



**COLLABORATE**

**M U S C A T I N E**

*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

## COMMITMENT: OUR SHARED PRIORITIES & DISCIPLINED PROCESS

## COMMITMENT: OUR DAY TO DAY FOCUS

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



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

# ALL OF YOU!!!

[illegible]

# 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.



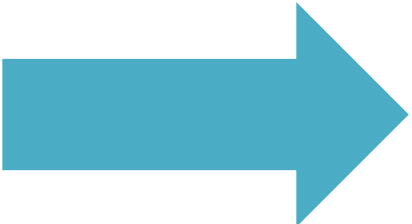
**174 New Units**



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

## HOUSING

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



**“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

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

## EDUCATION

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



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

# THE IMPACT: Where Progress Meets People

## HEALTH

- Mulberry Clinic
- Increased Access

## HOUSING

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

## INDUSTRY/EMPLOYERS

- Investments
- Growth
- Review Commuter Survey

## EDUCATION

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



**“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**

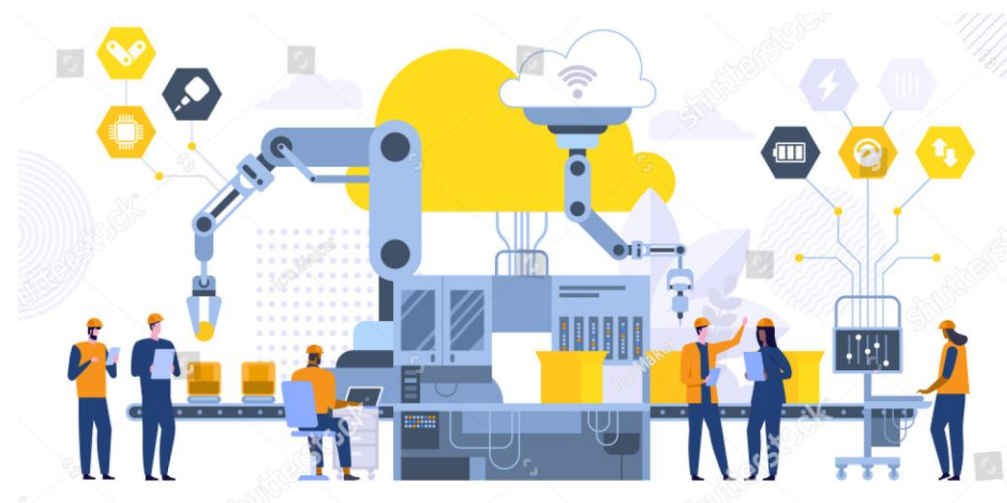
**Continued and growing widespread impact from local operations**

# 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

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



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

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



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

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





# Aligning Education with Future Needs

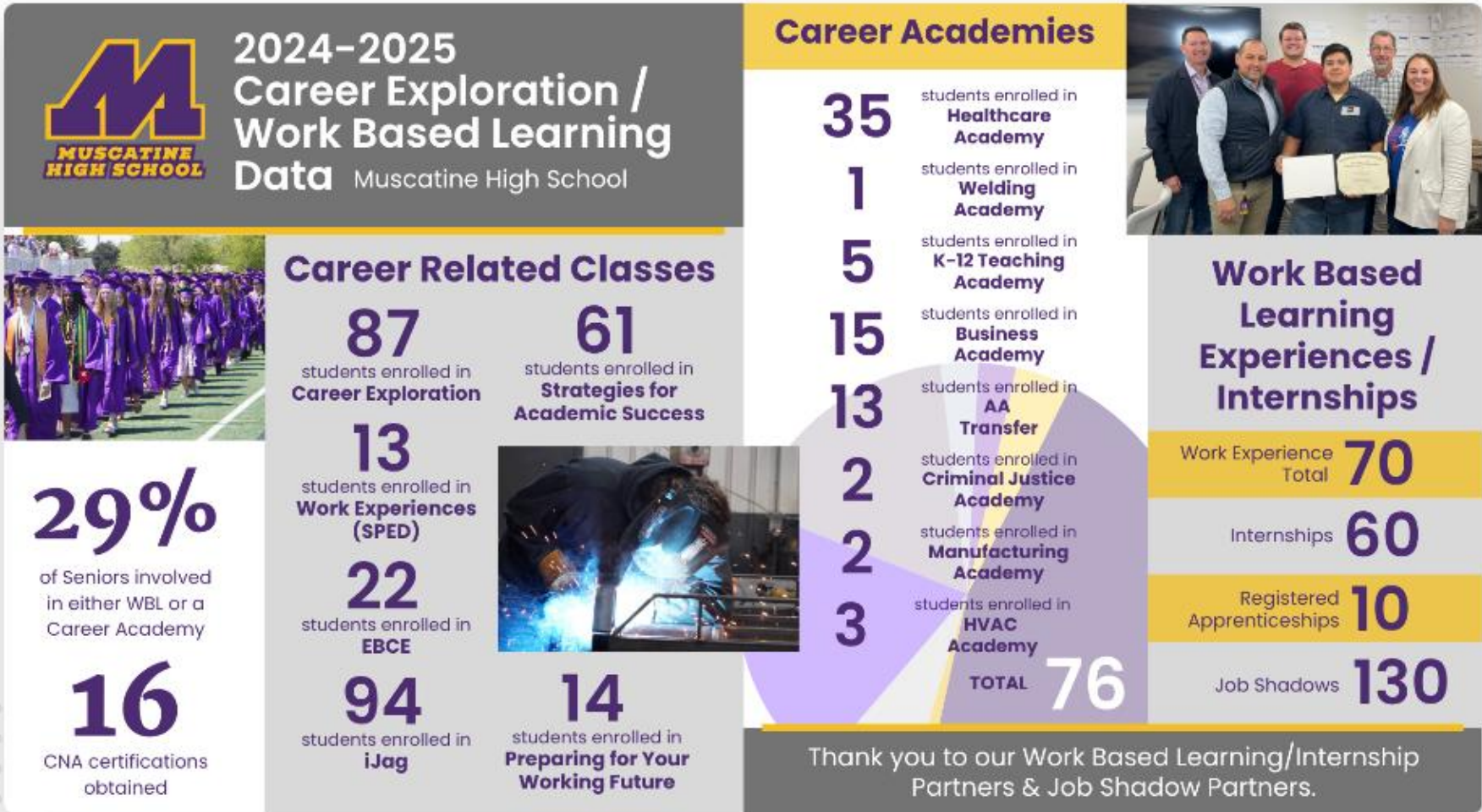


Engagement with future workforce through emphasis in vocational work experience programs as well as formal career exploration with local organizations.

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 *Idea* Place  
to Live, Work, and Employ

# Embrace Your Role as a Muscatine 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!

3<sup>rd</sup> Grade reading  
proficiency is 61%\*

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



# Why Muscatine?





# 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***



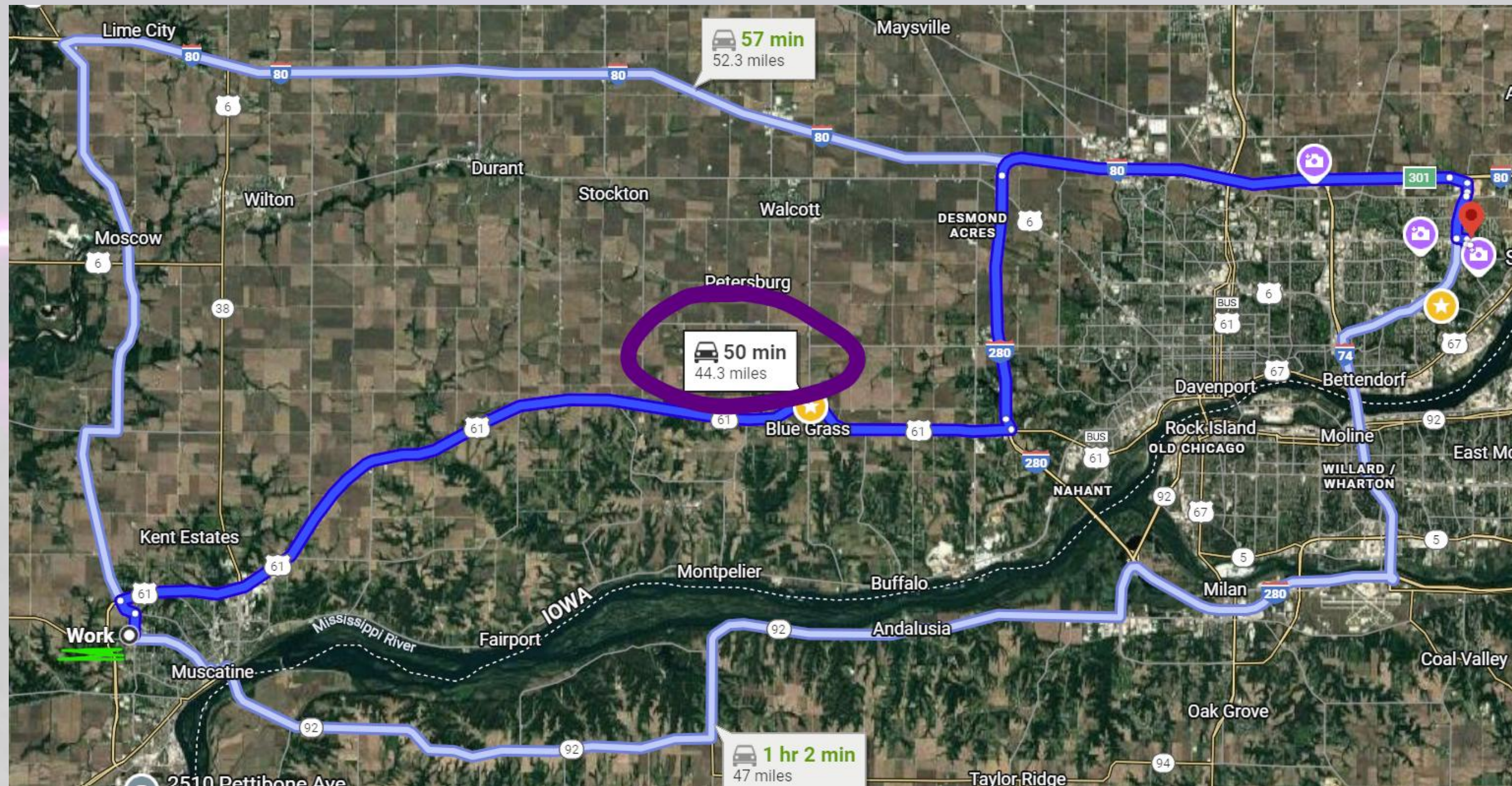
# How Do You Want to Spend Your Life?





