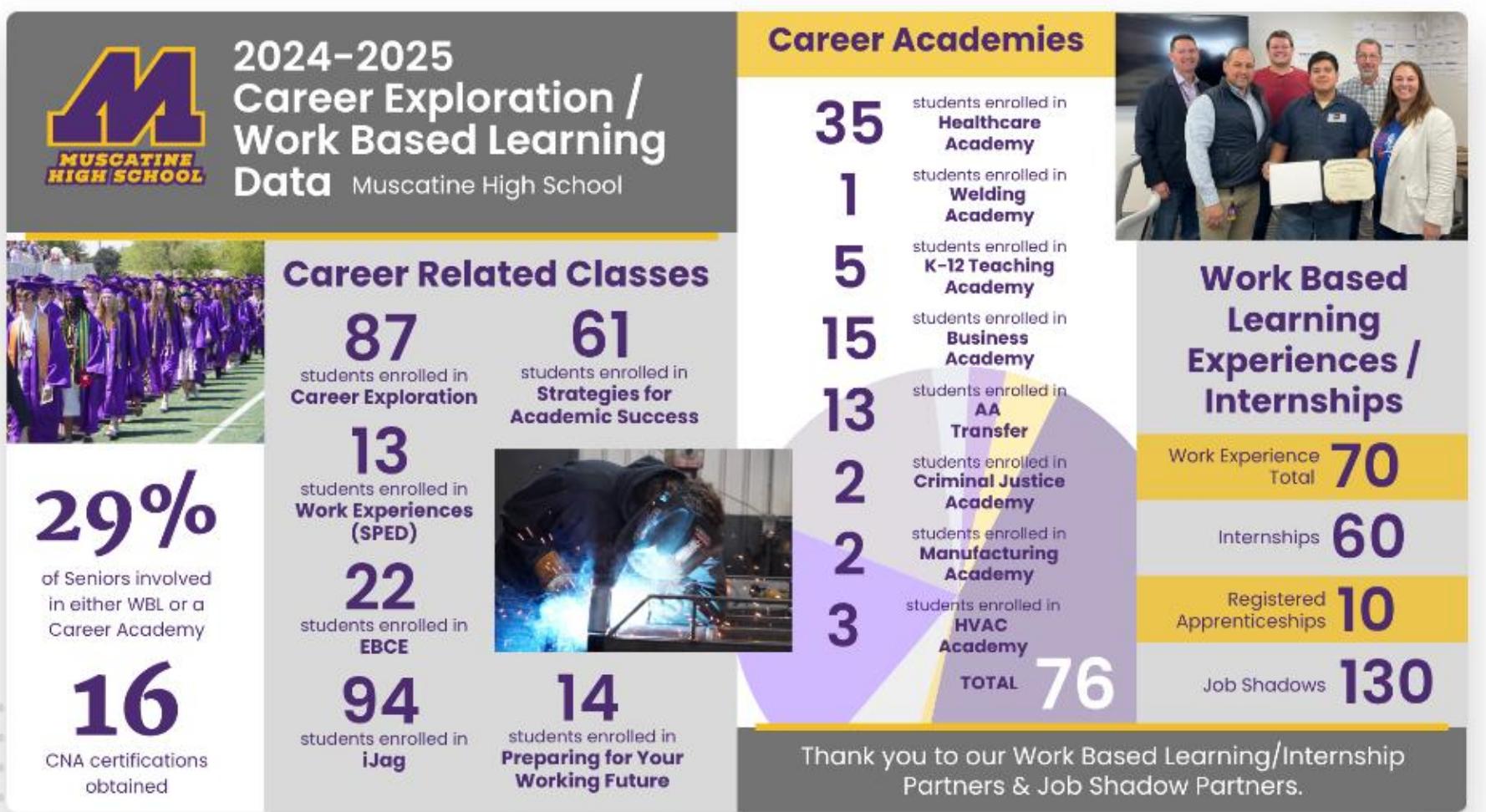
Bookmark



Aligning Education with Future Needs



Engagement with future workforce through emphasis in vocational work experience programs as well as formal career exploration with local organizations.



AGRICULTURE

Muscatine students learn about agricultural science during Bayer Ag STEM Day

Nearly 400 students attended Thursday's event.



Working together to build a bright future for Muscatine County
AIM aligns community resources and identifies elective practices for implementation to reduce achievement gaps and improve outcomes for all students and families.



International Impact and Presence



Muscatine is home to :

- Global leader in sports and large area lighting solutions in Musco
- Stanley Consultants a global consulting engineering, architecture, and construction firm with presence in all 50 states and 120 countries
- SSAB Iowa Steel Plant - SSAB has operations in North America, Europe, and Asia
- We will hear more from KENT and HNI on their impact later in the program
- One of the most ecologically-friendly and sustainable buildings in the world - the Stanley Center for Peace and Security



You can encounter people and products from Muscatine anywhere in the world!



Culture of Collaboration and Partnership

- Community initiatives are seen as a team effort
- Collaboration among diverse industries
- Clear priority goals



MUSCATINE COMMUNITY SUMMIT

Join us to learn how Muscatine is making our community the ideal place to live, work, and employ. Our vision is clear: an informed and aligned community that collaborates to further amplify our progress.

Summary and Takeaways

Acknowledgment of National Trends

Communities of like size and nature have experienced challenges in maintaining momentum in recent years

Muscatine is Uniquely Positioned to Continue to Succeed

Investment in local operations continue to support positive momentum in many industrial spaces

Focusing on our Future Leaders

We are finding creative ways to support our students and connect their passion and personal mission even at a young age

Global Impact

Operations and people are reaching around the world with roots and connections back to Muscatine

We're continuing to do this together

This event is a great example of this strength and the continued value of relationships in Muscatine

Gage Huston

General Manager

Muscatine Power and Water



Our Challenge to You



Muscatine Momentum





Our North Star

Empowering Shared Prosperity:
Making Muscatine the *Ideal* Place
to Live, Work, and Employ



Embrace Your Role as a Muscantine Ambassador





Alignment in Messaging

Being an Ambassador Is Easier Than You Think

- **“How do you like Muscatine?”**
 - Have an immediate, positive reaction
- **“What’s going on in Muscatine?”**
 - How about this:
 - *“A lot of great things, actually. There is a lot of positive momentum right now. We’ve got new housing developments going up, businesses are expanding, we just built the largest inflatable sports dome in Iowa. It’s a pretty exciting time!”*
- **Offer a positive rebuttal on social media**

A Few “Sticky” Facts



HOUSING

Hope

OVER
300
HOUSING UNITS
UNDER DEVELOPMENT
IN MUSCATINE



Help!

If we got our net
commuters to zero,
we would add 2,000
households!

EDUCATION

Hope

73%
OF MUSCATINE
STUDENTS



**GRADUATE WITH
COLLEGE CREDIT**

Help!

3rd Grade reading
proficiency is 61%*

** This is up from 49% just two years ago*

Why Muscatine?



COLLABORATE
MUSCATINE

Think what we can do, together

Why Muscatine?

*“If 10,000 people are commuting into
our county to work each day...we must
have something they want”*

- Mark Schafer

Why Muscatine?

And we do.....

CAREERS!

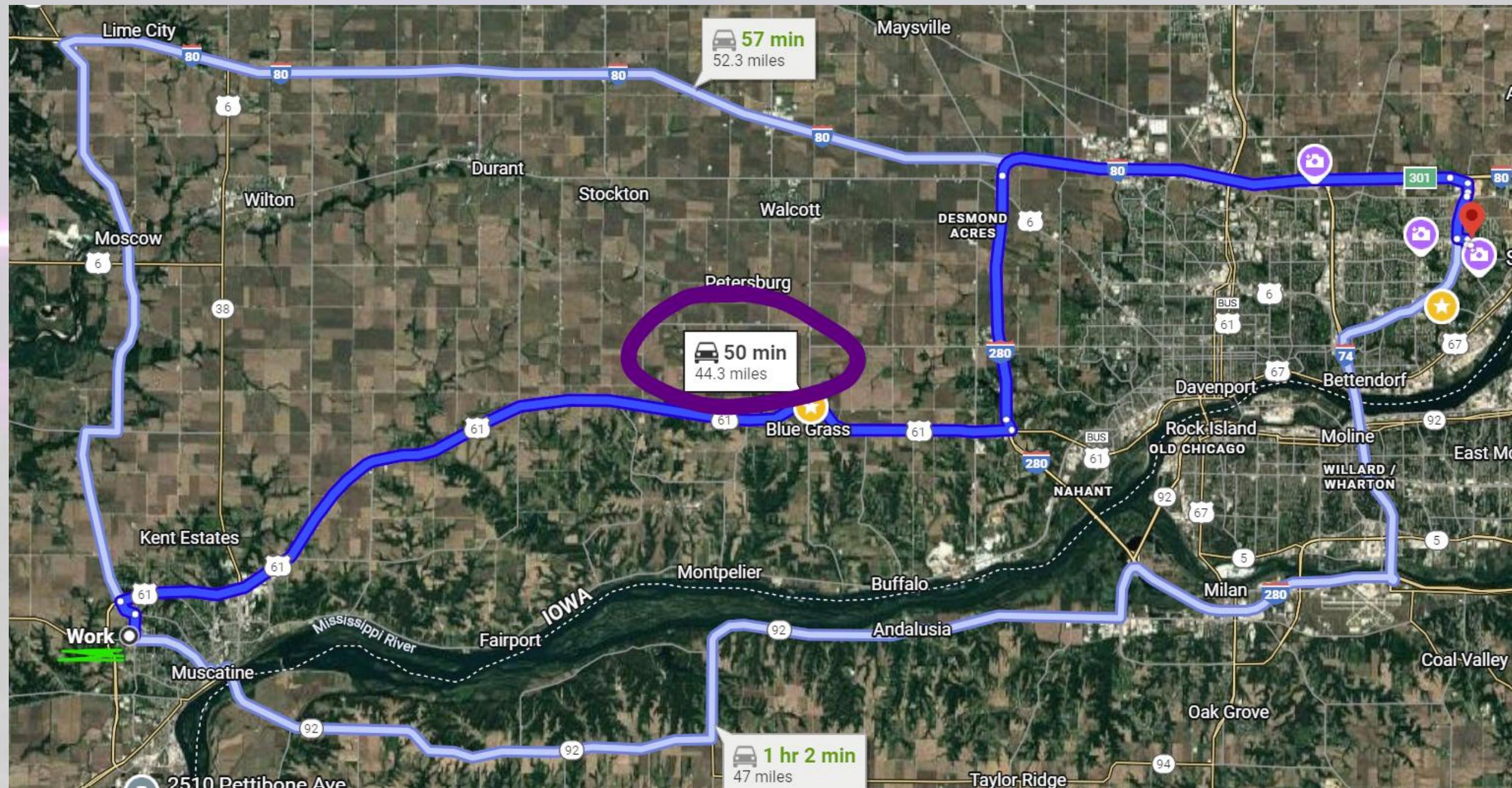
Muscatine is a land of opportunity

How Do You Want to Spend Your Life?



Time You Can Never Get Back

Typical Commute from Bettendorf: 50 minutes



Time You Can Never Get Back



**100 minutes
every day**

Time You Can Never Get Back



**8.3 hours
every week**

Time You Can Never Get Back

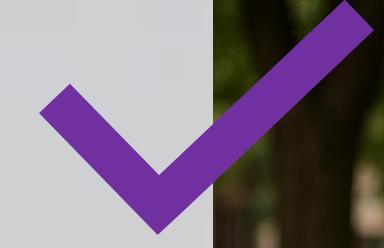


In a year,
you've given up
17 entire days!

Time You Can Never Get Back



Why Muscatine?

Excellent Career Opportunities? 

Safe, Friendly Community? 

Housing? 

Your career is here. Live here, too, and spend more of your time living life!



Rich Dwyer

**Senior Vice President
KENT WORLDWIDE**





“IDFA 2025 MOST INNOVATIVE ICE CREAM FLAVOR”

frostline
CRAFTED COLLECTIVE



LAVENDER LEMON BUTTER COOKIE

CONTEST PLACEMENTS

1ST PLACE: LAVENDER LEMON BUTTER COOKIE / KENT 

2ND PLACE: TIPSY PEACH / HERSHEY 

3RD PLACE: PALOMA PARADISE / BASKIN ROBBINS 



Angie Johnson

Vice President
HNI Corporation

Sector Updates

Industry/Employers

HNI Corporation

KENT WORLDWIDE

Education

Muscatine Community College

Muscatine Community School District

Aligned Impact Muscatine County

Health

UnityPoint Health – Trinity Muscatine Hospital

Community Development

Greater Muscatine Chamber of Commerce and Industry

City of Muscatine

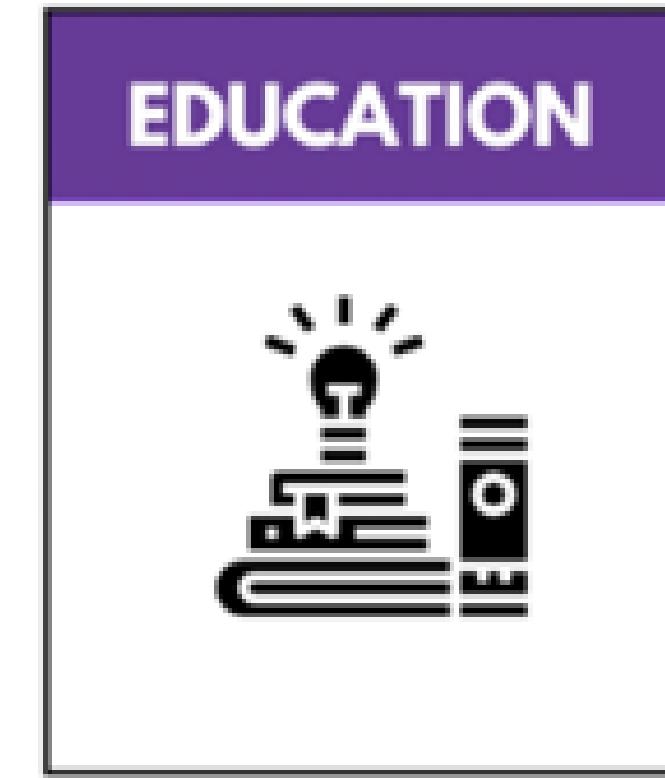
Community Foundation of Greater Muscatine

Muscatine Power and Water

Housing & Education Impact: Industry/Employers



Affordability → Talent Attraction
Stability → Productivity Market
Health → Economic Growth



Quality → Skilled Workforce
Pipeline → Innovation
Partnerships → Community Impact

Industry/Employers: Collective Commitment

*Strong communities inspire collaboration, focus, and commitment—
creating employees who thrive and businesses that endure*

NonEmergencyTransport





HNI

Who We Are...

Headquartered in Muscatine, Iowa - HNI Corporation is a global manufacturer of workplace furnishings and residential building products, operating under two distinct segments.