# Time You Can Never Get Back

Typical Commute from Bettendorf: 50 minutes





# Time You Can Never Get Back





# Time You Can Never Get Back





# Time You Can Never Get Back





# 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

- 1<sup>ST</sup> PLACE: LAVENDER LEMON BUTTER COOKIE / KENT 
- 2<sup>ND</sup> PLACE: TIPSY PEACH / HERSHEY 
- 3<sup>RD</sup> 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

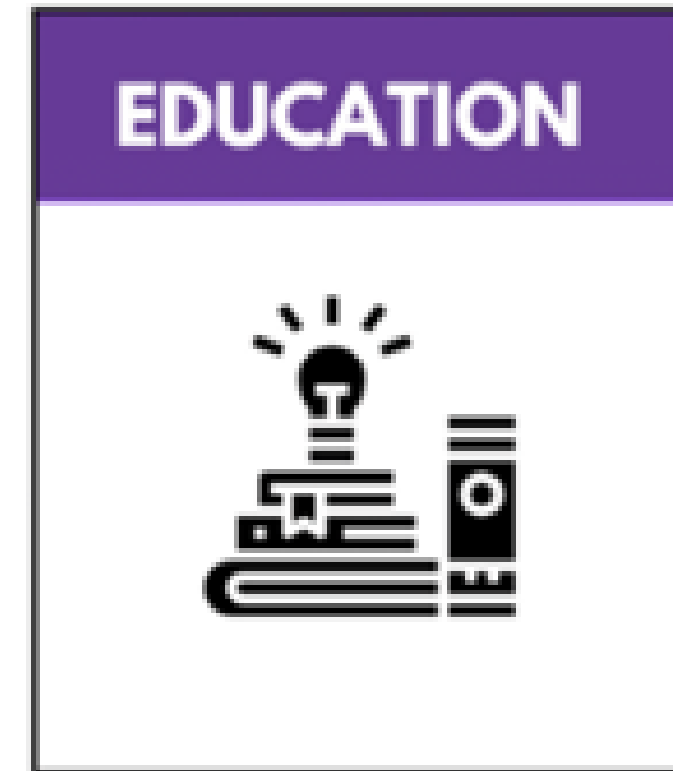
Muscatine Power and Water



# 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*

**Non Emergency Transport**

**KENT**  
CORPORATION  
*From Field to Family®  
Helping a growing world do more*

**HNI**



**MUSCATINE**  
COMMUNITY SCHOOL DISTRICT

**MUSCO**

**CARVER PUMP™**

**HAHN**  
READY MIX

**UnityPoint Health**

**Alliant Energy**  
*Powering Beyond*



**HOFFMANN**



**ED MORSE**  
CHRYSLER • DODGE  
JEEP • RAM  
MUSCATINE

**AFFORDABLE METAL**  
MANUFACTURING

**CBI**  
Bank & Trust™

**COLLABORATE**  
**MUSCATINE**  
*Think what we can do, together*







# 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**

HNI

Workplace Furnishings

HON.

Allsteel®

Gunlocke®

DESIGN  
PUBLIC  
GROUP

HBF

HBF  
TEXTILES

DESIGN  
PUBLIC

DanishDesignStore

HNI  
INDIA

HNI  
Global

Kimball®  
International

HEAT&GLO

Residential Building Products

heatilator  
*The first name in fireplaces*

FIRESIDE  
HEARTH&HOME™

MAJESTIC

MONESSEN

SimpliFire®

STELLAR  
by Heat & Glo

pelpro  
PELLET APPLIANCES

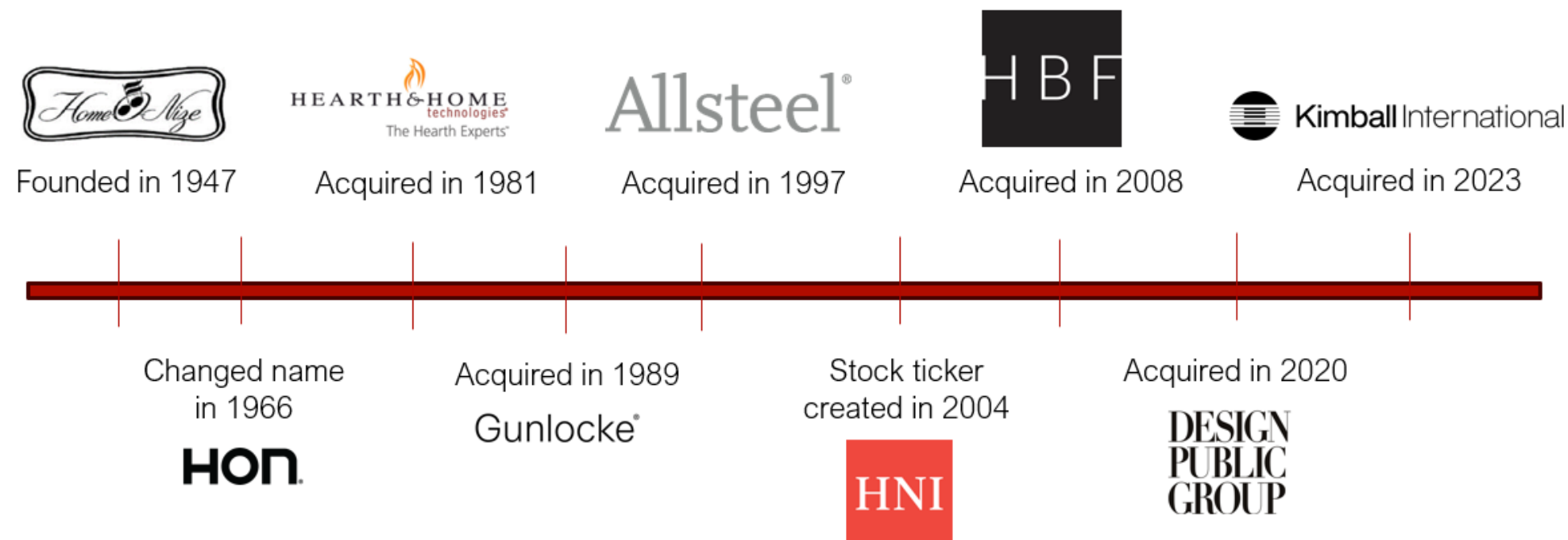
the outdoor  
greatroom  
company



# 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.

The HNI logo is displayed in white, serif capital letters on a solid red square background. The letters are spaced out and centered within the square.



# HNI Impact

*Community Investment*



**Workforce Housing**





# HNI Impact

*Community Investment*



**Education**





# HNI Impact

*Community Investment*



**Health**





# HNI Impact

*Community Investment*



**Time, Talent & Treasure**





# HNI Impact

*Community Investment*

***Food: The real MVP of the Workday***





# 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!**





# Rich Dwyer

**Senior Vice President  
KENT WORLDWIDE**







**KENT<sup>®</sup>**  
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.

### **TIMELINESS**

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

### **WORK FOR THE WIN-WIN**

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

### **SAFETY**

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

### **QUALITY**

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

### **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**









Made in Muscatine, Iowa  
**25 YEARS & STILL MEOWING**



A **KENT** CORPORATION Family Business





*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  
**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

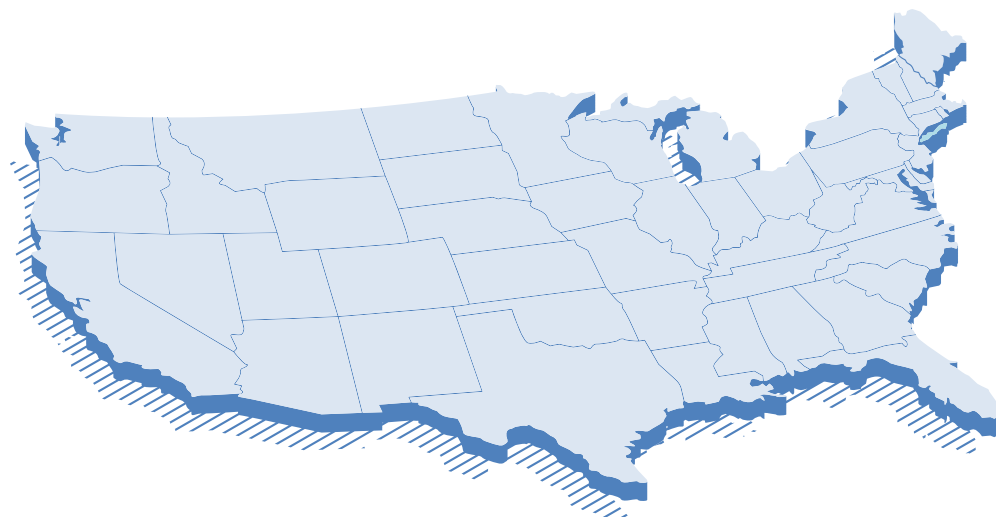
 aspen institute

**TOP 200**

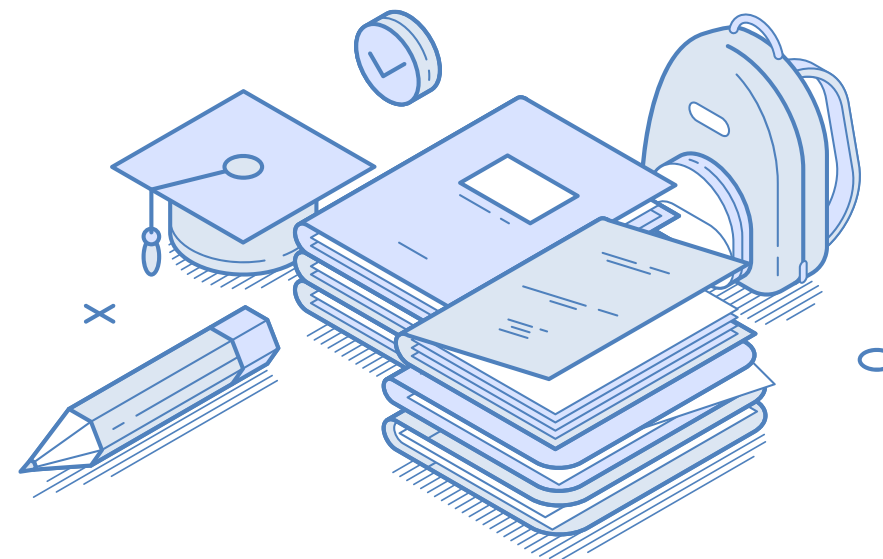
**2027**

Aspen Prize for  
Community  
College Excellence

# What is the Aspen Prize?

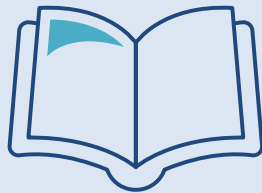


Nation's top recognition for community college excellence.