The **workplace furnishings** segment is a leading global designer and provider of commercial furnishings, going to market under multiple unique brands.

The **residential building products** segment is the nation's leading manufacturer and marketer of hearth products, which include a full array of gas, electric, wood, and pellet-burning fireplaces, inserts, stoves, facings, and accessories.

- One of the largest employers in Iowa
- **8,000+ total members**
- **3,000+ members in Muscatine, IA**

Residential Building Products



Workplace Furnishings



DESIGN
PUBLIC
GROUP



Gunlocke®

HBF
TEXTILES

DanishDesignStore
Your source for Authentic Danish design



MAJESTIC

SimpliFire®

MONESSEN

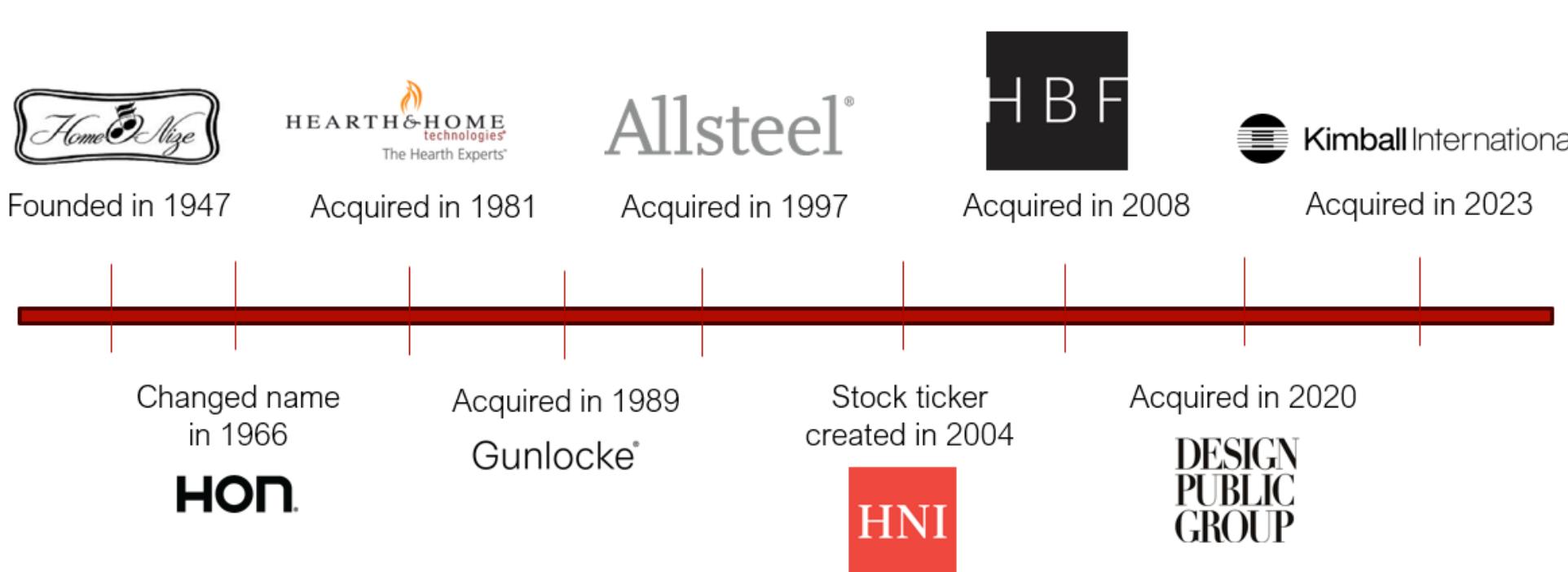
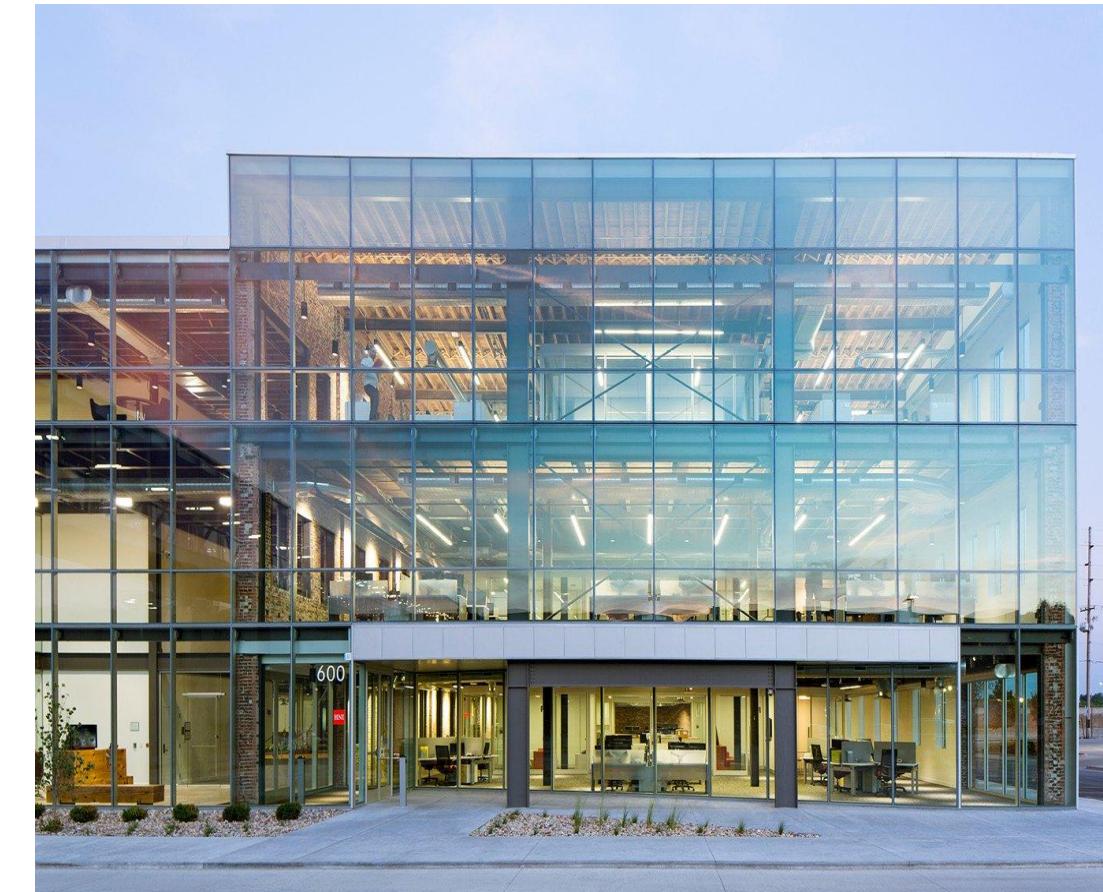
STELLAR
by Heat & Glo



HNI History: Expansions + Acquisitions

LOCATIONS

- Muscatine, IA | HNI Corporate HQ, HON HQ, Allsteel HQ, largest manufacturing center
- Jasper, IN | Kimball HQ, soft seating manufacturing center of excellence
- Saltillo, MX | HNI's Task and Guest chair manufacturing center of excellence
- Lakeview, MN | Hearth Technologies HQ and manufacturing center of excellence
- Pune, India | Global technology and business service center near Mumbai



Our Vision

We, the **member-owners** of HNI Corporation, exist to enhance where people work, live, and gather – *in MUSCATINE*

We will:

- Create long-term value for shareholders and stakeholders
- Be a great place to work
- Be a responsible global citizen

We are fueled by a passionate winning spirit. Our success depends on living our core values every day.



HNI Impact

Community Investment



Workforce Housing



HNI

HNI Impact

Community Investment



Education



HNI

HNI Impact

Community Investment



Health



HNI

HNI Impact

Community Investment



Time, Talent & Treasure



HNI

HNI Impact

Community Investment

Food: The real MVP of the Workday



HNI

HNI Intern Program

Our Future Members



- Over 80 Interns (112 Nationwide)
- 40 MCC Apartments
- Workforce Learning & Experience
- Community Engagement Activities – Chamber of Commerce
- Eligible for Early Career Development Program post Graduation
 - 88% offered a fulltime position accepted
- They need workforce housing!

HNI

Rich Dwyer

**Senior Vice President
KENT WORLDWIDE**





KÉNT
WORLDWIDE

CORE VALUES

HONESTY

We tell it like it is. Long-term partnerships thrive on trust, and honesty is what keeps them strong—even as circumstances change.

SAFETY

We protect what matters. From our people to our products, safety is the standard we never compromise.

TIMELINESS

Timeliness is respect. We act quickly and communicate clearly—because doing so builds trust and keeps things moving.

QUALITY

Quality means consistency. Once we know what's needed, we deliver—again and again—with care and precision.

WORK FOR THE WIN-WIN

Great deals serve everyone. We take the time to understand priorities on both sides to build lasting, mutual value.

CURIOSITY

Curiosity is our spark. We ask bold questions, explore new ideas, and keep evolving—just like our founder did.

“

***Tell the truth,
we can deal with the truth.***

“

***There is not a dollar of
revenue that is worth
putting any employee or
customer in harms way.***

“

***Share the good
news fast, and the
bad news faster.***

“

***From Day One, I've been surrounded by
incredible people, supportive leadership,
and a culture that truly lives its values. It's
rare to find a place where innovation,
integrity, and kindness all show up at work
every single day—and I'm grateful to be a
part of it.***



Our Locations



20+ Regional & Global Brands

Business-to-Business
&
Business-to-Consumer



SPECIALTY MILLING



CONSUMER BRANDS





Made in Muscatine, Iowa
25 YEARS & STILL MEOWING



A **KENT** Family Business
CORPORATION



KENT WORLDWIDE™ | Muscatine, Iowa USA
Under construction – Set to be complete end of 2025



FAMILY OWNED & AWARD WINNING

Privately-held

Focused on long-term value

Family-oriented culture

Growing sustainably



2025
**UNITED STATES
BEST
MANAGED
COMPANIES**

Recognizing private company success
GOLD WINNER





Collaboration



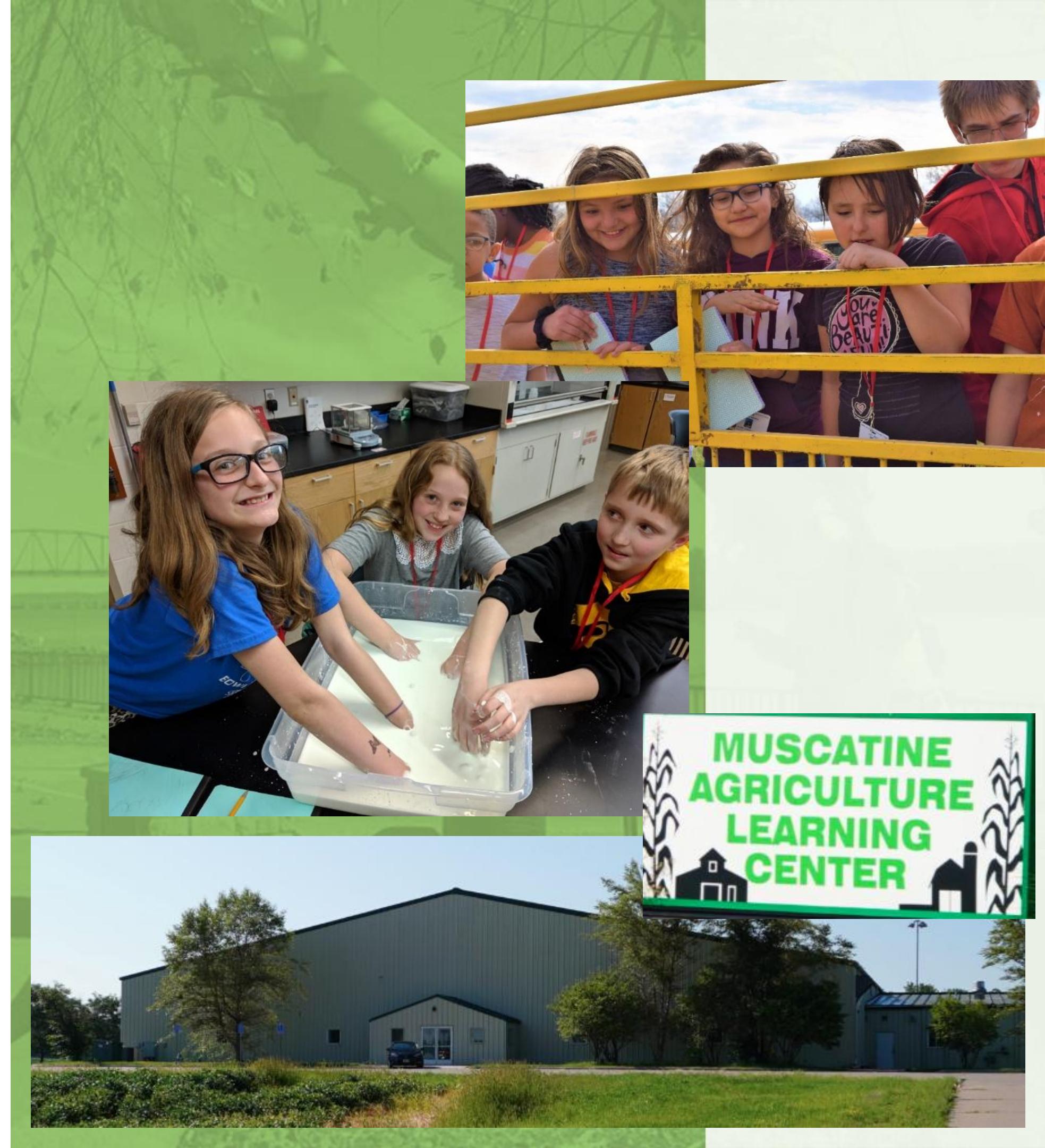


Housing





Investing in the Future





Dr. Naomi DeWinter

President
Muscatine Community College



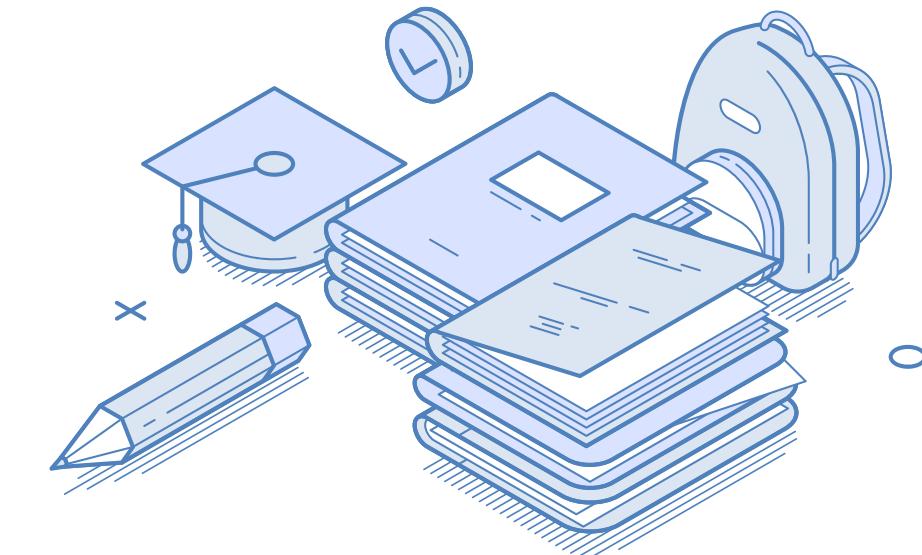


Aspen Prize for
Community
College Excellence

What is the Aspen Prize?

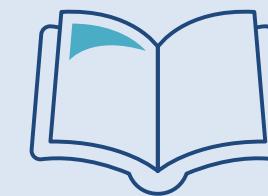


Nation's top recognition for community college excellence.



Honors colleges achieving strong and improving student outcomes.

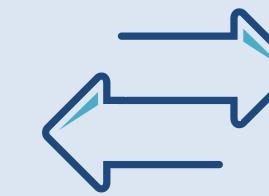
Focus Areas



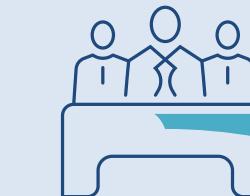
Learning



Completion



Transfer

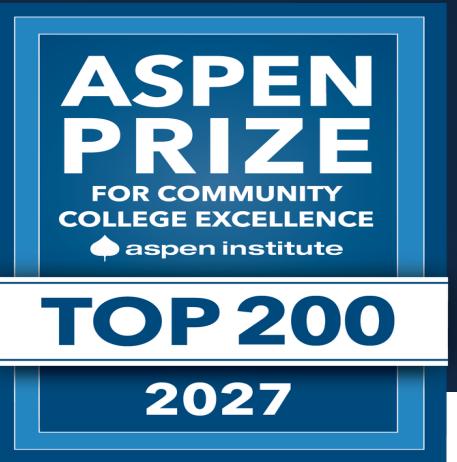


Workforce Success



Equity

Why it Matters



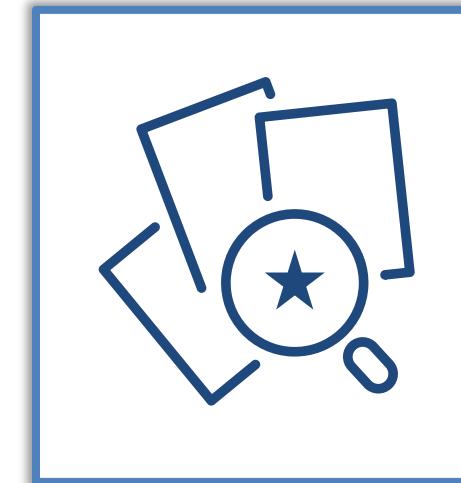
- ▶ National affirmation of EICC's progress and promise.
- ▶ Highlights our quality, equity, and measurable impact.
- ▶ Connects EICC with a national network of top-performing colleges.



EICC Named Top 200



**Eastern Iowa
Community
Colleges**



Selected from nearly 1,000
colleges nationwide.



Based on student outcomes,
improvement, and equity.



Reflects collective work of
faculty, staff, and community
partners.

Focus Areas for EICC



Pathways from high school through college to career.

- Career Academy Completion
- Concurrent Student Conversion

Transfer and workforce alignment.

- Transfer Majors
- CTE Program Improvements

Student supports advancing completion and outcomes.

- Food Pantries, Loaner Laptops, Mental Health Services
- Academic Advising, Career Services, Transfer Planning

Data-informed culture driving continuous improvement.

- Internal Reports: Concurrent, Retention, Completion, Program Review
- Stakeholder Surveys
- State Outcomes Dashboard
- National Benchmarking – IPEDS, NSC, Hope Survey, CCSSE, SENSE, Trellis

Manufacturing Technology Center



Ribbon Cutting:

January 14, 2026
10 AM

Opening in January 2026





High School Concurrent Enrollment

	FY 24	FY 25	% Change
Muscatine HS	519	521	.4%
Wilton HS	99	115	16.2%
West Liberty HS	129	146	13.2%



High School Section	Individual Registration: Online	Individual Registration: Face to Face	Career Academy
449	200	53	76

Muscatine HS	# of Students
Criminal Justice	1
Engineering Technology	2
Foundations of Healthcare	39
Advanced Foundations of Healthcare	3
HVAC	3
Welding	1
Business Transfer	17
Foundations of Teacher Preparation	10



**Eastern Iowa
Community
Colleges**

High School Section	Individual Registration: Online	Individual Registration: Face to Face	Career Academy
127	65	7	6

West Liberty HS	# of Students
Foundations of Healthcare	2
HVAC	1
IT Networking for Systems and Security	1
Welding	2



**Eastern Iowa
Community
Colleges**

High School Section	Individual Registration: Online	Individual Registration: Face to Face	Career Academy
19	99	2	10

Wilton HS	# of Students
Automotive Technology	3
Criminal Justice	2
Engineering Technology	1
Foundations of Healthcare	1
HVAC	1
Welding	2



**Eastern Iowa
Community
Colleges**

- 1. Advanced Agriculture**
- 2. Automotive**
- 3. Business**
- 4. CNC Machine Operator (NEW)**
- 5. Coaching (Online)**
- 6. Construction (NEW)**
- 7. Criminal Justice**
- 8. Culinary**
- 9. Diesel Technology (NEW)**
- 10. Engineering Technology**
- 11. Game + Simulation Development (Fall 2026)**
- 12. Healthcare**
- 13. Horticulture**
- 14. HVAC**
- 15. Networking**
- 16. Programming**
- 17. Small Business Management (Online)**
- 18. Teacher Preparation**
- 19. Welding**

Career Academies at MCC



**Eastern Iowa
Community
Colleges**

College/ Career Exploration Opportunities

- January: **Academy Sessions** MHS (sophomores/ juniors)
- February: **MCC Career Day**; West Liberty, Wilton
- June: Susan Clark Junior High **Summer School Visit** for 7th/8th graders
- September: Muscatine **ACAC College Fair**
- October: **MCC Career Academy Preview Day** (sophomores) West Liberty and Wilton

8th: Build My Future event, school-specific career fairs

9th: MCC College Preview Day

10th: MCC Academy Preview Day

11th: MCC Career Day

12th: Enrolled in a Career Academy

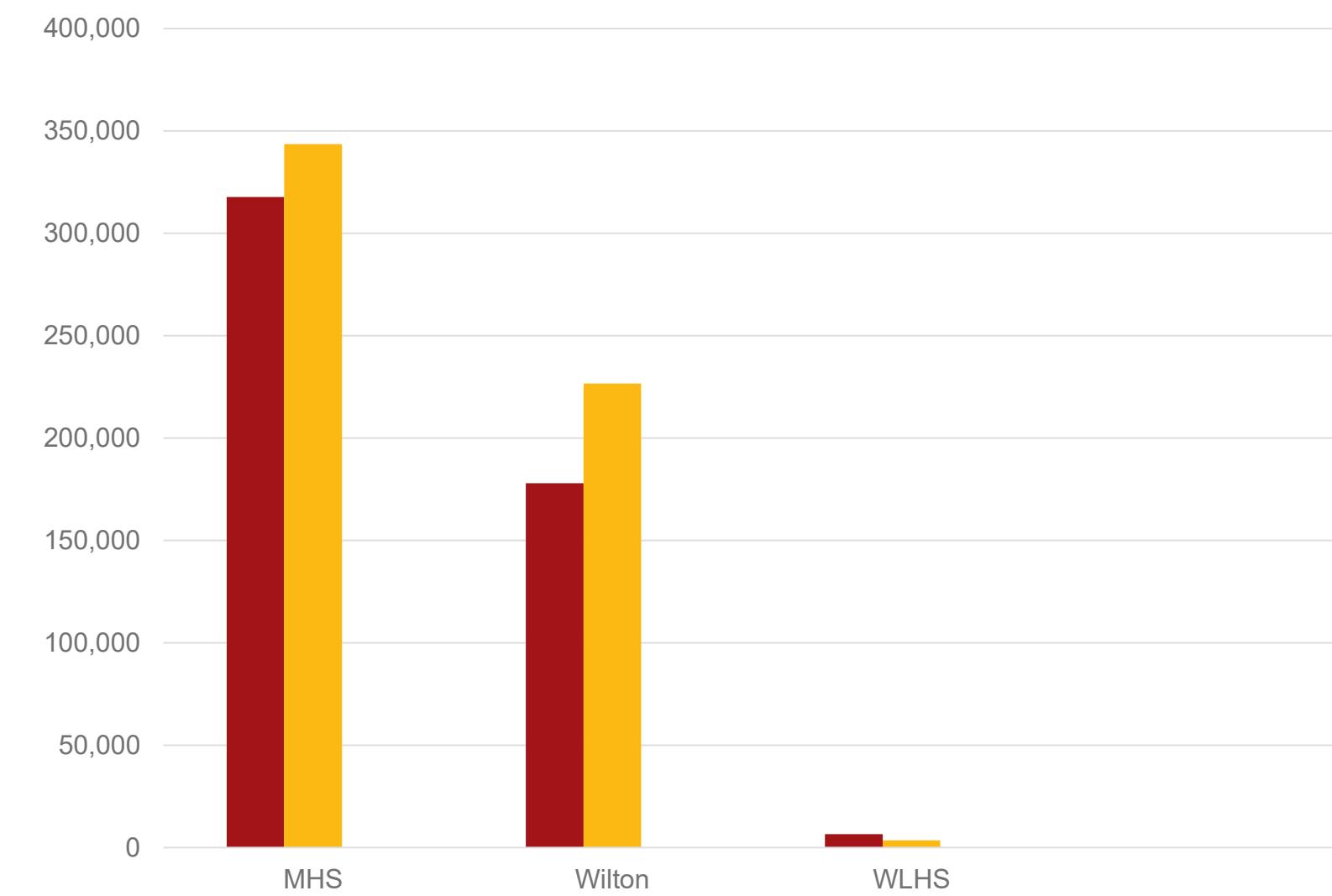


Scholarship Opportunities for Students

CFGM Portal

2024

2025



Clint Christopher

Superintendent

Muscatine Community School District



PORTRAIT OF A MUSCATINE GRADUATE



EVERY STUDENT WILL EXCEL IN
**THINKING • LEARNING
ACHIEVING • CARING**

-  **THINKING**
-  **LEARNING**
-  **ACHIEVING**
-  **CARING**
-  **CAREER EXPLORATION**
-  **PERSONALIZED PATHWAYS**
-  **JOB READINESS**
-  **GRADUATION**

#MUSKIESCHOOLS

MCSD District Vision Card

2024/2025

	SMART Goals	Measure	Source	Wt	Priority Comprehensive	Needs Improvement	Acceptable	Commendable	High Performing	Raw Score	Level
1 % of K-12 students "On-Track to Graduate"	In one year, we will increase the High School Graduation rate from 82.6% to 84% by May, 2025.	High School Graduation Rate March	Official Letter from the Department of Education	30 %	Less than 80%	80- 85%	86% - 89%	90- 94%	95- 100%	85.3 [1]	2
	In one year, we will increase the Junior High Credit Attainment rate in 8th grade from 83.3% to 86% by May, 2025.	Junior High Credit Attainment (8) May	SQL Reports		Less than 75 % of students have 14 or less credits	75 – 79 % of students have 14 credits	80 – 84 % of students have 14 credits	85 – 90 % of students have 14 credits	Greater than 90 % of students have 14 credits	83.1	3
	In one year, we will increase the High School Credit Attainment rate in 9th grade from 81% to 83% by the end of May, 2025.	High School Credit Attainment (9) May	SQL Reports		Less than 75 % of students have 5.5 Credits	75 – 79 % of students have 5.5 credits	80 – 84 % of students have 5.5 credits	85 – 90 % of students have 5.5 credits	Greater than 90 % of students have 5.5 credits	93.8	5
	In one year, we will increase the High School Credit Attainment rate in 10th grade from 81.7% to 84.7% by the end of May, 2025.	High School Credit Attainment (10) May	SQL Reports		Less than 75 % of students have 11 credits	75 – 79 % of students have 11 credits	80 – 84 % of students have 11 credits	85 – 90 % of students have 11 credits	Greater than 90 % of students have 11 credits	86.8	4
	In one year, we will increase the High School Credit Attainment rate in the 11th grade from 88.9% to 91.9% by the end of May, 2025.	High School Credit Attainment (11) May	SQL Reports		Less than 75 % of students have 16.5 credits	75 – 79 % of students have 16.5 credits	80 – 84 % of students have 16.5 credits	85 – 90 % of students have 16.5 credits	Greater than 90 % of students have 16.5 credits	90.3	5
	In one year, we will increase the PreACT: College Readiness Silver Level or Higher in 8th grade from 62.8% to 65% by the end of May, 2025. [2]	PreACT: Career Readiness Silver Level or Higher (8) May [3]	PreACT		Less than 49 % of students meeting or exceeding standards	50 – 59 % of students meeting or exceeding standards	60 – 69 % of students meeting or exceeding standards	70 – 79 % of students meeting or exceeding standards	Greater than 80 % of students meeting or exceeding standards	65.5	3
	In one year, we will increase the ISASP Math Assessment benchmark score in 5th grade from 63.04% to 66% by May, 2025.	ISASP Math Assessment (5) May	ISASP		Less than 49 % of students meeting or exceeding standards	50 – 59 % of students meeting or exceeding standards	60 – 69 % of students meeting or exceeding standards	70 – 79 % of students meeting or exceeding standards	Greater than 80 % of students meeting or exceeding standards	60.5	3
	In one year, we will increase ISASP ELA Assessment in 3rd grade from 54.64% to 57.64% by August, 2025.	ISASP ELA Assessment (3) August	ISASP		Less than 49 % of students meeting or exceeding standards	50 – 59 % of students meeting or exceeding standards	60 – 69 % of students meeting or exceeding standards	70 – 79 % of students meeting or exceeding standards	Greater than 80 % of students meeting or exceeding standards	61.3	3
	In one year, we will increase the FAST Literacy Screener Spring Composite Score in 1st grade from 61.4% to 64.4% by May, 2025.	FAST Literacy Screener Spring Composite Score (1) May	FASTBridge		Less than 49 % of students meeting or exceeding standards	50 – 59 % of students meeting or exceeding standards	60 – 69 % of students meeting or exceeding standards	70 – 79 % of students meeting or exceeding standards	Greater than 80 % of students meeting or exceeding standards	60.7	3