Honors colleges achieving strong and improving student outcomes.

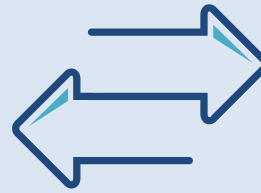
## Focus Areas



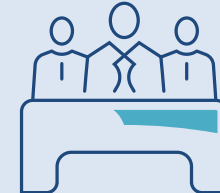
Learning



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.



**ASPEN  
PRIZE**  
FOR COMMUNITY  
COLLEGE EXCELLENCE  
aspen institute

**TOP 200**

**2027**

# 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:<br>Online | Individual Registration:<br>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:<br>Online | Individual Registration:<br>Face to Face | Career Academy |
|---------------------|------------------------------------|--|----------------|
| 127                 | 65                                 | 7  | 6              |

| West Liberty HS                           | # of Students |
|---|---------------|
| Foundations of Healthcare                 | 2             |
| HVAC                                      | 1             |
| IT Networking for Systems<br>and Security | 1             |
| Welding                                   | 2             |



**Eastern Iowa  
Community  
Colleges**



| High School Section | Individual Registration:<br>Online | Individual Registration:<br>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**





# 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 7<sup>th</sup>/8<sup>th</sup> graders
- September: Muscatine **ACAC College Fair**
- October: **MCC Career Academy Preview Day** (sophomores) West Liberty and Wilton

**8<sup>th</sup>: Build My Future event, school-specific career fairs**

**9<sup>th</sup>: MCC College Preview Day**

**10<sup>th</sup>: MCC Academy Preview Day**

**11<sup>th</sup>: MCC Career Day**

**12<sup>th</sup>: Enrolled in a Career Academy**

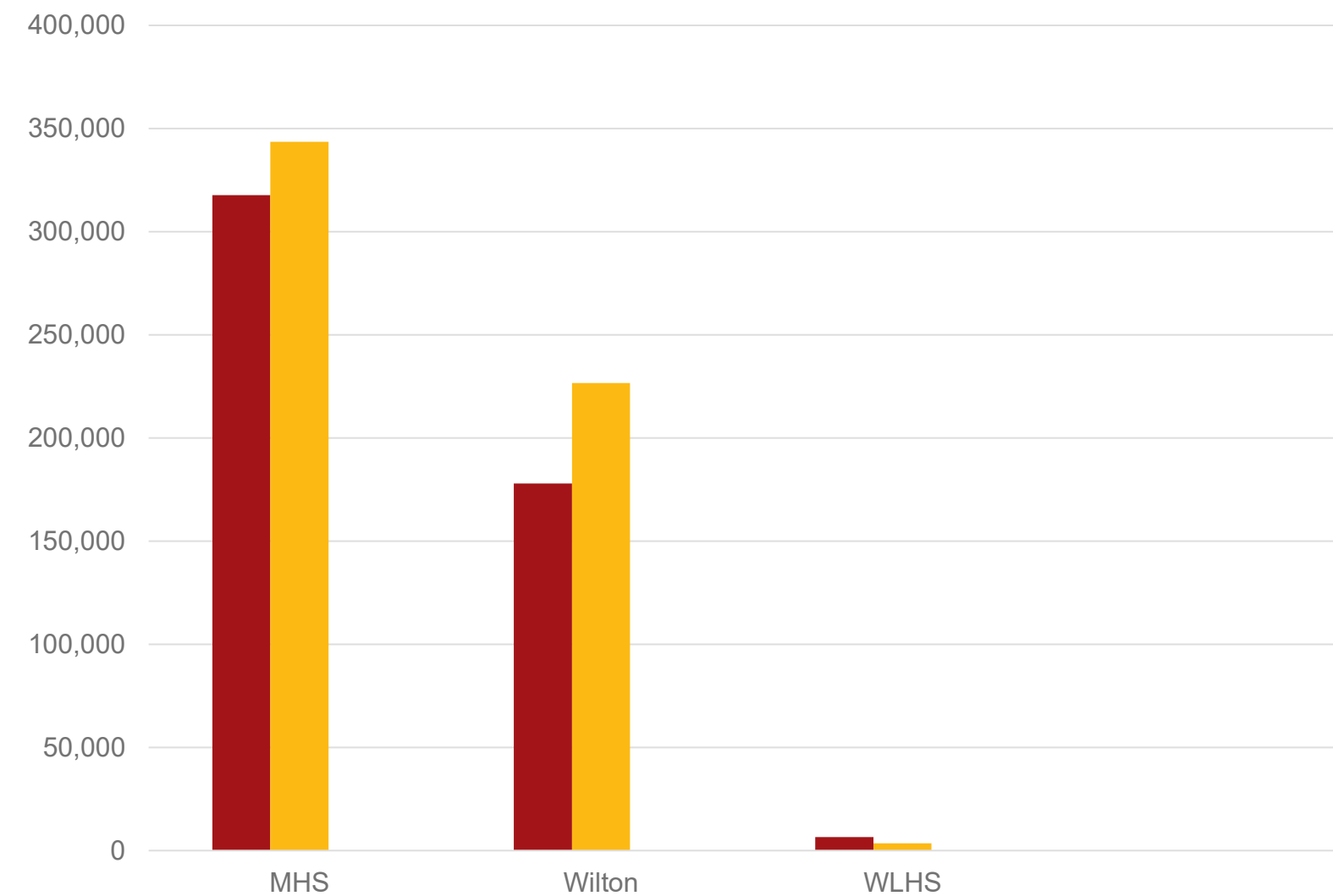


# Scholarship Opportunities for Students

## 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<br>2024/2025                         |   |  |  |      |   |  |  |  |  |           |       |
|--|---|--|--|------|---|--|--|--|--|-----------|-------|
|  | SMART Goals   | Measure  | Source   | Wt   | Priority Comprehensive<br>Level 1                         | Needs Improvement<br>Level 2                         | Acceptable<br>Level 3                                | Commendable<br>Level 4                               | High Performing<br>Level 5                                   | Raw Score | Level |
| 1<br><a href="#">% of K-12 students "On-Track to Graduate"</a> | In one year, we will increase the High School Graduation rate from 82.6% to 84% by May, 2025.   | High School Graduation Rate<br>March                           | Official Letter from the Department of Education | 30 % | Less that 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)<br>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)<br>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)<br>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)<br>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.<br>[2] | PreACT: Career Readiness Silver Level or Higher (8)<br>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)<br>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)<br>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)<br>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 | Not Applicable for this Year | Not Applicable for this Year | 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

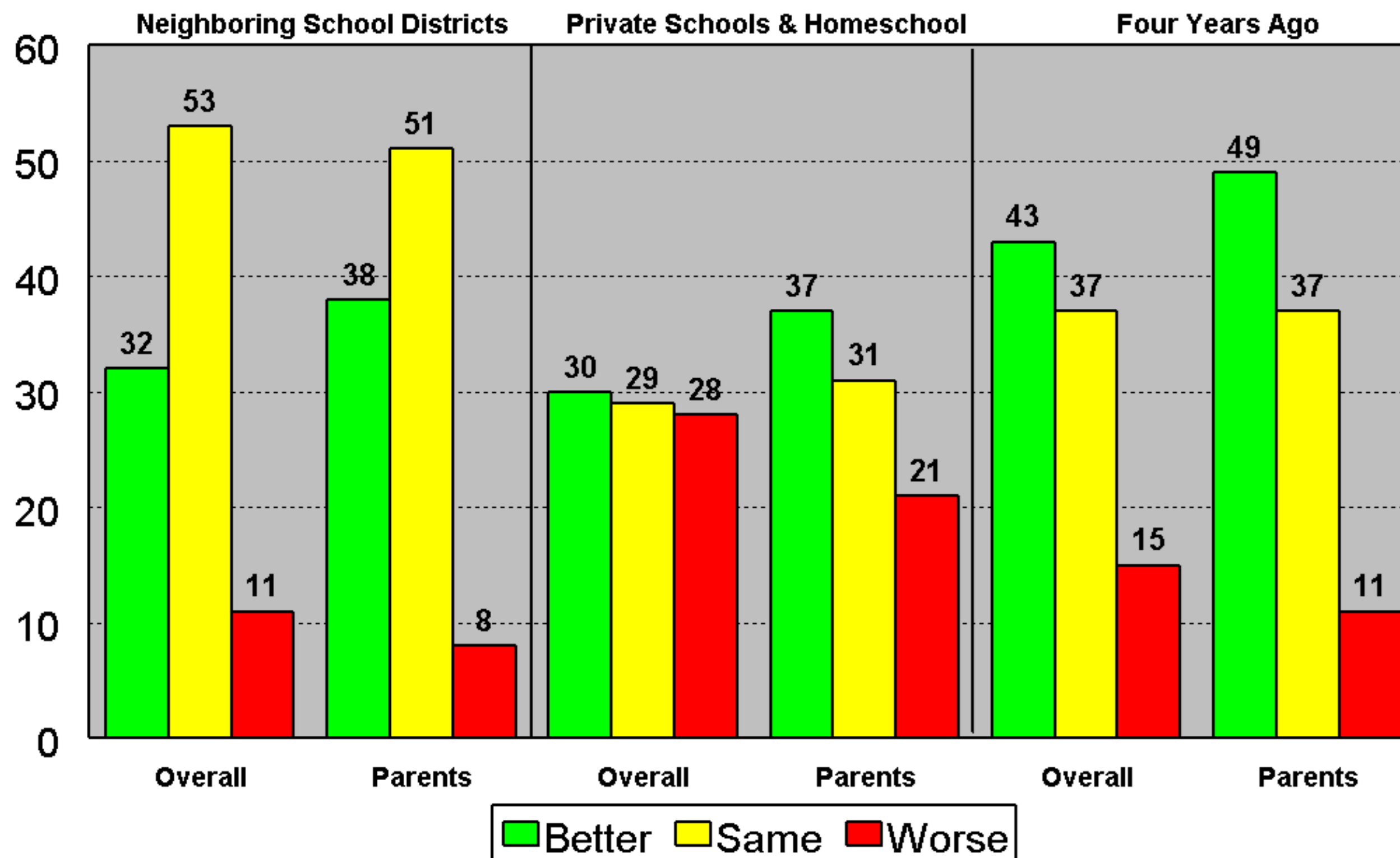
## MCSD Perception Survey Results

- 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

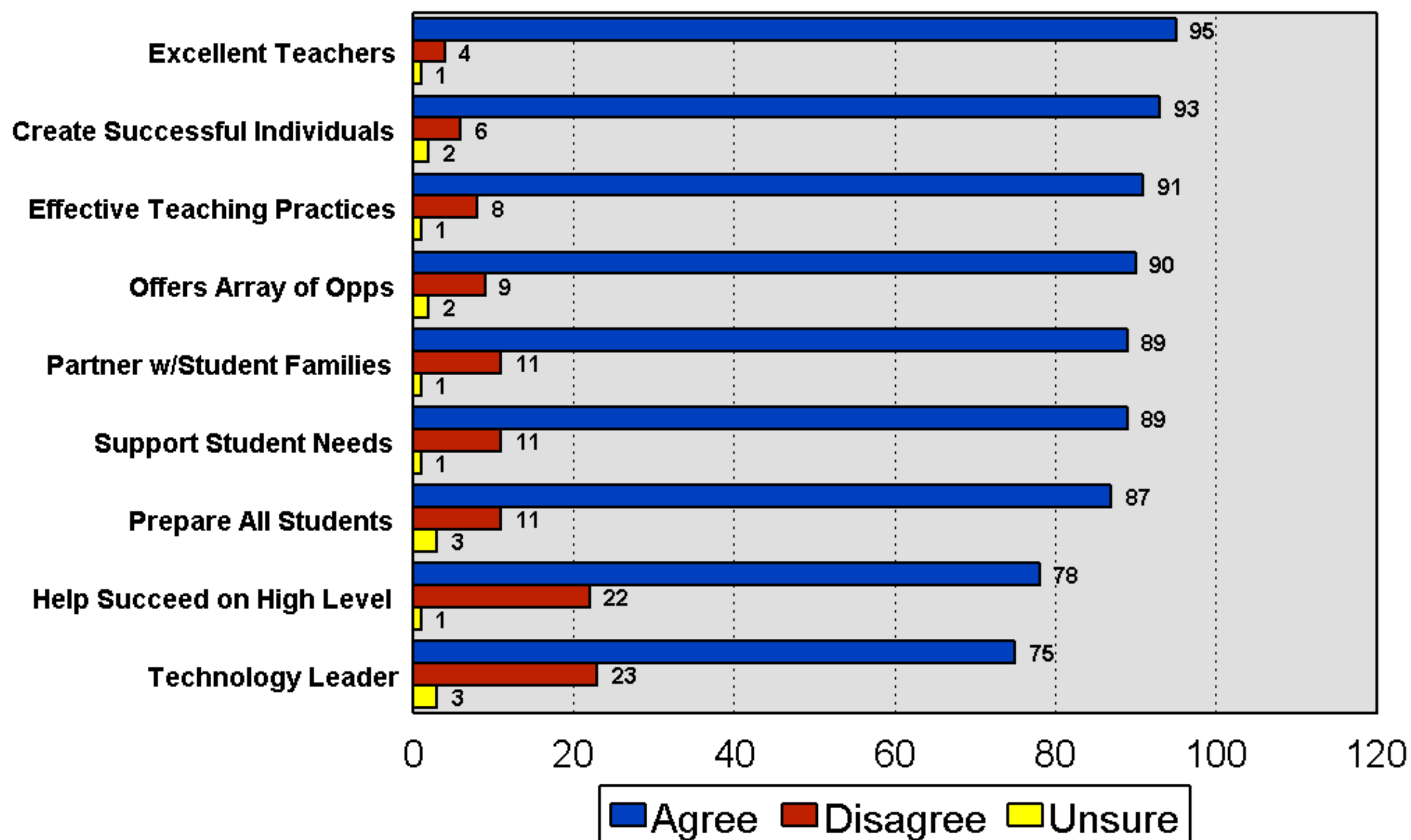




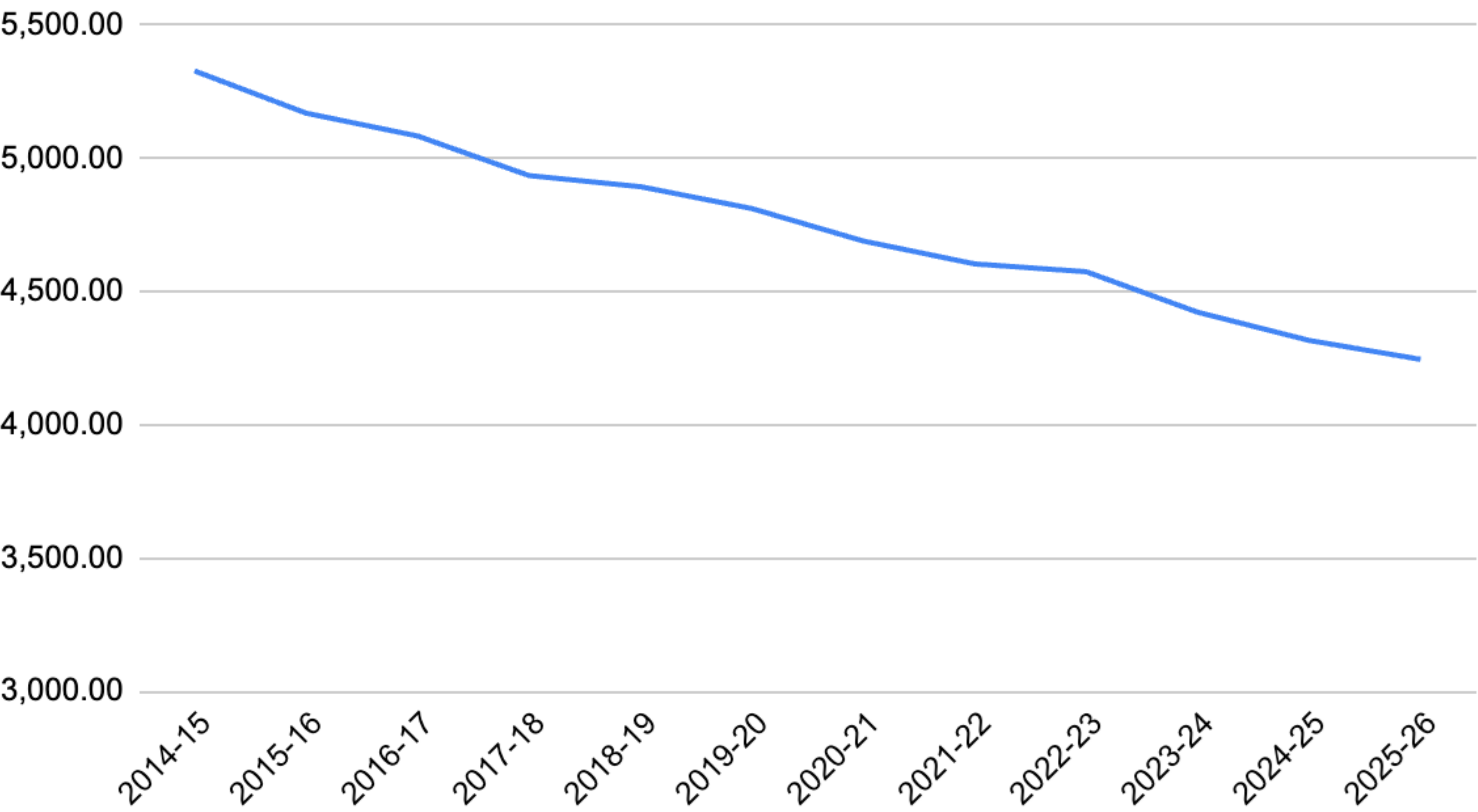
# Description of Muscatine Public Schools

(Parents)