Trend	Measure	2021/2022	2022/2023	2023/2024	2024/2025
	High School Graduation Rate	78.1	77.1	82.6	85.3
	Junior High Credit Attainment (8)	Not Applicable for this Year	79.77	83.3	83.1
	High School Credit Attainment (9)	76.76	84.66	81.6	93.8
	High School Credit Attainment (10)	80.26	80.61	81.7	86.8
	High School Credit Attainment (11)	86.89	85.56	88.9	90.3
	PreACT: Career Readiness Silver Level or Higher (8)	56.89	76.13	62.28	65.5
	ISASP Math Assessment (5)	62.02	61.3	63.04	60.5
	ISASP Reading Assessment (3)	55.85	49.41	54.64	61.3
	FAST Literacy Screener Spring Composite Score (1)	59.21	61.49	51.62	60.7
	FAST Spring Composite Score in Literacy (K-6)	64.6	66.54	64.64	66.7
	FAST Spring Composite Score in Math (K-6)	59.24	63.1	60.62	60.2
	ISASP Proficient and exceeding in ELA (3-11)	59.02	60.47	63.4	68.9
	ISASP Proficient and exceeding in Math (3-11)	57.44	61.4	60.93	66.7
	ISASP Proficient and exceeding in Science (5, 8, 11)	55.02	55	52.64	61.5
	PreACT: Career Readiness Silver Level or Higher (8-10)	59.3	67.5	61.06	77
	ACT: Composite Score of 22 or Higher (9-12)	31.8	37.43	36.17	36.6
Not Enough Data	Classrooms with High Quality and Consistent Core Instructional Practices based on Instructional Rounds	Not Applicable for this Year			
	Chronically Absent Students (K-12)	33.9	17.16	14.21	12
	Certified Staff Attendance	88.36	92.7	93	92.8
	Non-Certified Staff Attendance	89.59	90.4	91.9	90.7
	Data for Desired Daily Experience for Families (K-12)	75.25	71.86	72.35	78.67
	Data for Desired Daily Experiences for Staff	65.35	69.21	68.21	71.06
	Data for Desired Daily Experiences for Students (5-12)	59.88	65.78	76.26	73.51
	Weighted Performance Score	2.13	2.58	2.67	3.01

Increasing Graduation Rate

Graduation Rates have increased by 7%

Program Improvements:

- MHS Alternative Program (MCAP)
- MHS JROTC Program
- Project Search
- Internships, Apprenticeships and Work-based learning opportunities



Improving Academic Outcomes for Students

- English Language Arts proficiency increased by 9.9% in four years
- Third grade reading proficiency has improved by 6.7% from previous year
- Math proficiency increased 9.3%
- Growth measures in ELA and Math exceed the state average for all students and subgroups.
- 75% of students graduate high school with college credit



Improving Climate and Perceptions

- Daily Desired Experience survey results have continued to improve, with more than 3,000 responses this year
- Chronic Absenteeism continues to be reduced
- Staff Absenteeism has also decreased

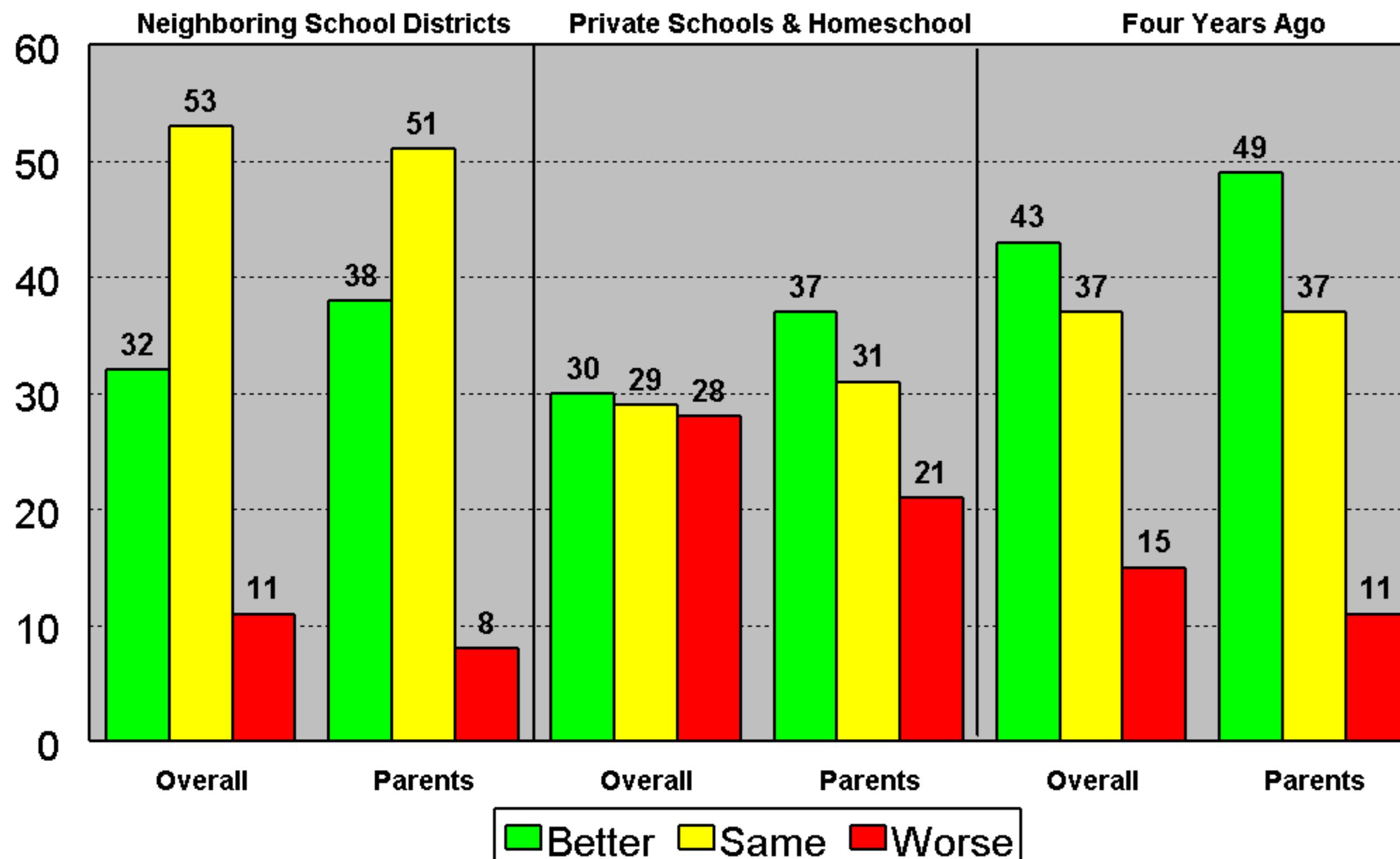
MCSD Perception Survey Results

- Joint project for Collaborate Muscatine
- Morris Leatherman Company surveyed 761 community members by phone
- 6.5% non-response rate with an average interview time of 14 minutes



Quality Compared to...

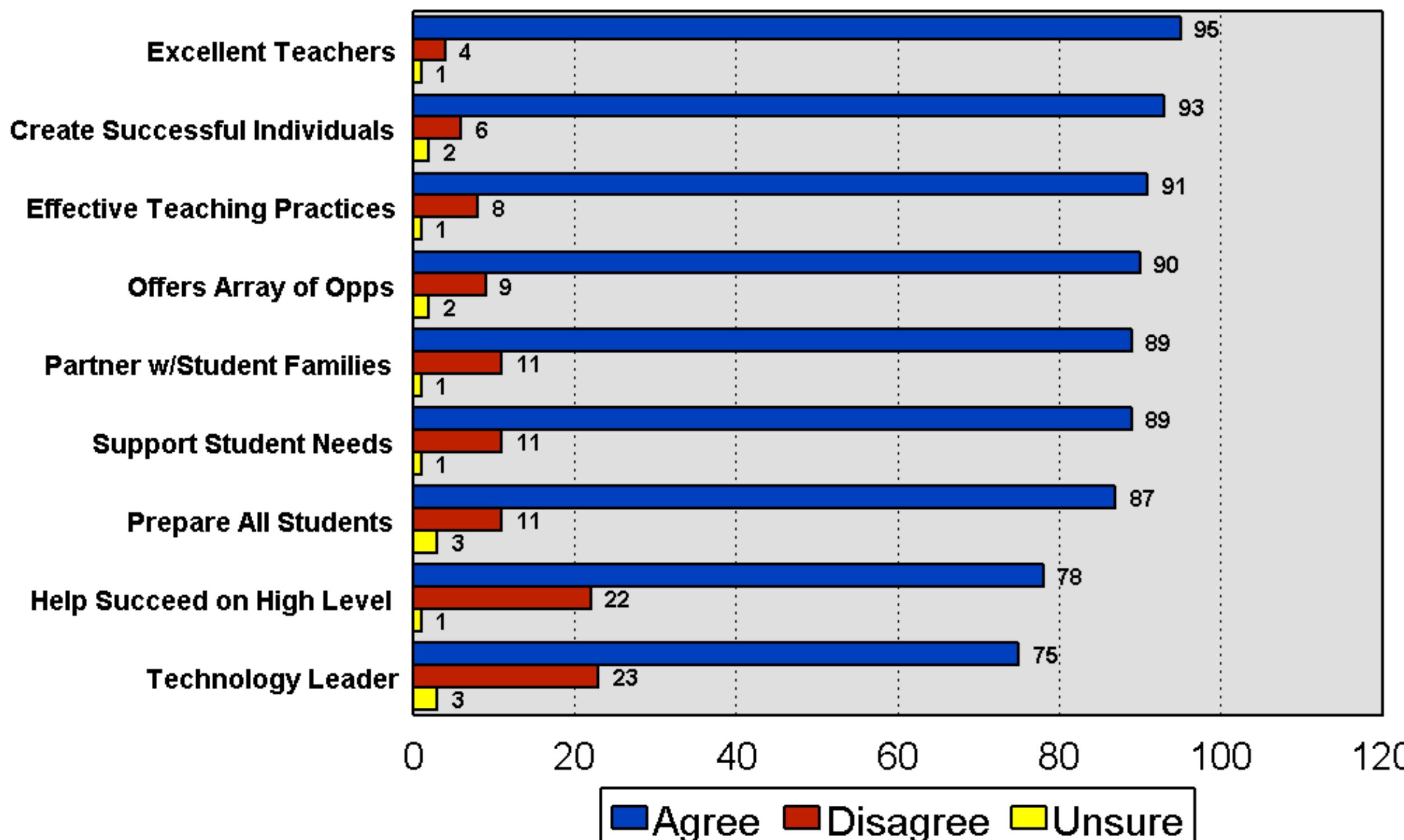
2025 Muscatine Public Schools



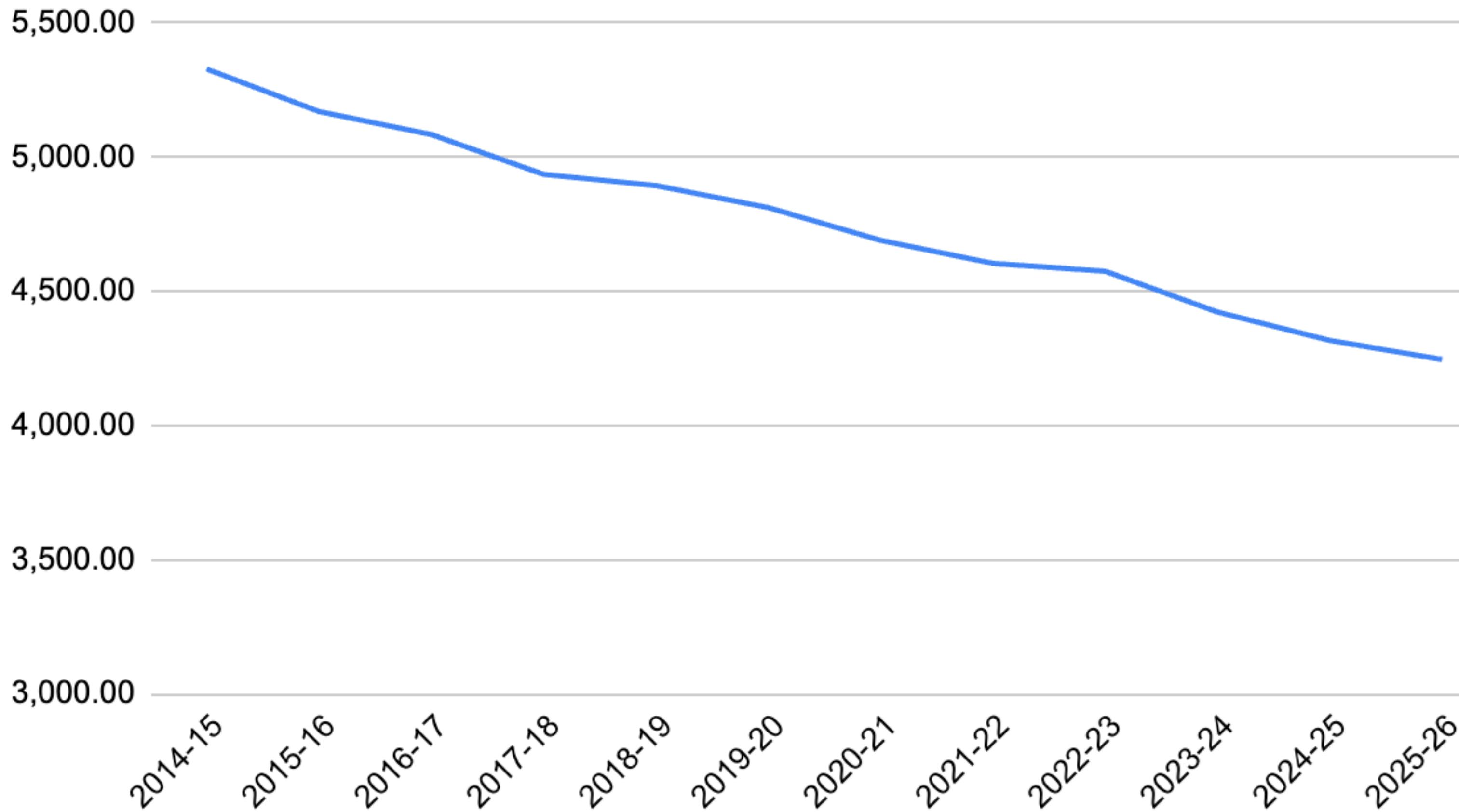
Description of Muscatine Public Schools

(Parents)