2025 Muscatine Public Schools



# MCSD Enrollment Trend





# Kim Warren

**Director**

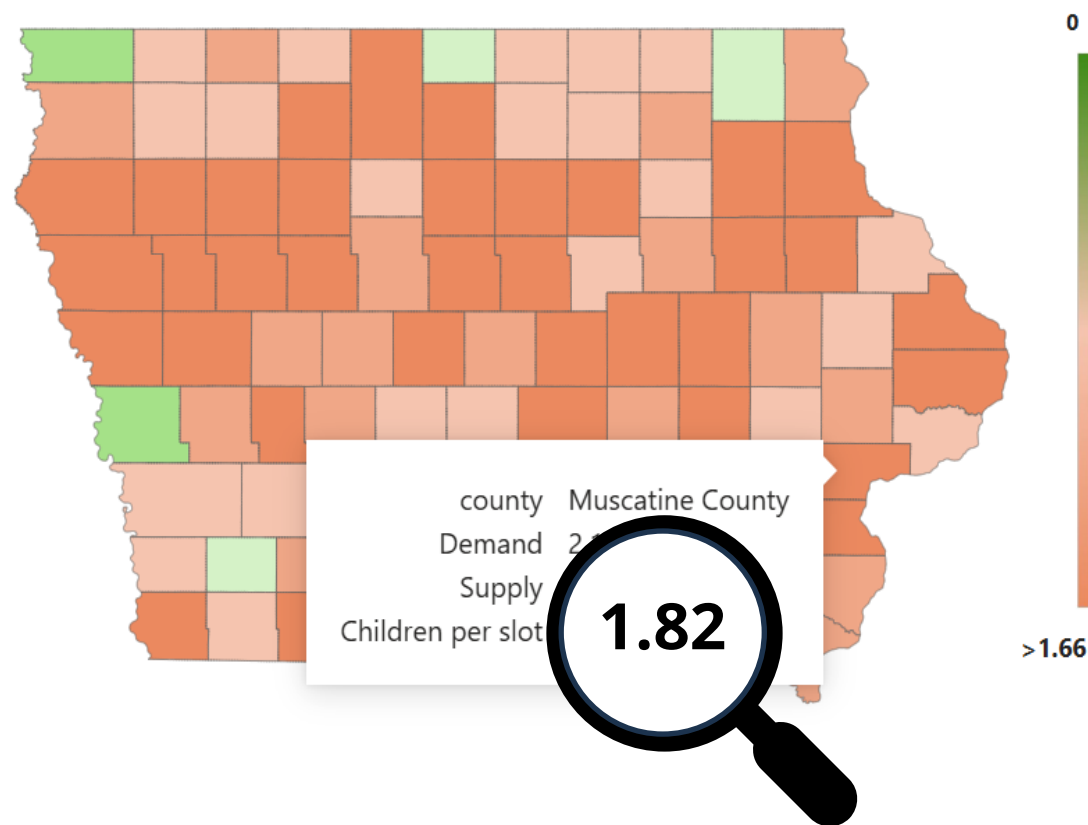
**Aligned Impact Muscatine County**



# Child Care

December 2024

Demand by Children per Slot

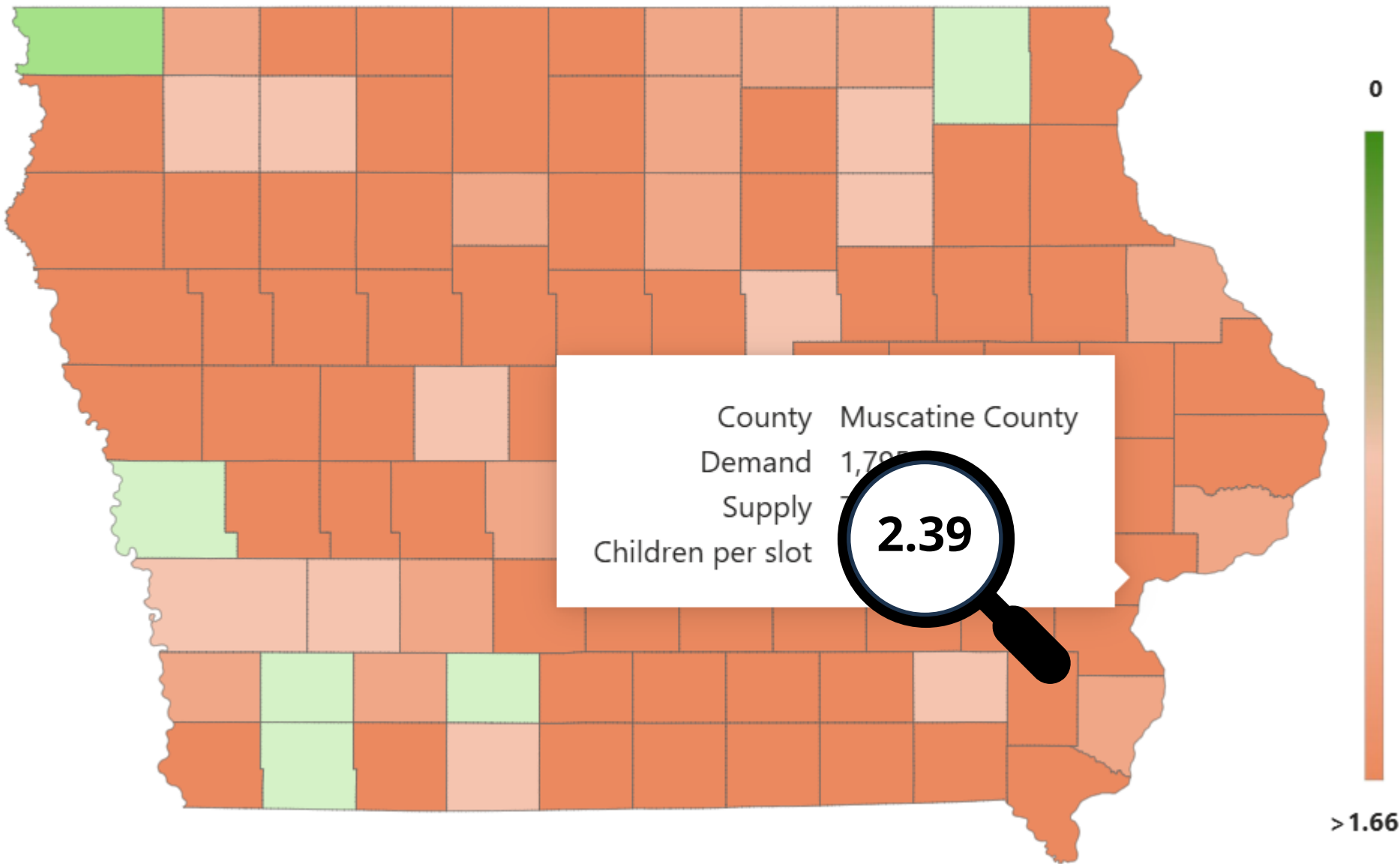


## Current Strategies:

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

December 2025

Demand by Children per Slot





# SPARK 2025-Career Exploration



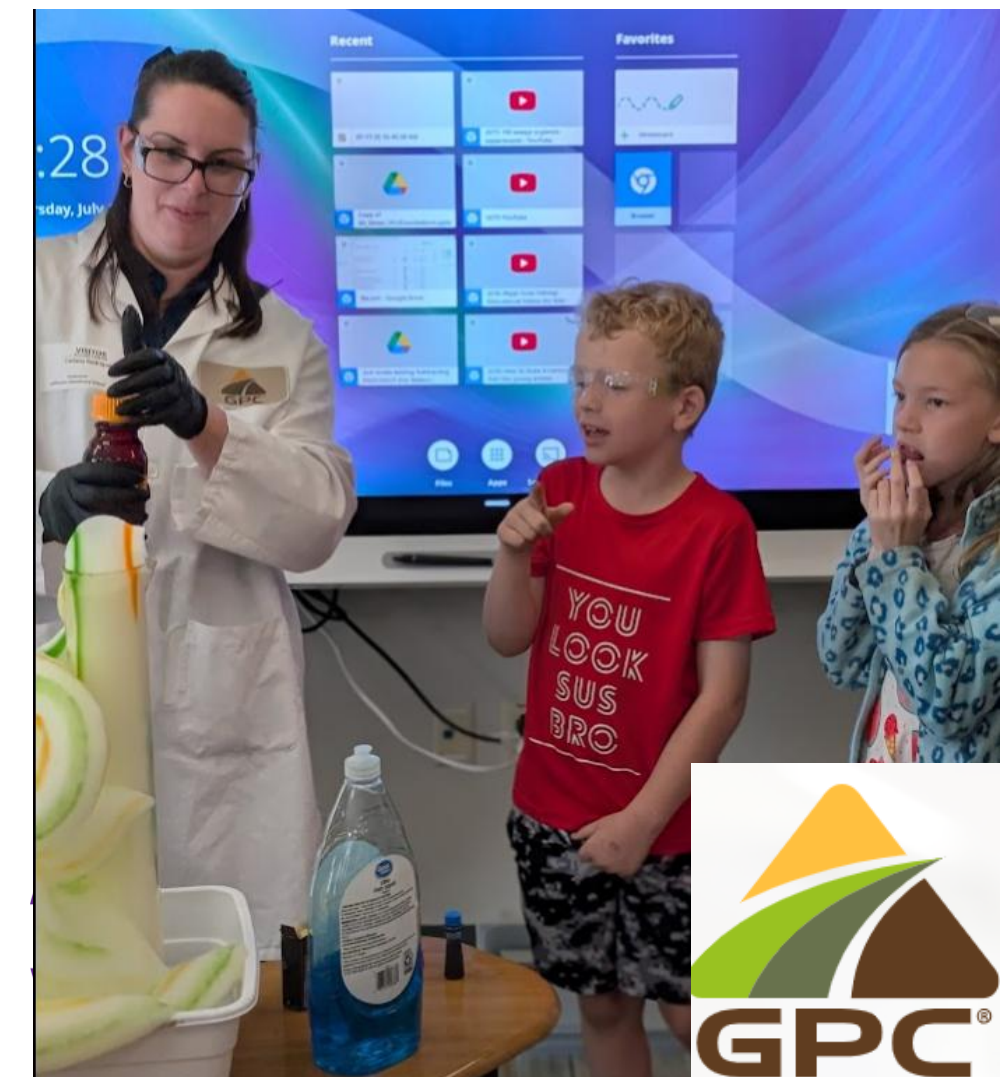
**52 unique experiences**



**Led by 25 community partners**



**With 281 students**





# SPARK 2025-Career Exploration



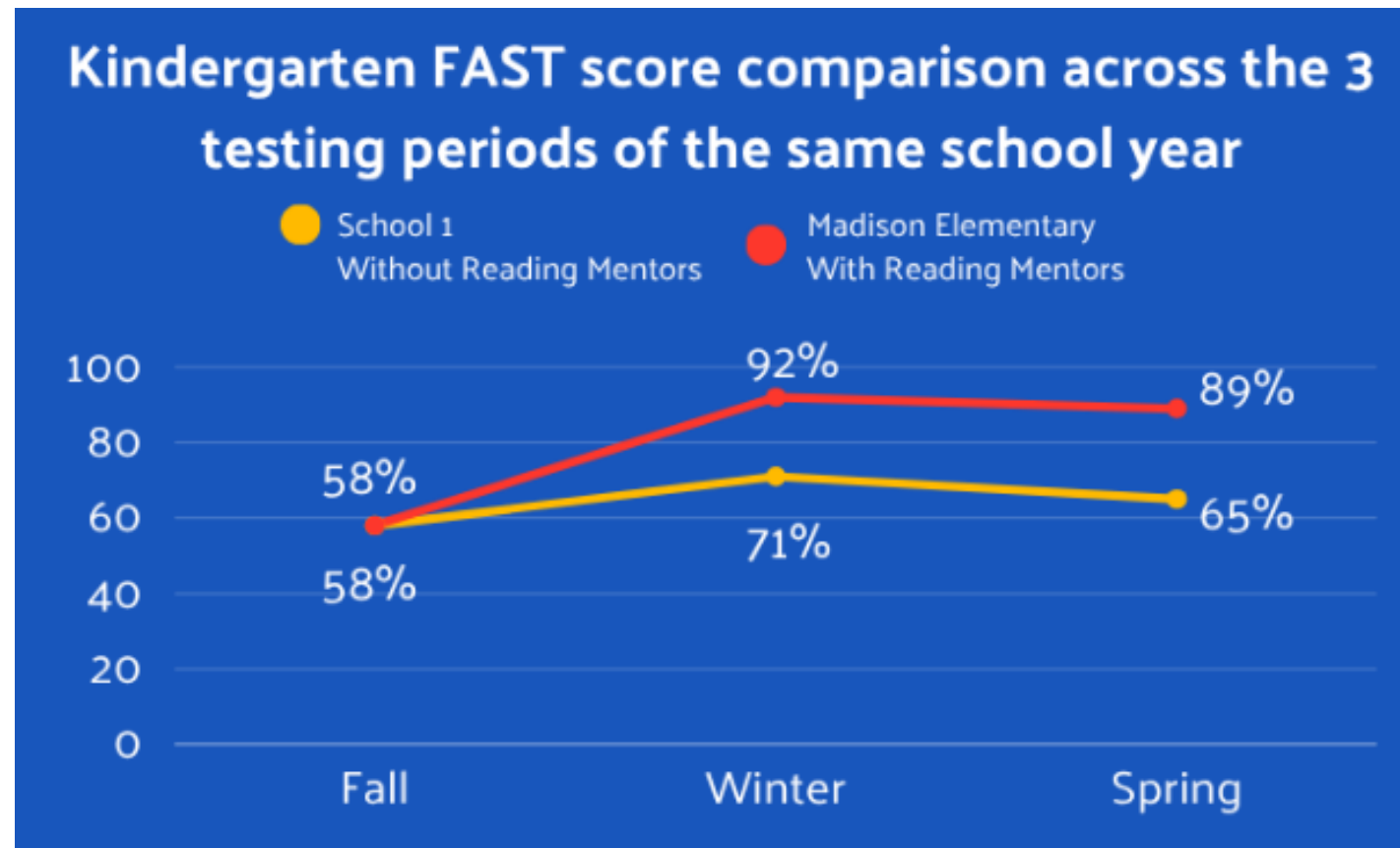


# SPARK 2025-MCC 5<sup>th</sup>/6<sup>th</sup> Grade Career Exploration





# Reading Mentors Expansion



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

**[volunteermuscatine.org](http://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

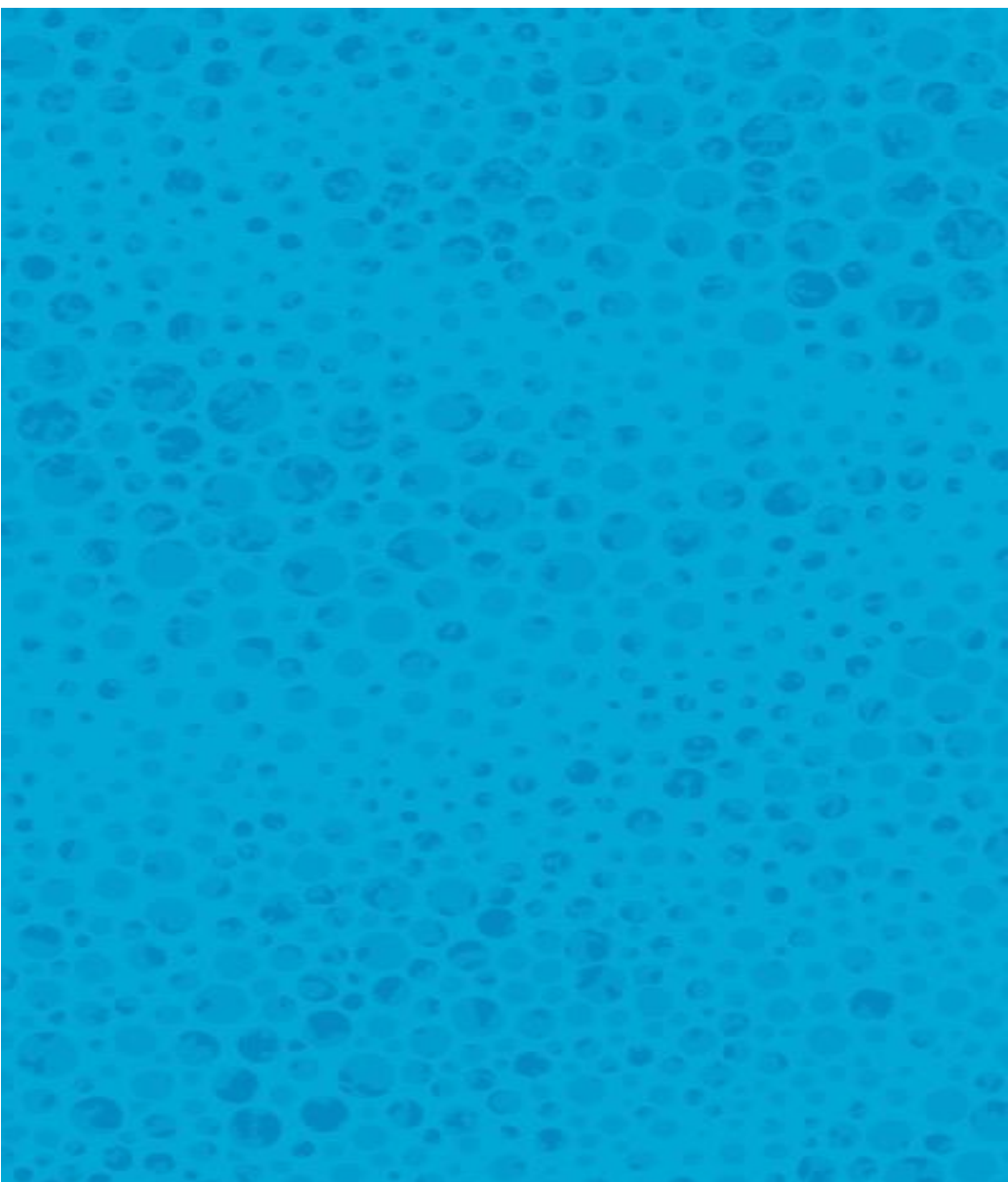
# Rachel Pohl

**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*



| New Services and Partnerships in 2025  | Care Offered  |
|--|---|
| <b>Endocrinology</b> - Outpatient services, available at Mulberry Health Clinic  | Care for individuals with hormone related problems- diabetes, thyroid disorders, adrenal disorders                      |
| <b>Nephrology</b> - 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. |
| <b>Urology</b> - Outpatient services and Procedural outreach at Mulberry Health Clinic and Trinity Muscatine   | Care for individuals with urinary tract issues or male reproductive organ care.   |
| <b>Gastroenterology</b> - 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   |
|---|---|
| <b>General Surgery</b>  | Care for patients with surgical needs of internal organs, skin, soft tissue   |
| <b>Cardiology</b> - Outpatient services provided by CVM-Cardiovascular Medicine-clinic located on hospital campus   | Care for patients with heart concerns, post hospitalization from heart attack   |
| <b>Orthopedics</b> - 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                             |
| <b>Neurology</b> - Inpatient Consultative care provided by UPC Neurologist  | Care for patients with non-surgical brain or nerve concerns   |
| <b>Gynecological Procedural</b> Outreach- Partnership with Dr. Ehle from UIHC                                       | Women’s Health doctor- procedural partnership allows for surgical cases to be completed locally at Trinity Muscatine. |
| <b>Otolaryngology</b> (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



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



# 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



Triplex @ 5<sup>th</sup> & Orange



Scenic View



Clarabeck



Alternative Methods New Build



Lumber Lofts



Rehab – 615 Mulberry



# Neighborhoods & Families



After



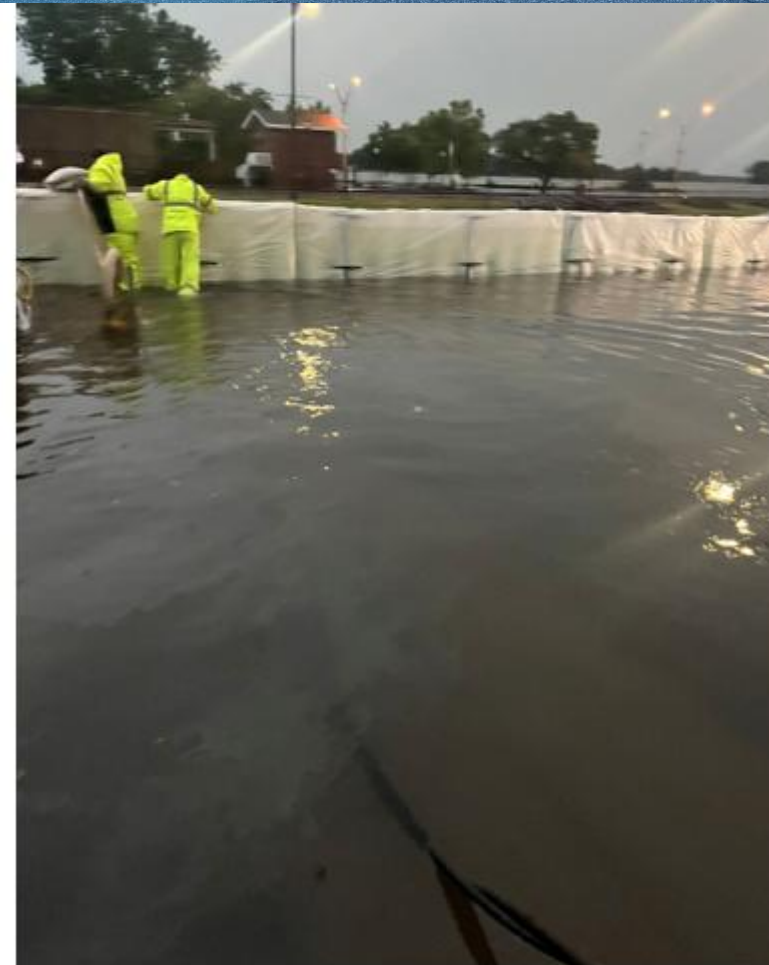
Kruse Memorial Park



# Public Safety & Infrastructure



West Hill Sewer Separation



Muscle Wall Flood Protection

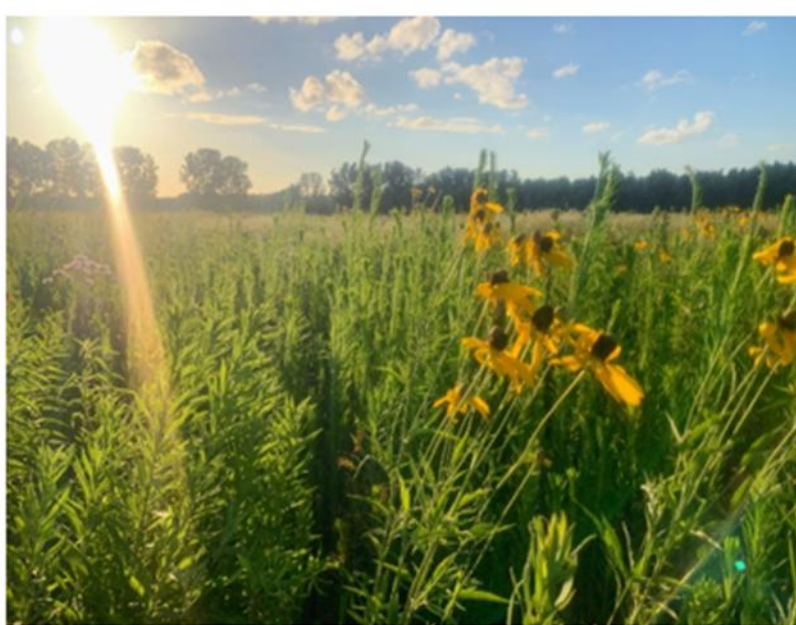


Fulliam Avenue Reconstruction





# 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**





**Roy J. Carver**  
CHARITABLE TRUST











**JOE W. AND BETTY L. RAUCH**







# Gage Huston

**General Manager  
Muscatine Power and Water**





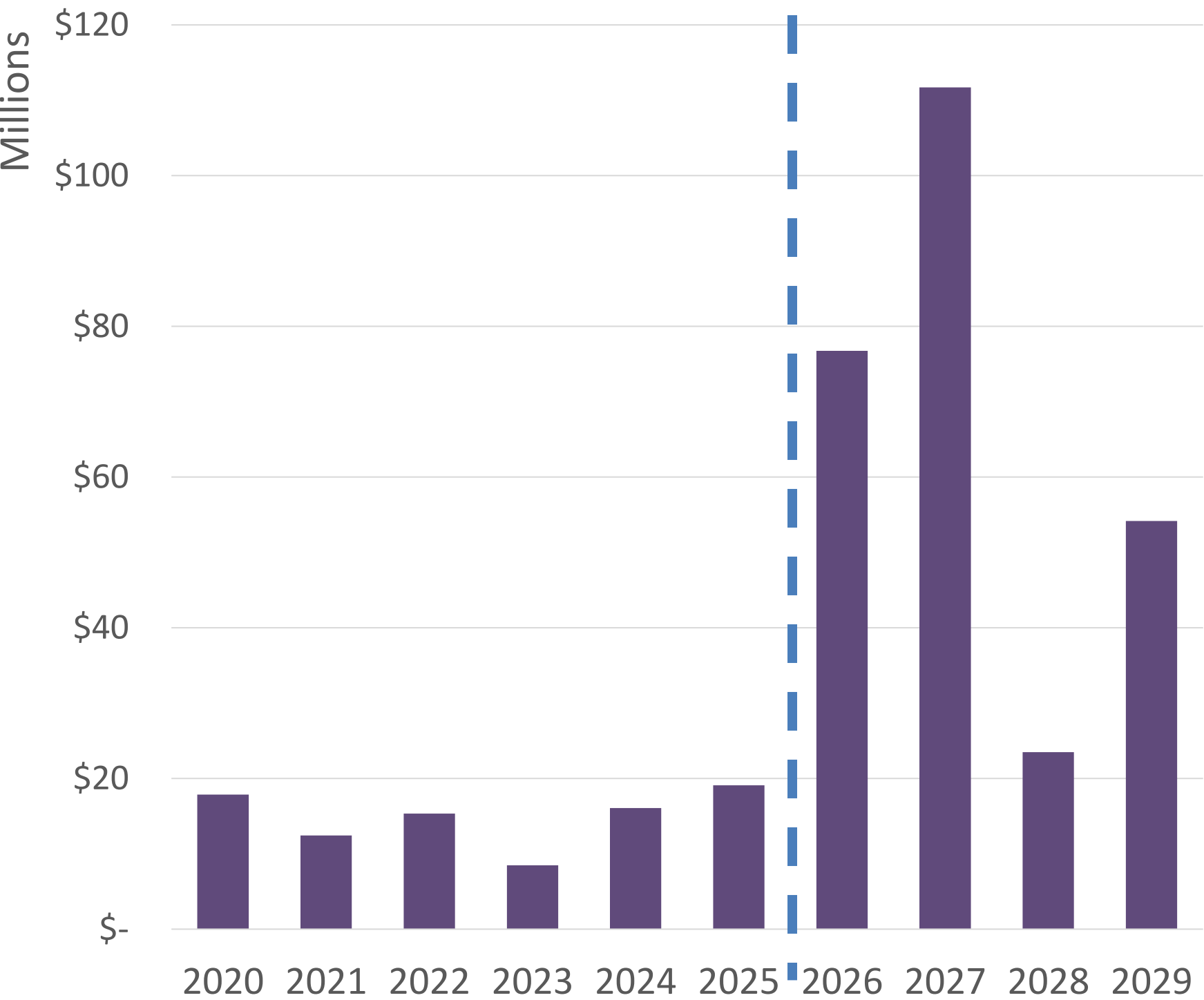


# Utility Sector Update



# Significant Reinvestment in Muscatine

MPW Capital Investment



reliability

/re·li·abil·i·ty/ noun

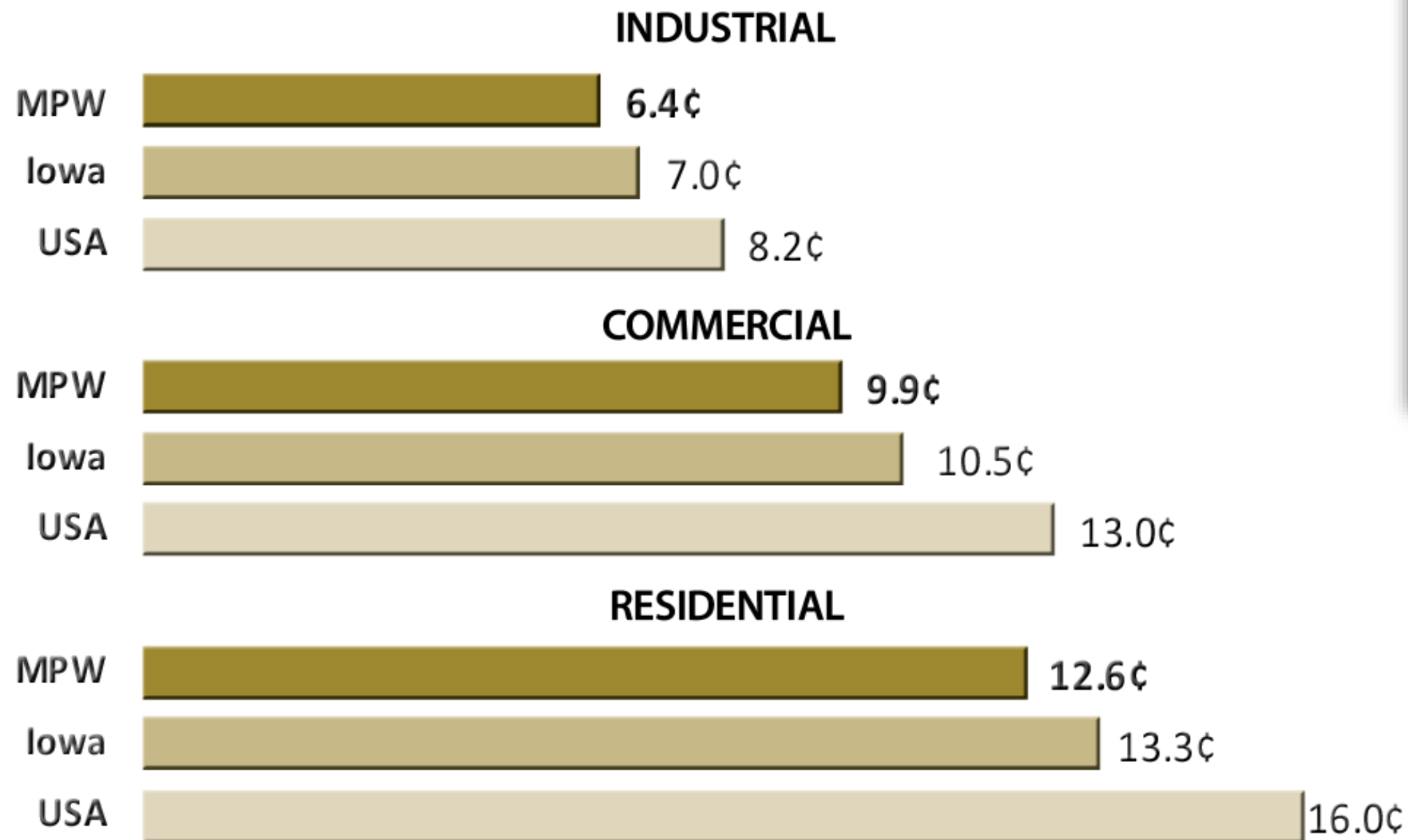
Being able to be trusted to do what is expected or has been promised.





# 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](http://www.eia.gov))  
USA and Iowa comparisons currently include only investor-owned utilities.*