2025 Muscatine Public Schools



MCSD Enrollment Trend



Kim Warren

Director

Aligned Impact Muscatine County

Child Care

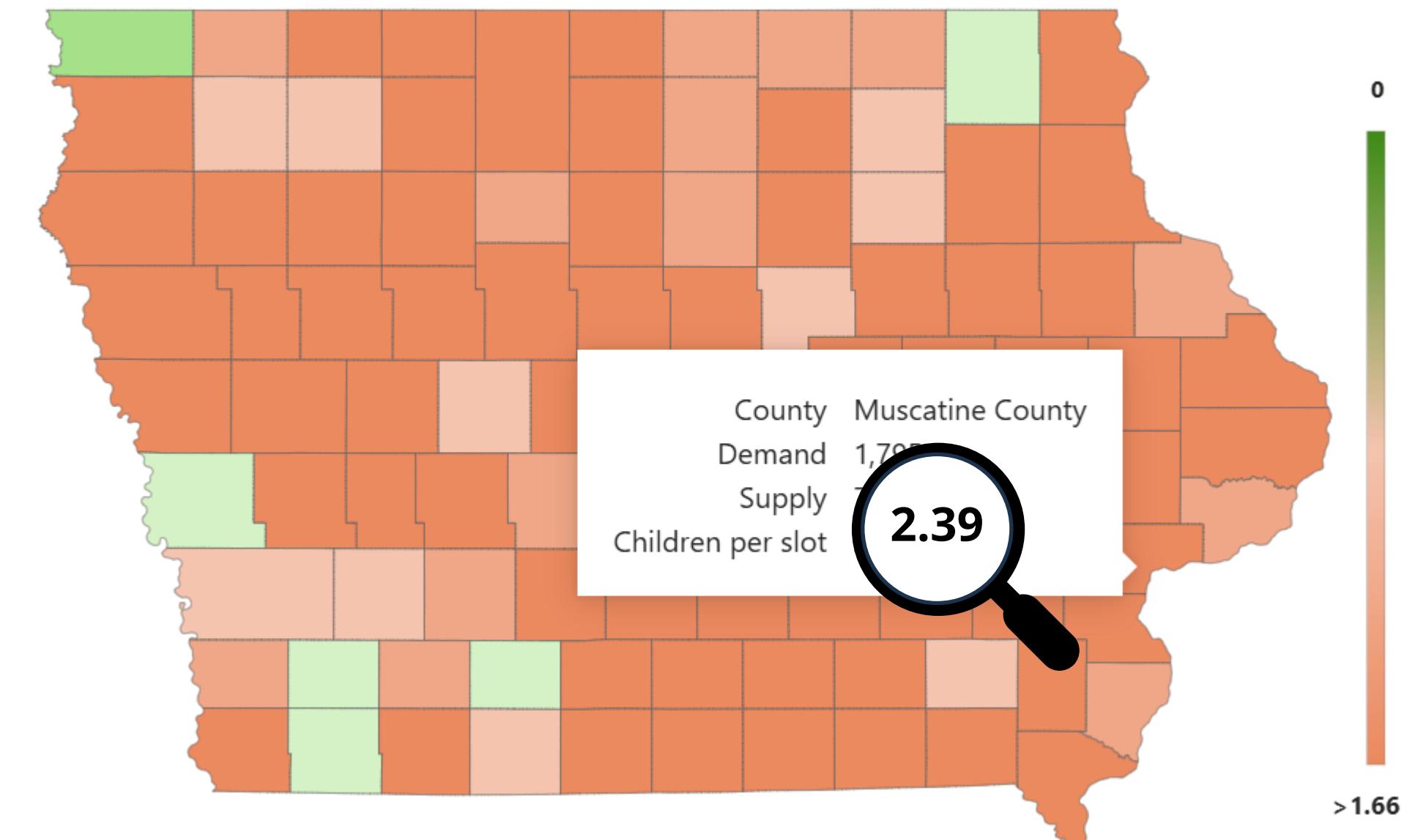
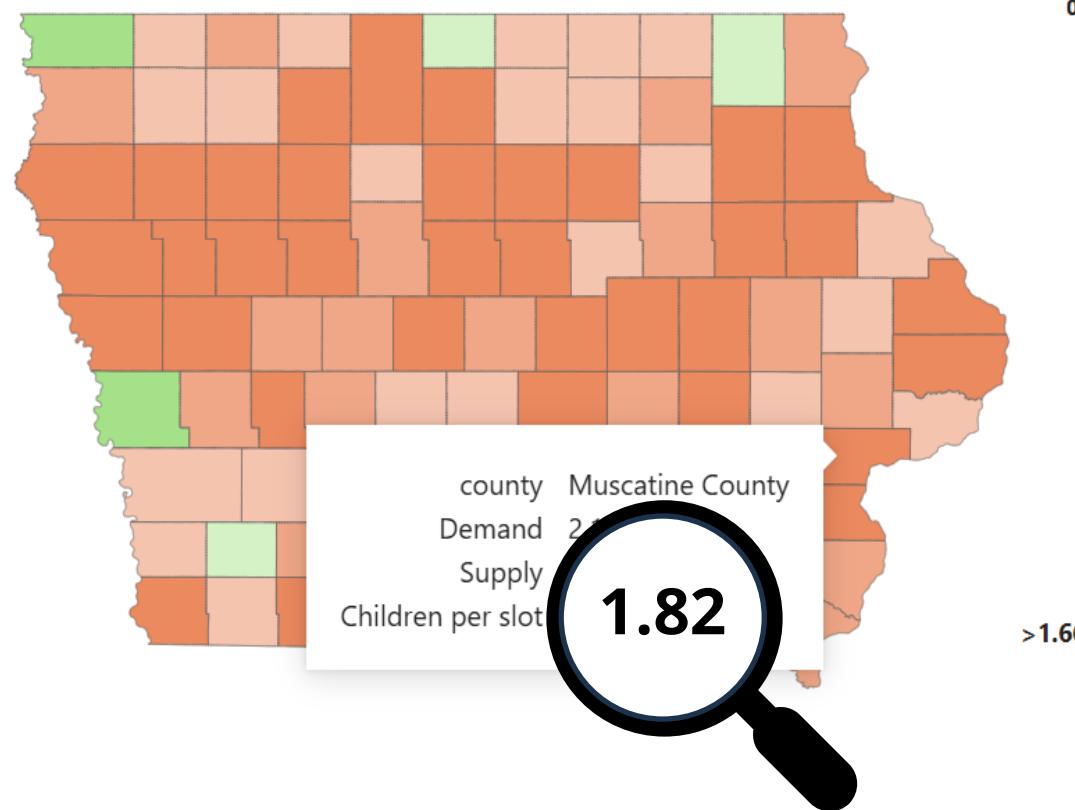
December 2025

Demand by Children per Slot



December 2024

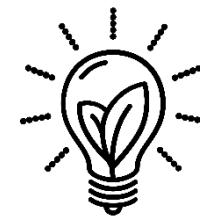
Demand by Children per Slot



Current Strategies:

Continuum of Care Funding
Cost Modeling
Local Childcare Solutions Fund
Childcare Association

SPARK 2025-Career Exploration



52 unique experiences



Led by 25 community partners



With 281 students



SPARK 2025-Career Exploration

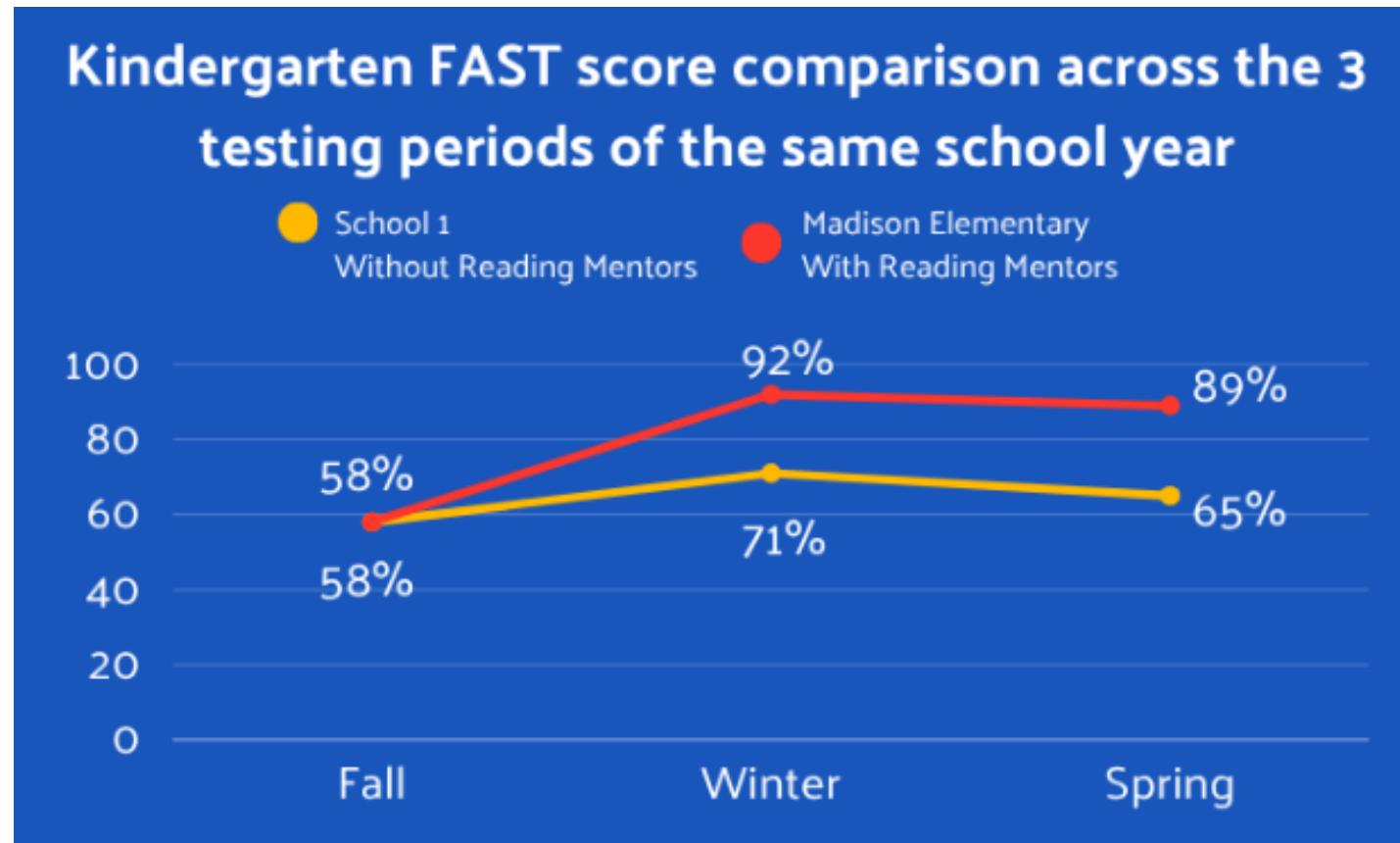


SPARK 2025-MCC 5th/6th Grade Career Exploration



MUSCATINE COMMUNITY COLLEGE
one of the EASTERN IOWA COMMUNITY COLLEGES

Reading Mentors Expansion



The program is currently in 4 elementary schools in Muscatine and Wilton Elementary

volunteermuscatine.org

Summer Melt

2021-2024



59 students



\$76,656

2025

20 students

\$43,990

"The summer melt program helped me tremendously with college applications, as well as filing for FASFA and other scholarships. While also making it feel like a safe place."

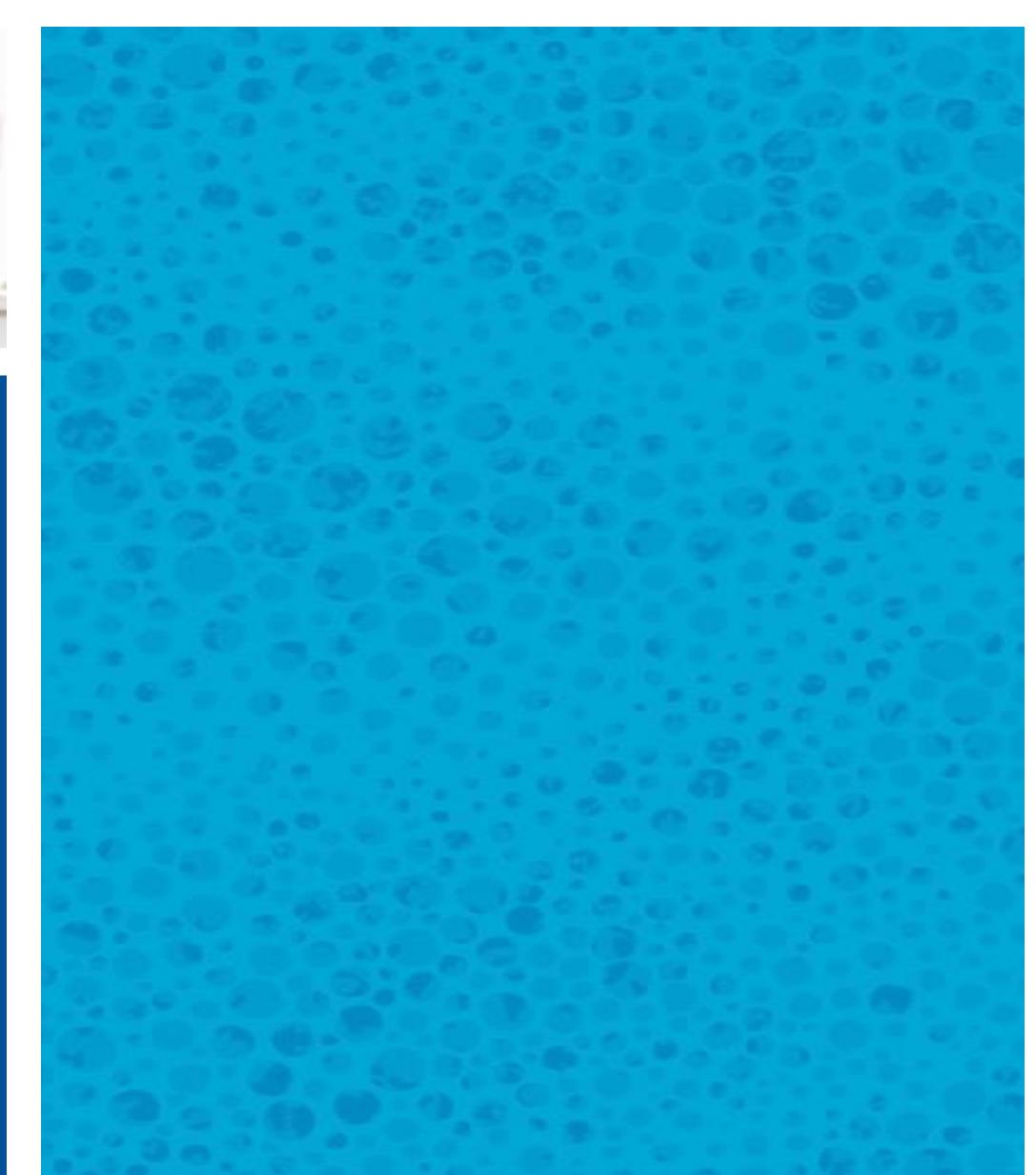
-E. 2024 MHS Graduate

Rachel Pohl

Executive Director

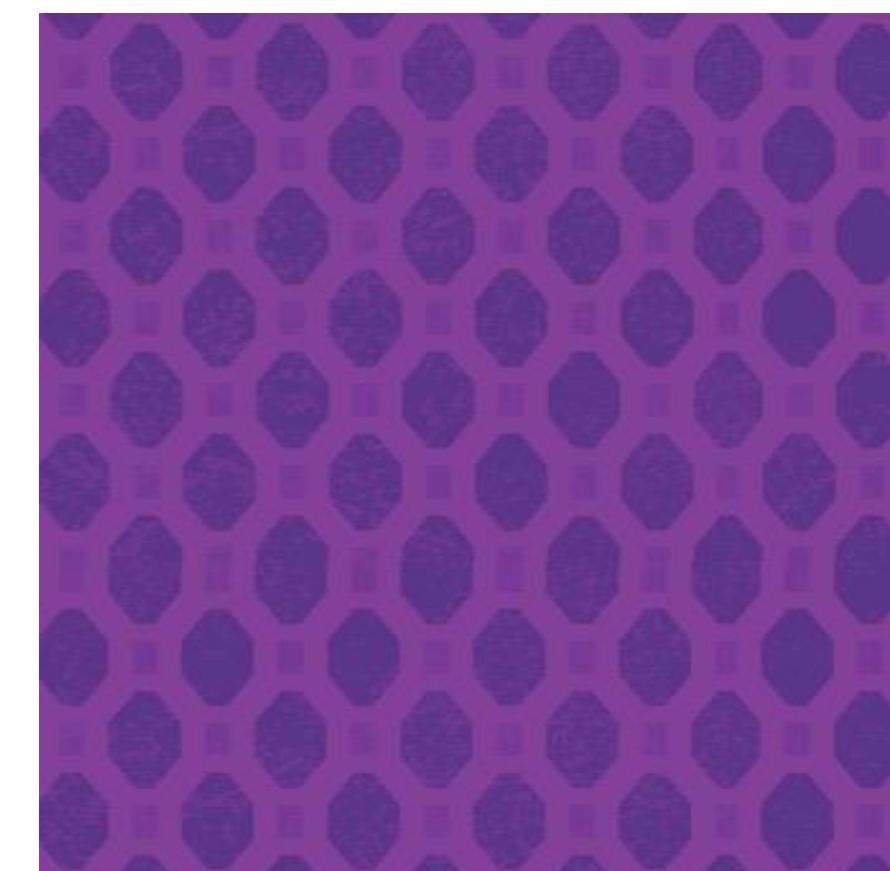
UnityPoint Health – Trinity Muscatine Hospital





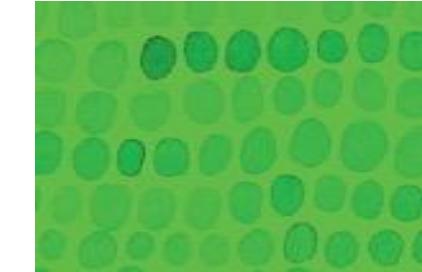
HEALTH SECTOR UPDATES- UNITYPOINT HEALTH TRINITY MUSCATINE

Rachel Pohl - Executive Director



UnityPoint Health

UPH-Muscatine Update – Key Areas of Focus



Patients	Team Members	Community
Expanding Access and Specialty Outreach	Sustaining a culture of committed, long-term employment among our team	Creating local services that provide care along a continuum
Decreasing travel burden	Emphasis on flexibility and growth opportunities	Partnering with key stakeholders to establish relationships between community and hospital
Earlier detection of illness	Ensuring team member connection to community and mission	Sustained presence and support of community events and initiatives

Specialty Outreach – New Services 2025



UnityPoint Health

New Services and Partnerships in 2025	Care Offered
Endocrinology - Outpatient services, available at Mulberry Health Clinic	Care for individuals with hormone related problems- diabetes, thyroid disorders, adrenal disorders
Nephrology - Outpatient services and in hospital consultation at Mulberry Health Clinic and Trinity Muscatine (Partnership with Renal Care Associates)	Care for individuals whose kidneys are not functioning properly- kidney stones, high blood pressure, dialysis patients.
Urology - Outpatient services and Procedural outreach at Mulberry Health Clinic and Trinity Muscatine	Care for individuals with urinary tract issues or male reproductive organ care.
Gastroenterology - Outpatient Services and Procedural outreach at Mulberry Health Clinic and Trinity Muscatine (Partnership with Digestive Disease Specialists)	Care for individuals with digestive system disorders- colon cancer screening, gastric ulcers, UC, liver diseases.

Specialty Outreach Available -

Continued and Expanded Services and Partnerships



Specialty and/or Organization	Patients and Care Managed
General Surgery	Care for patients with surgical needs of internal organs, skin, soft tissue
Cardiology - Outpatient services provided by CVM-Cardiovascular Medicine-clinic located on hospital campus	Care for patients with heart concerns, post hospitalization from heart attack
Orthopedics - Outpatient services and procedural services completed by 2 ORA physicians at Trinity Muscatine	Care for patients with joint and bone concerns, joint replacement pre&post operative care
Neurology - Inpatient Consultative care provided by UPC Neurologist	Care for patients with non-surgical brain or nerve concerns
Gynecological Procedural Outreach - Partnership with Dr. Ehle from UIHC	Women's Health doctor- procedural partnership allows for surgical cases to be completed locally at Trinity Muscatine.
Otolaryngology (ENT) - Partnership with ENT Medical Services and Dr. Thomas	Ear, Nose and Throat service- allows for ENT procedures to be completed at the hospital

UPH-Muscatine Update – Key Areas of Focus



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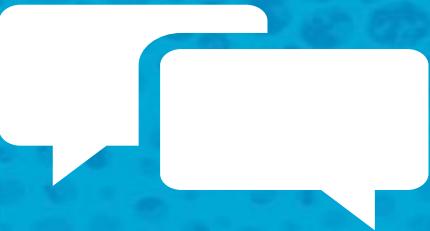
Community Outreach and Relationships

- Committed to continued presence and support of local events and impact projects
- Establishing a relationship with the future workforce through partnerships and experiences with MCSD, MCC and surrounding communities
- Ensuring next generation of healthcare team members feel at home within Trinity Muscatine



**“The power of community to
create health is far greater
than any physician, clinic
or hospital.”**

-Mark Hyman



Thank You

Next sector update will be
Community Development
starting with Mayor Brad Bark



UnityPoint Health

Dr. Brad Bark

**President, Greater Muscatine Chamber of Commerce
and Industry
Mayor, City of Muscatine**





Musco Sports Center



Lumber Lofts



Merge Urban Development



Clarabeck Lane Development



Scenic View Apartments



University Drive Property

Jodi Royal-Goodwin

Community Development Director

City of Muscatine



Why Collaborate Muscatine

We can do far more
together than apart!

Housing



Scenic View



Clarabeck



Lumber Lofts



Triplex @ 5th & Orange



Alternative Methods New Build

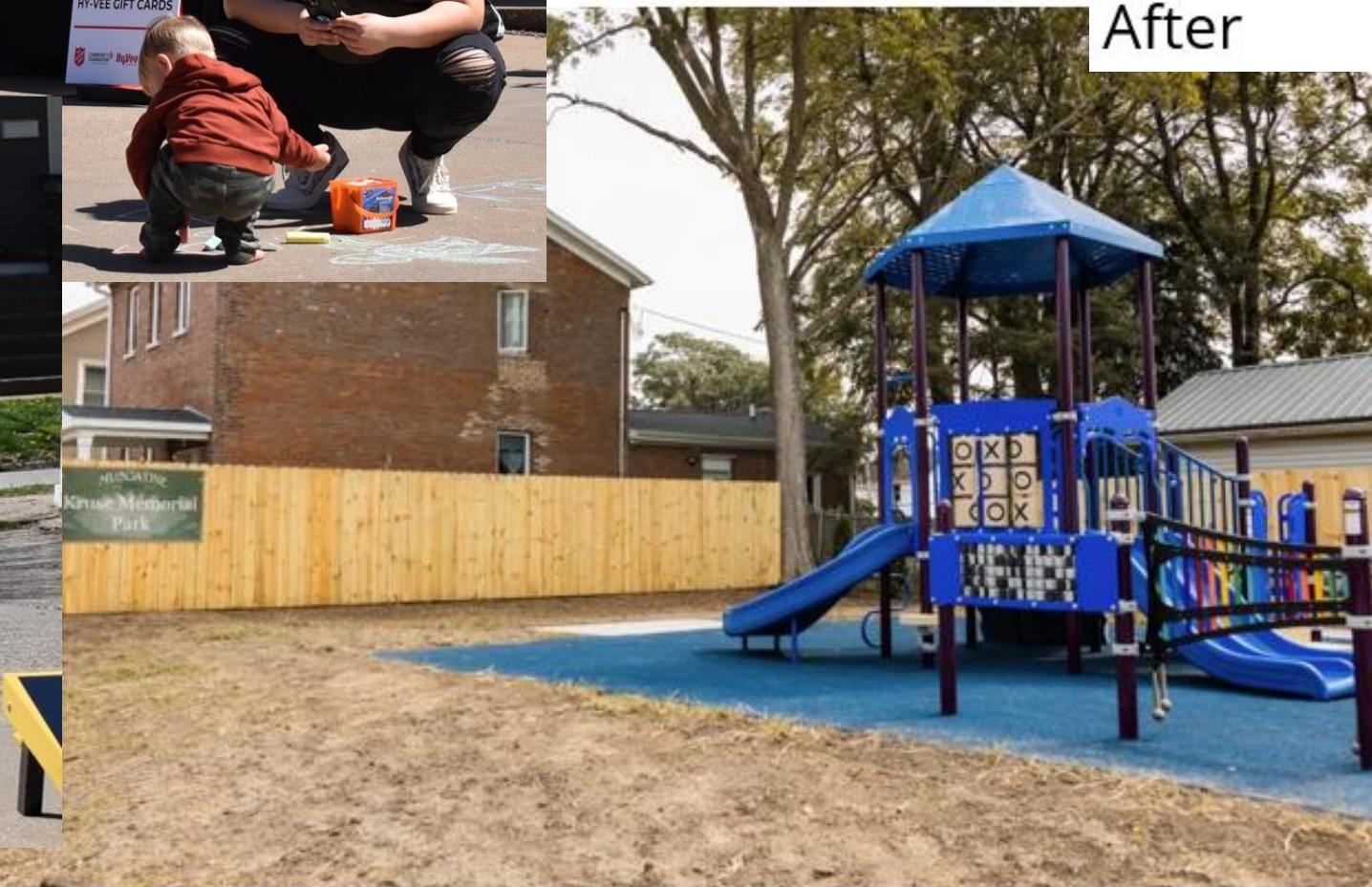


Support



Rehab - 615 Mulberry

Neighborhoods & Families

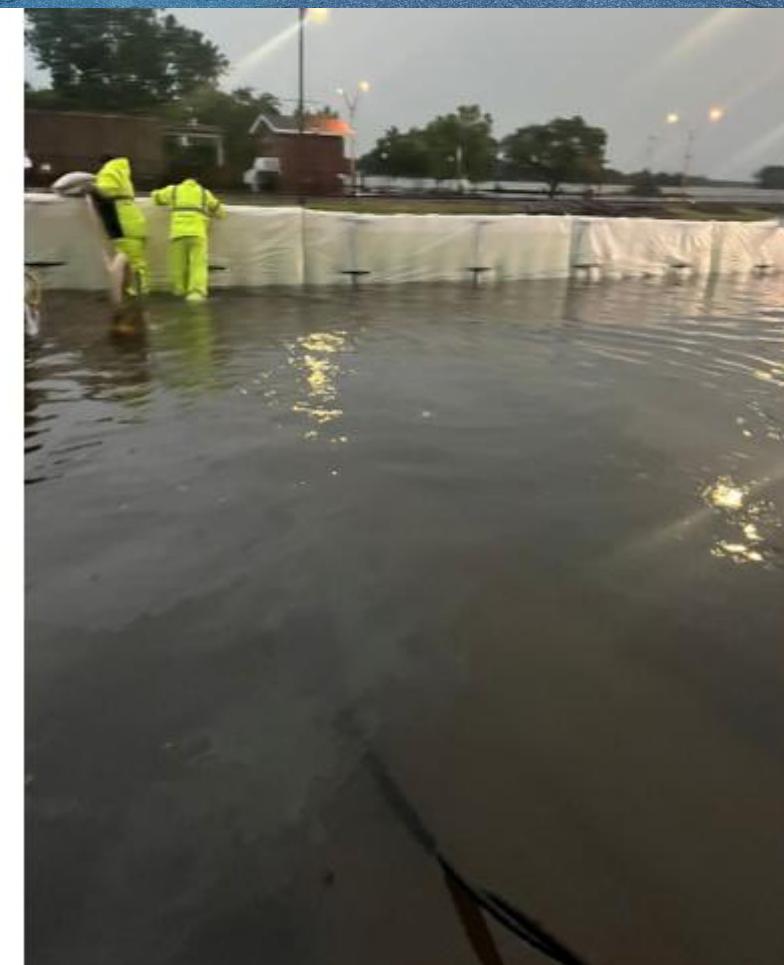
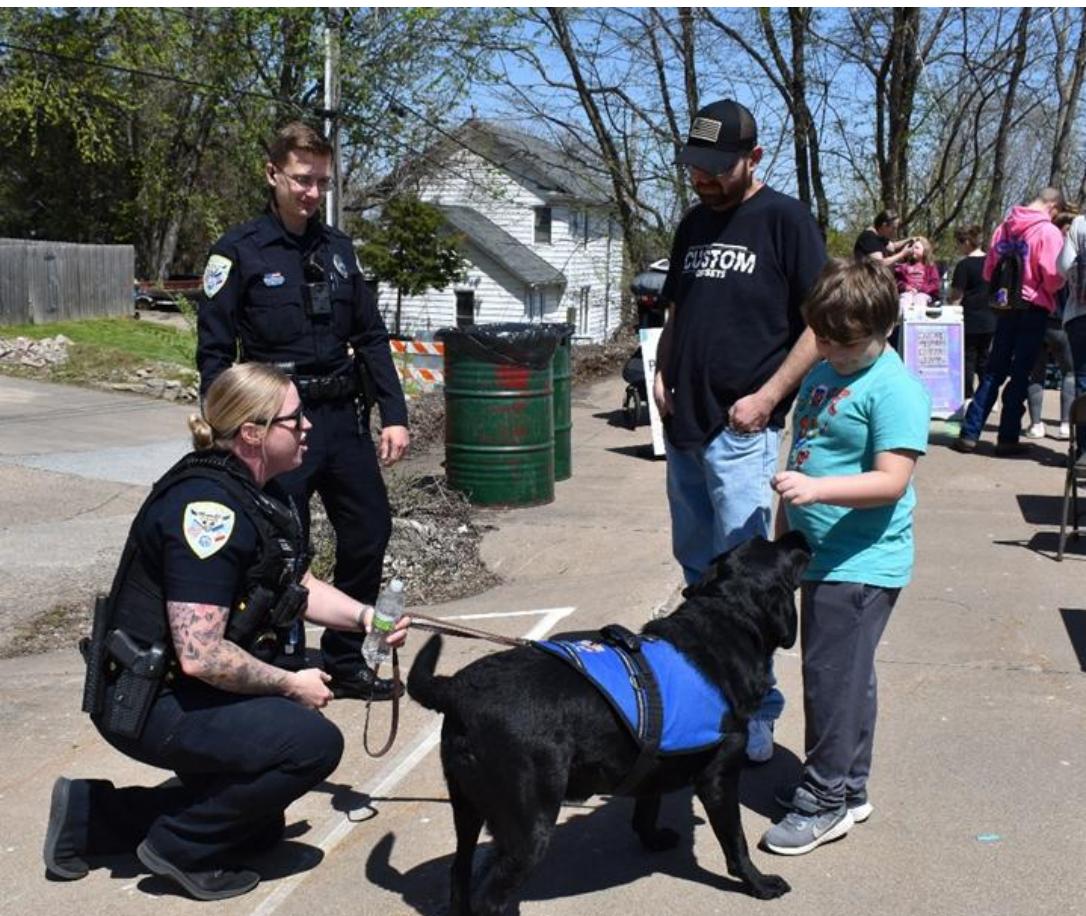