**USA and Iowa comparisons currently include only investor-owned utilities**







# 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



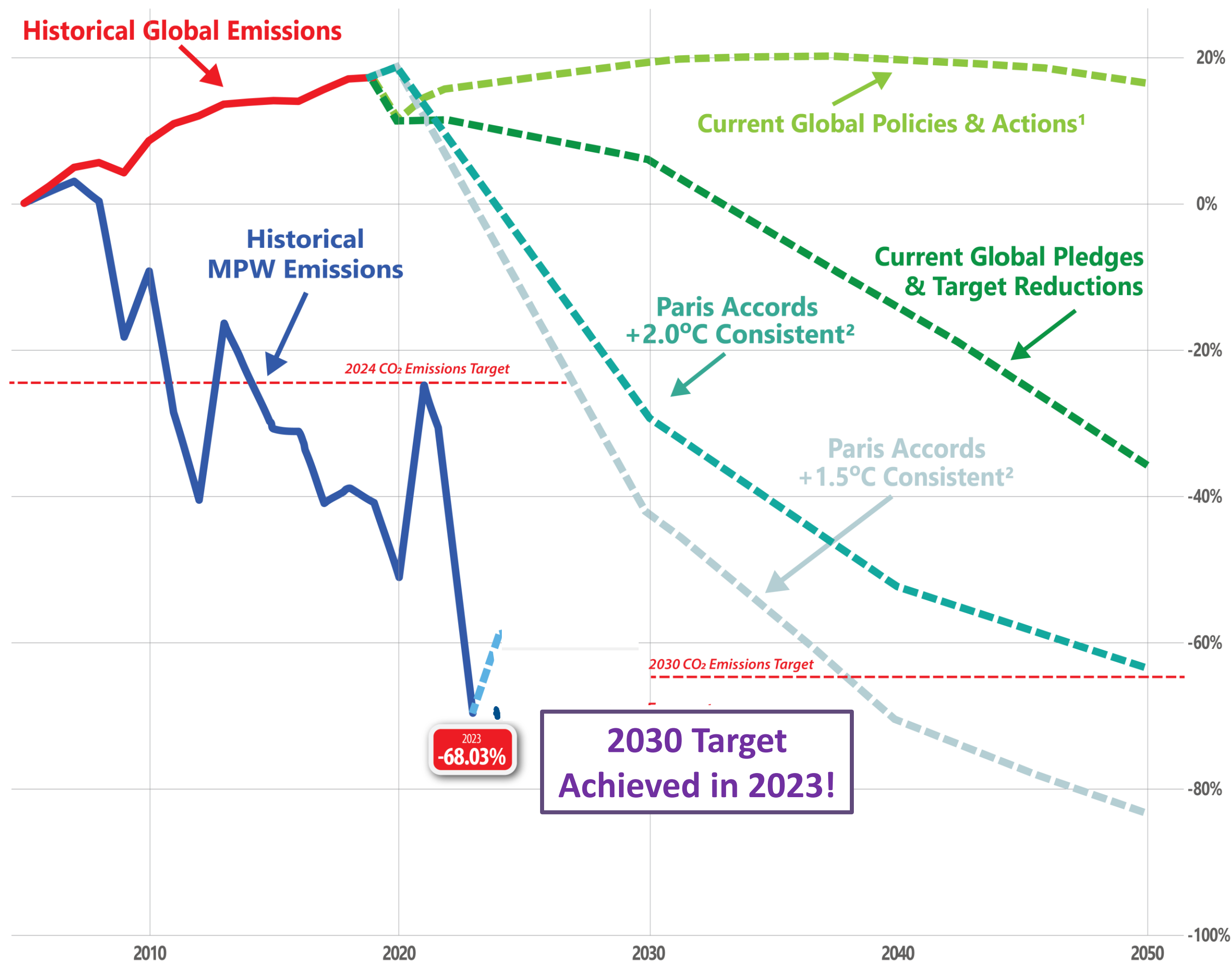
- **Additional Solar** under investigation





**MPW**

**Projected Carbon Dioxide Emission Reductions**



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 CO<sub>2</sub> emissions associated with market purchases. Market Purchase emissions estimated based on emission rates (CO<sub>2</sub>-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

**ADDED 2025**  
ALTEC LR860 AERIAL FORESTRY UNIT

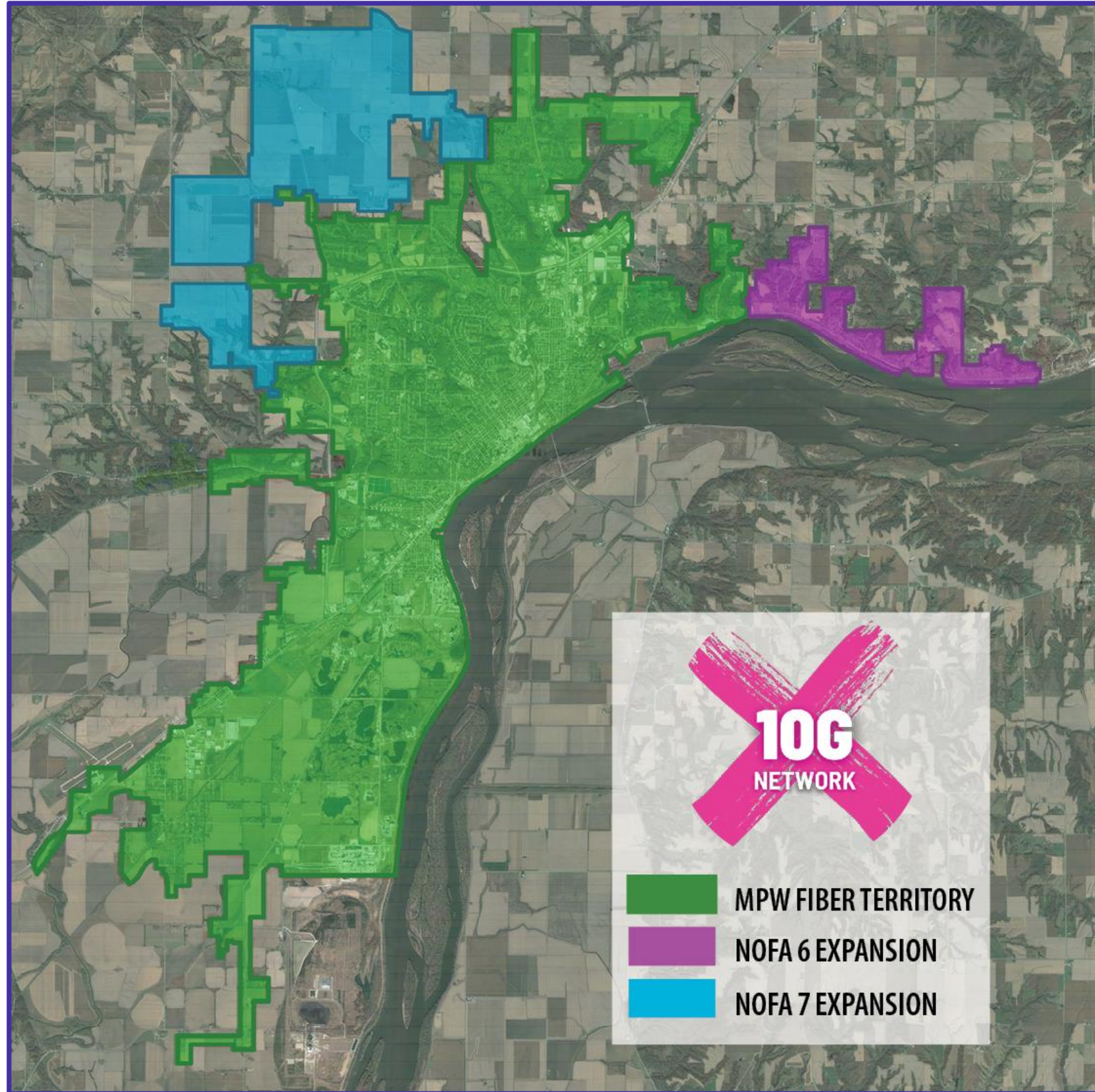
Quieter operation

Reduction in fuel costs

Reduced emissions



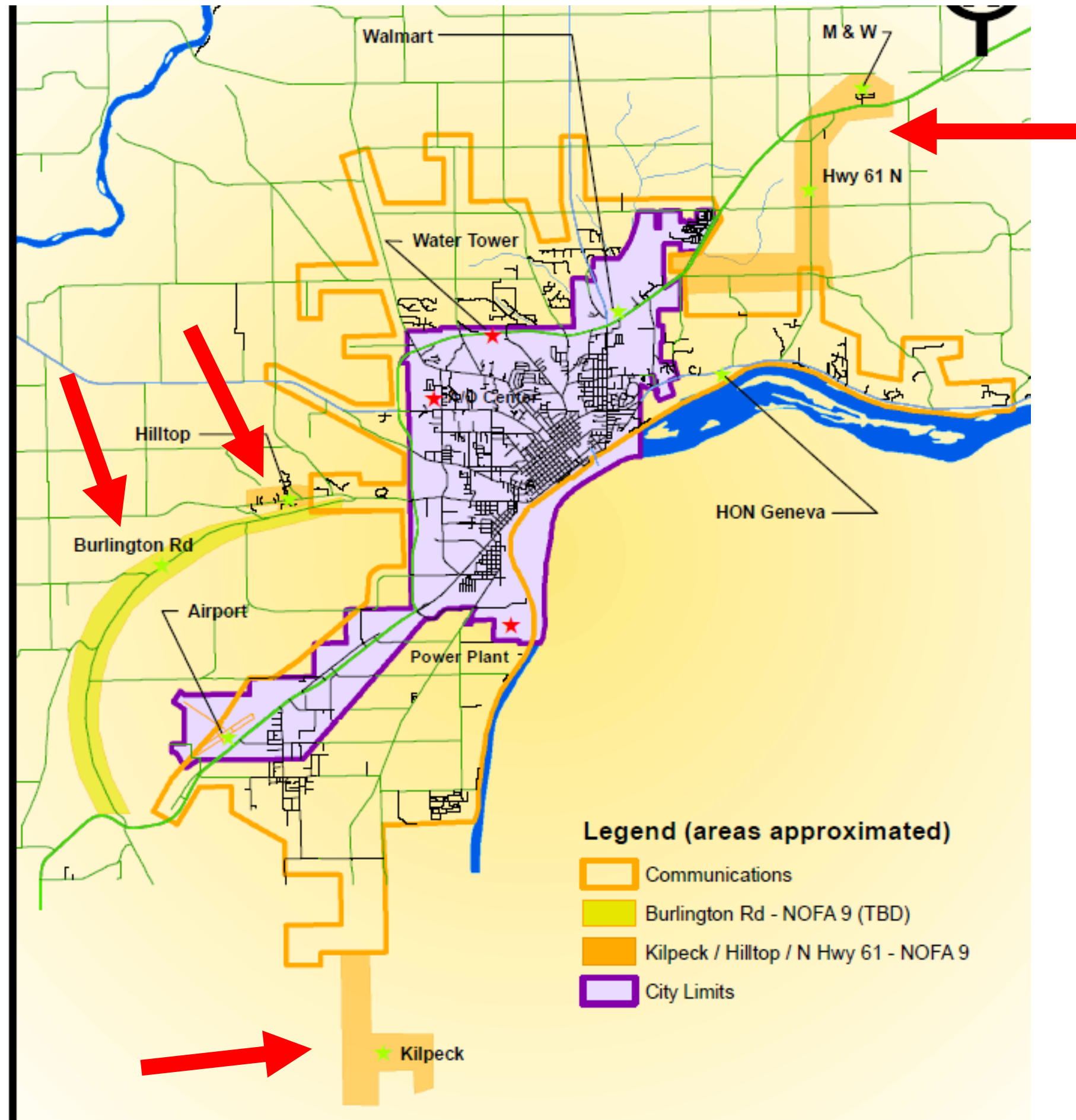
# Fiber System Growth



- 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**











**COLLABORATE**

**M U S C A T I N E**

*Think what we can do, together*