After



Kruse Memorial Park

Public Safety & Infrastructure



Muscle Wall Flood Protection

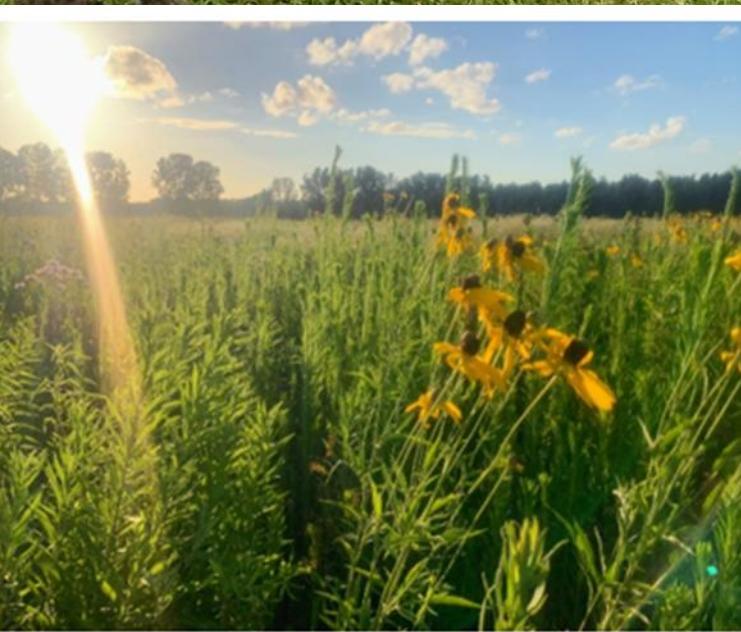


Fulliam Avenue Reconstruction



West Hill Sewer Separation

Amenities



Pollinator Park

Musco Sports Complex

Why This Matters

- Stable housing strengthens families, improves school outcomes, supports workforce needs, and attracts businesses
- Quality education builds a skilled workforce, stabilizes neighborhoods, and increases civic engagement
- Together, housing and education reinforce each other to create a resilient, thriving Muscatine

Charla Schafer

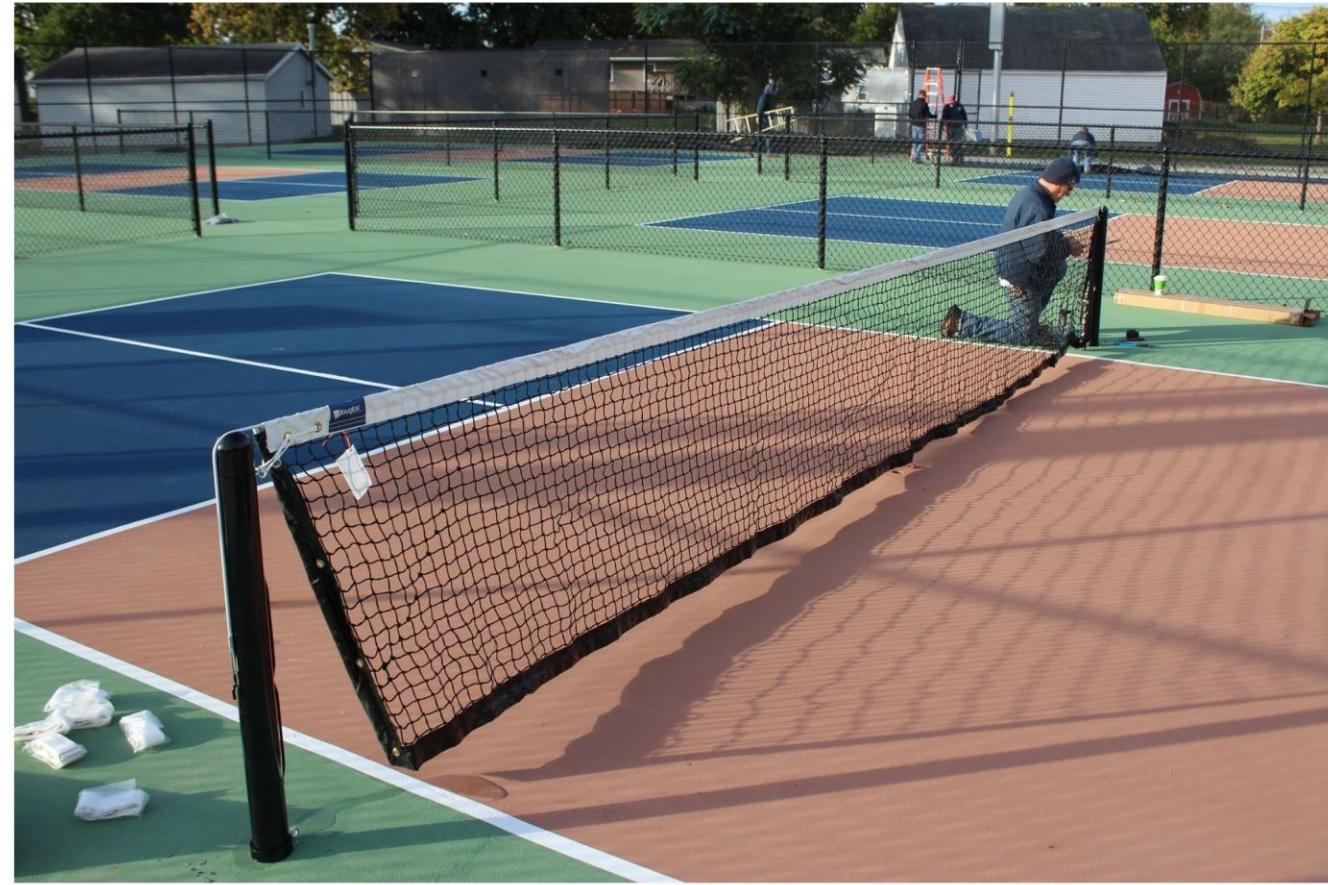
President

Community Foundation of Greater Muscatine





Taylor Park



Taylor Park



Ignite Vitality Mulberry Neighborhood Revitalization



Mulberry Health Clinic



Musco Sports Dome



Ignite Vitality - Mulberry



Hawkeye Lumber Apartments



Cast In Place



Wiki System



3D Home Printing







JOE W. AND BETTY L. RAUCH



Gage Huston

General Manager

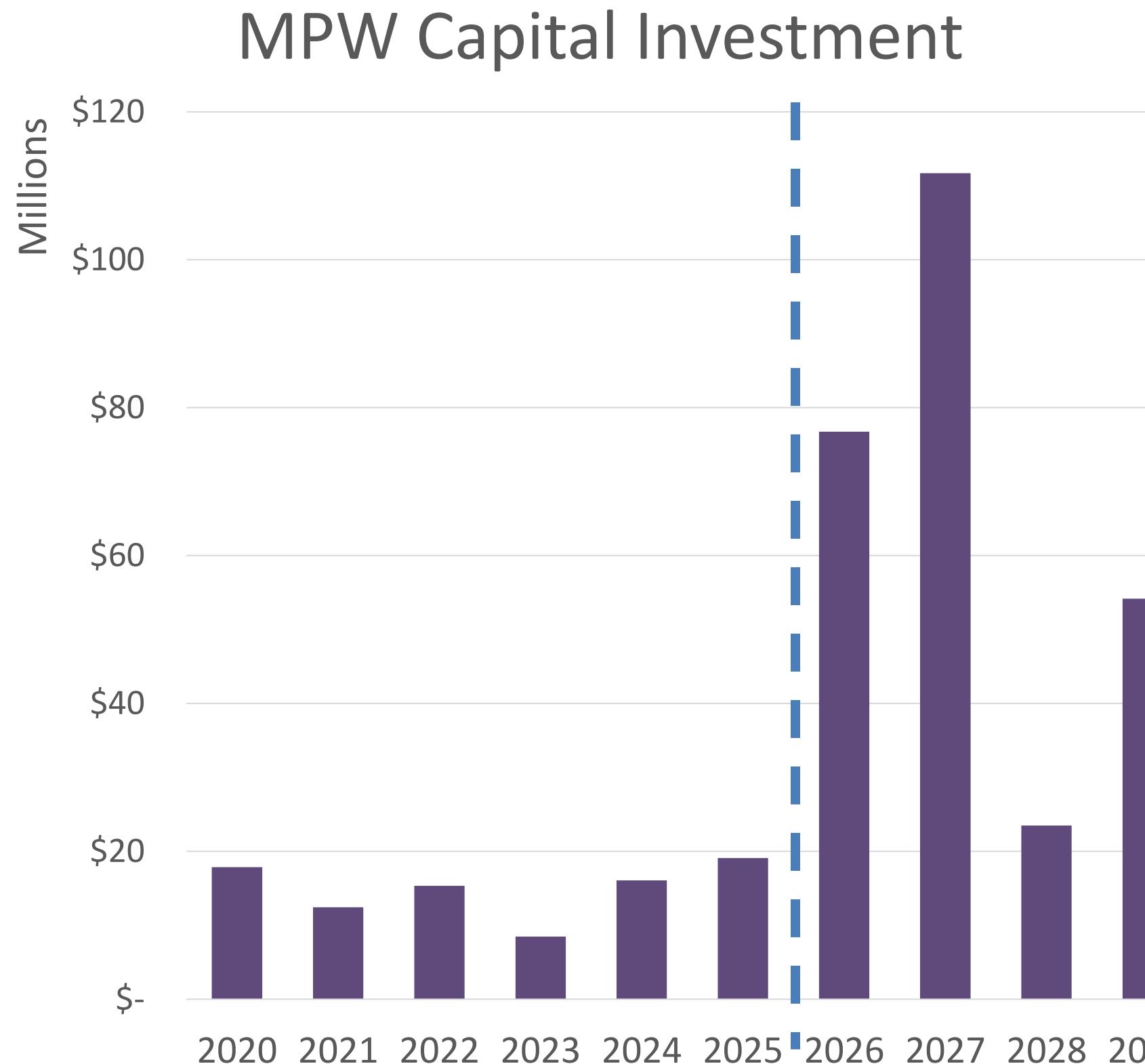
Muscatine Power and Water





Utility Sector Update

Significant Reinvestment in Muscatine

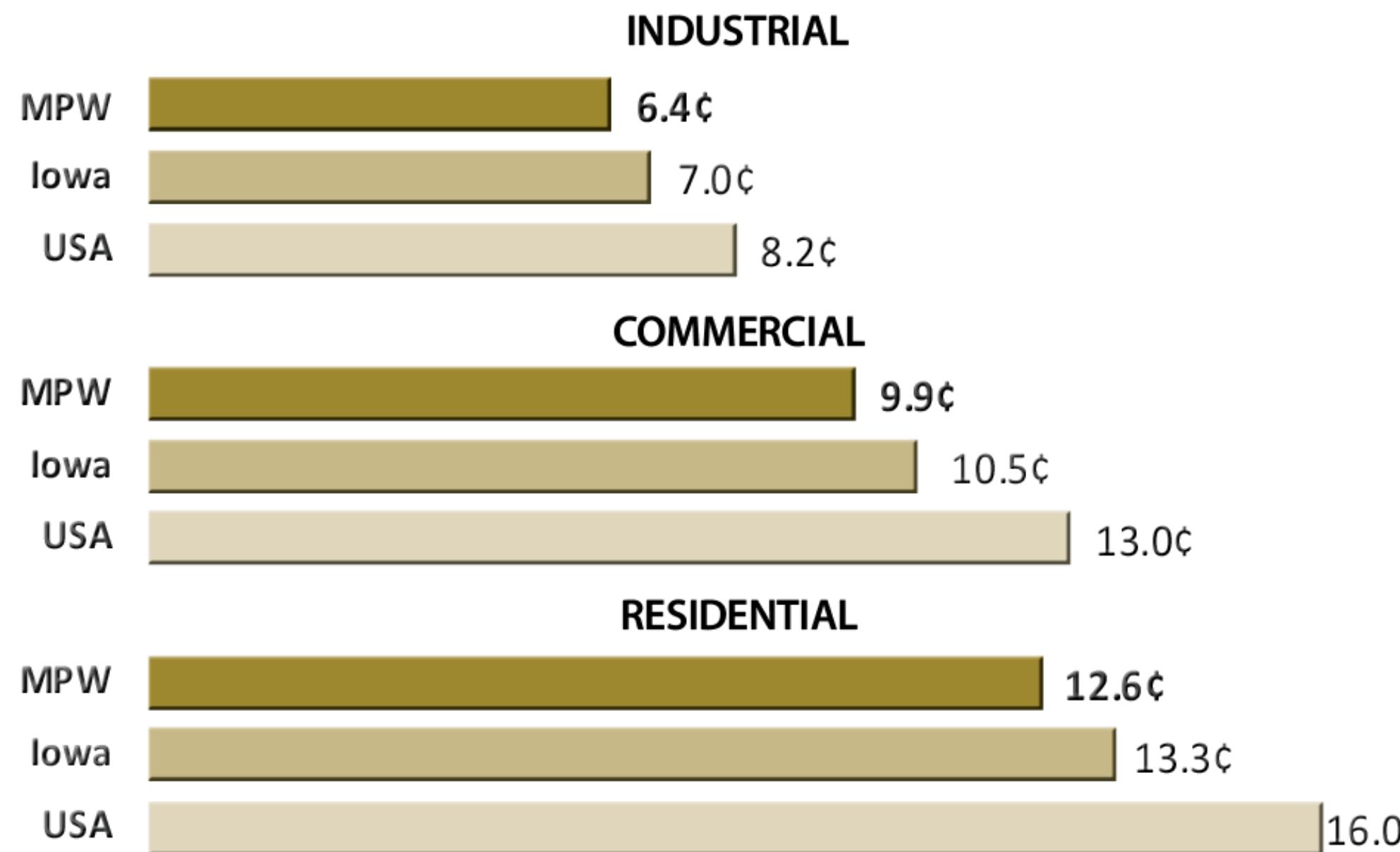


reliability
/re·li·abil·i·ty/ noun
Being able to be trusted to do what is expected or has been promised.



Competitive Rates Allow Muscatine's Businesses and Residents to Thrive

Compare electric rate per kWh



*USA and Iowa rates per Annual Electric Power Industry 2024 EIA 861 Report (www.eia.gov)
USA and Iowa comparisons currently include only investor-owned utilities.*

USA and Iowa comparisons currently include only investor-owned utilities



A Balanced Approach

for today and tomorrow



MPW Local Generation

- 275.5 Megawatts
- Unit 9
- Units 7 & 8 (peaking operation)
- Unit 10 (CHP) coming **2027**



South Fork Wind Farm

- 13 Megawatts
- 6% of MPW's native system load



Muscatine Solar 1

- 24 Megawatts
- 4 industrial partners
- Coming in **2027**

Powering The Future

- **Unit 10 Combined Heat & Power (CHP)**

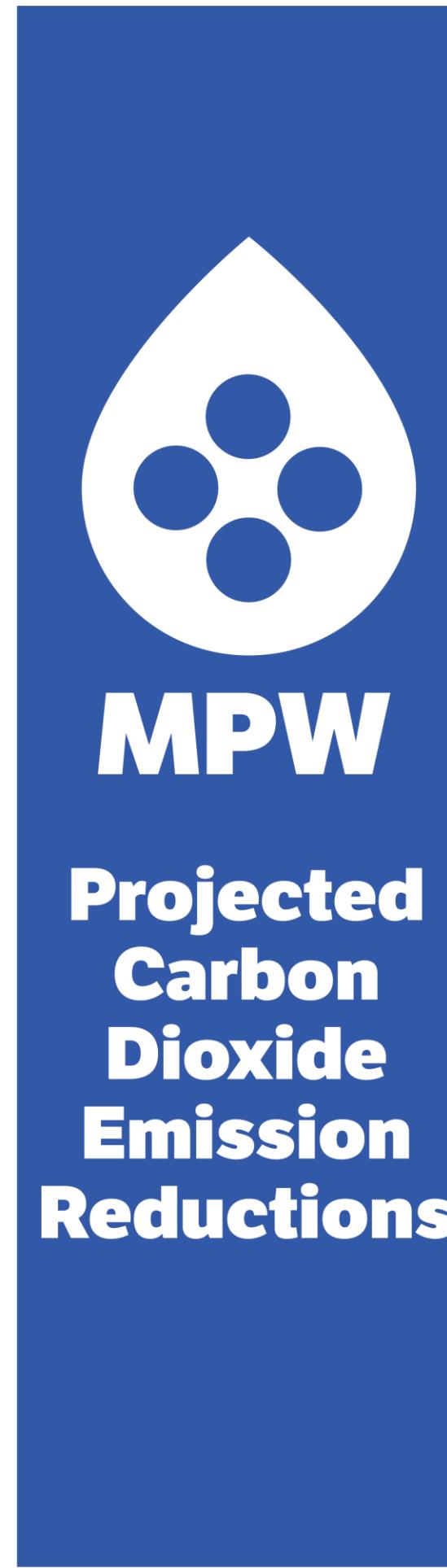
- Efficient, cogeneration unit
- Construction commenced in late 2024
- Target startup in late 2027

- **Muscatine Solar 1**

- Hope to start construction in 2026

- **Additional Solar** under investigation





¹ Global emissions data sourced from Climate Action Tracker: Global emissions time series, published 11/6/21. Values represent percent reduction from calendar year 2005 baseline emissions.

² Values represent reduction in global emissions consistent with the Paris Agreement's goal to hold the increase in global average temperature to below 2.0°C above pre-industrial levels and pursuing efforts to limit temperature increase to 1.5°C. Data sourced from Climate Action Tracker, Climate Analytics and NewClimate Institute.

³ MPW total emissions include CO₂ emissions associated with market purchases. Market Purchase emissions estimated based on emission rates (CO₂-Ton/MWh) projected for MISOWEST region. Projection data sourced from U.S. Energy Information Administration 2022 Annual Energy Outlook Report, released 3/3/2022.

Expansion of EV Fleet

At  MPW the future is ELECTRIC OUR ELECTRIC VEHICLE FLEET

EV FACTS

- 
80% of charging takes place at home
- 
On average, the cost is about **half as much** to drive an EV compared to gasoline vehicle
- 
Muscatine has **4 Level 2 public charging stations** delivering 10-20 miles of range per hour charged.



OUR FIRST 2020

CHEVY BOLT EV LT

ADDED 2023

CHEVY BOLT EUV LT (2)

ADDED 2024

FORD F-150 LIGHTNING

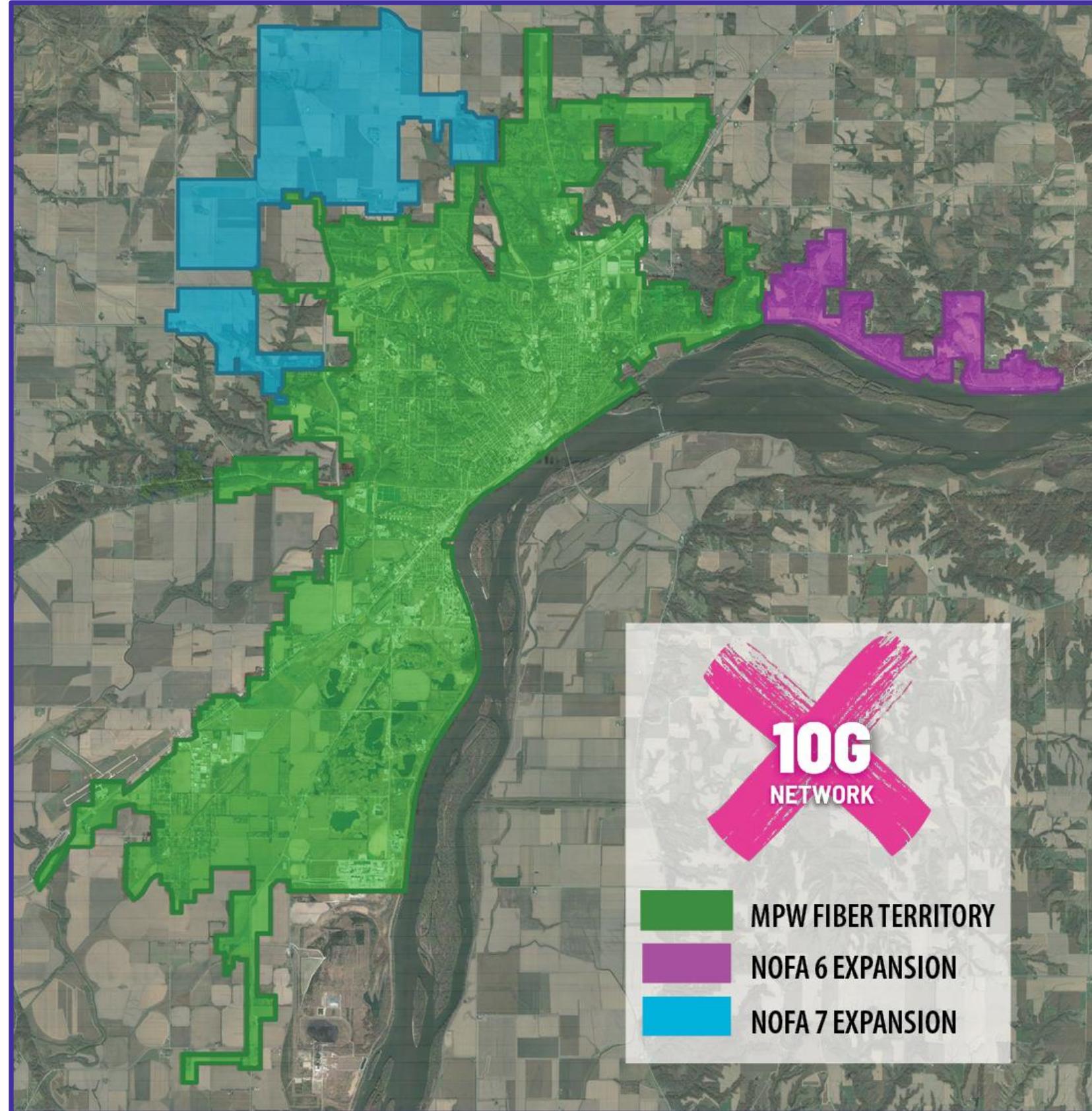
ARRIVING 2025

ALTEC AT40 AERIAL UNIT

ALTEC LR860 AERIAL FORESTRY UNIT

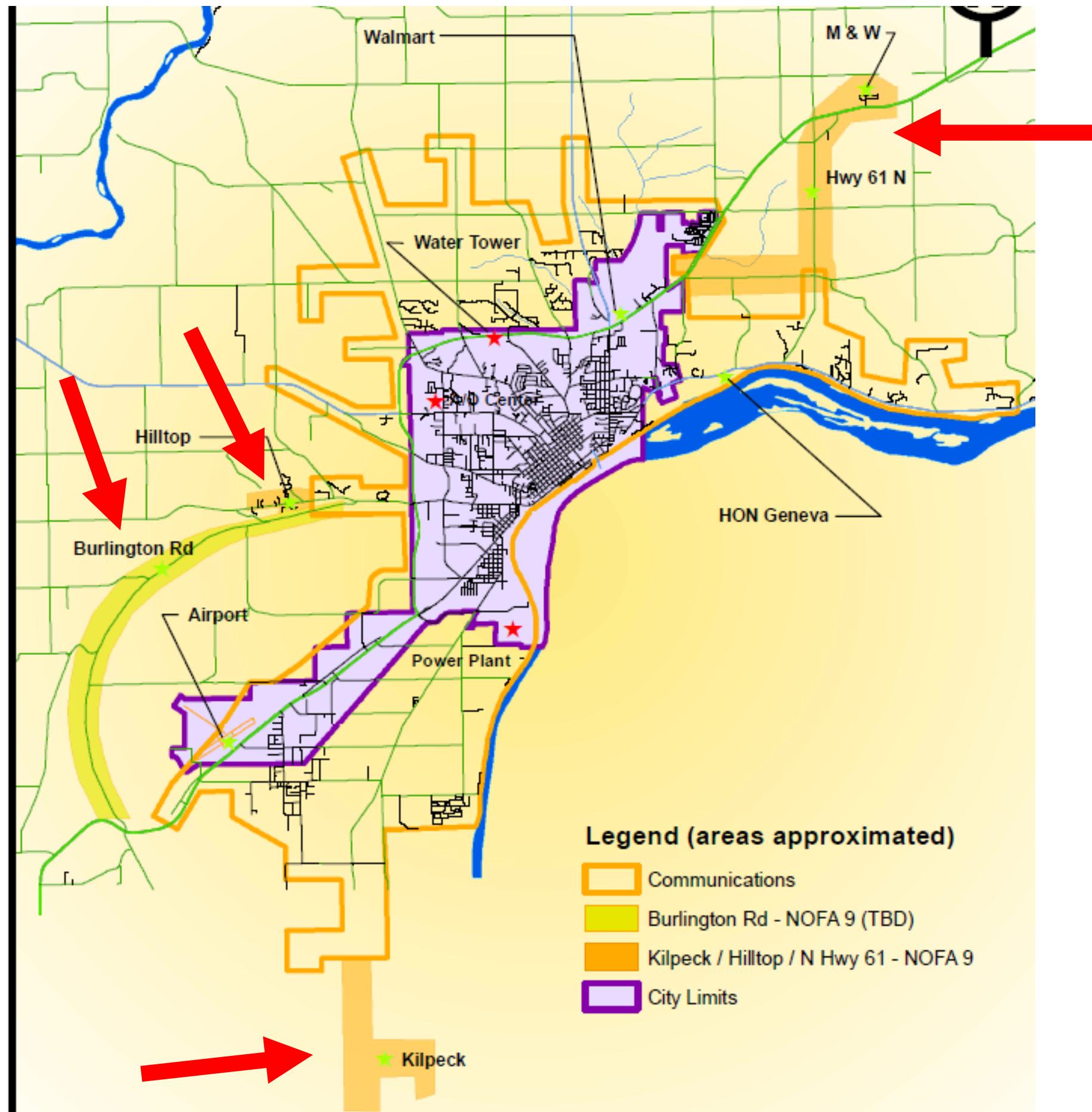
Quieter operation
Reduction in fuel costs
Reduced emissions

Fiber System Growth



- NOFA 6
 - Completed in 2024
 - 245 new addresses
- NOFA 7
 - Completed in 2025
 - 100 new addresses served

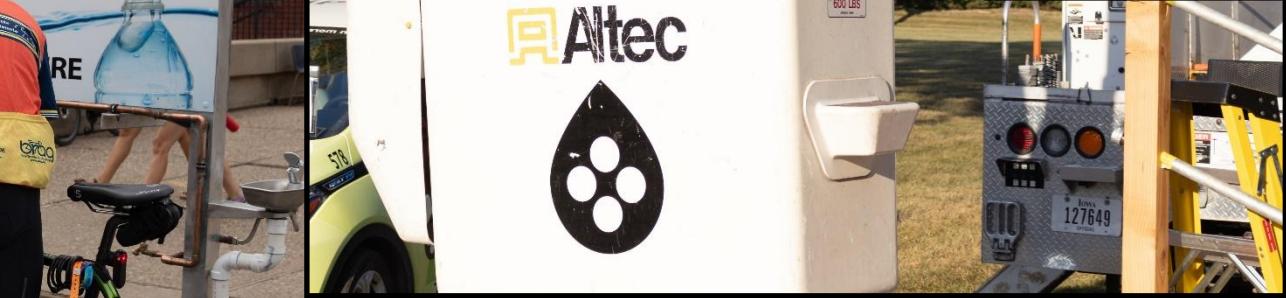
Fiber System Growth



- NOFA 9
 - Anticipated 2026-2028
 - 392 new addresses

Pending final grant approval

Ready to Serve the Needs of Our Thriving Community



Dr. Brad Bark

**President, Greater Muscatine Chamber of Commerce
and Industry
Mayor, City of Muscatine**





WELCOME
TO Downtown
MUSCATINE



COLLABORATE MUSCATINE

Think what we can do, together