



Building Collaborative Solutions: Leveraging Municipal Leadership to Tackle Complex Community Challenges

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Handouts and presentations are available in the event app.

Building Collaborative Solutions:

Leveraging Municipal Leadership to Tackle Complex Community Challenges



ALIGNED
COMMUNITY STRATEGIES

Moving cities from fragmented responses
to unified, sustainable community
strategies



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The WH Y



Community Challenges

Gun violence spurs anger, blame;
[redacted] seeks answers to surge of
shootings

New report highlights affordable
housing crisis for low-income
renters in the [redacted]

Jails are the de facto mental health care in [redacted]
Sheriffs don't want the job

**Neighbors frustrated as
homeless encampment
returns soon after removal
efforts**

[redacted] stubborn youth crime problem: Does
anyone here have the will to act?

Local Government Role

Local government is often expected to fix all community problems- even when authority is limited

- ✓ Local government resources are often focused on the end of the response continuum
- ✓ Public trust depends on coordinated, visible action
- ✓ Elected officials often are elected based on their response to community problems

City Manager Role

As stewards of community well being, City Managers are often tasked with leading efforts to respond to these challenges

- ✓ See the global picture, not just how the city organization is impacted
- ✓ Respond to crises
- ✓ Demonstrate measurable progress
- ✓ Coordinate across community agencies and sectors
- ✓ Take an active role of the community strategy and “community chest” of resources

Why Community Response Lacks



Competing Priorities → Critical needs go unaddressed as agencies focus only on their own mandates

Siloed Funding Streams → Inefficient use of resources and duplication of services

Lack of Shared Data Systems → Incomplete or conflicting information prevents evidence-based decisions

Mistrust or Territorialism → Collaboration stalls; organizations withhold resources or disengage

Short Political Cycles → Long-term strategies are abandoned with leadership changes

Lack of Cathedral Thinking → Communities remain stuck in short-term fixes without systemic impact

The HOW

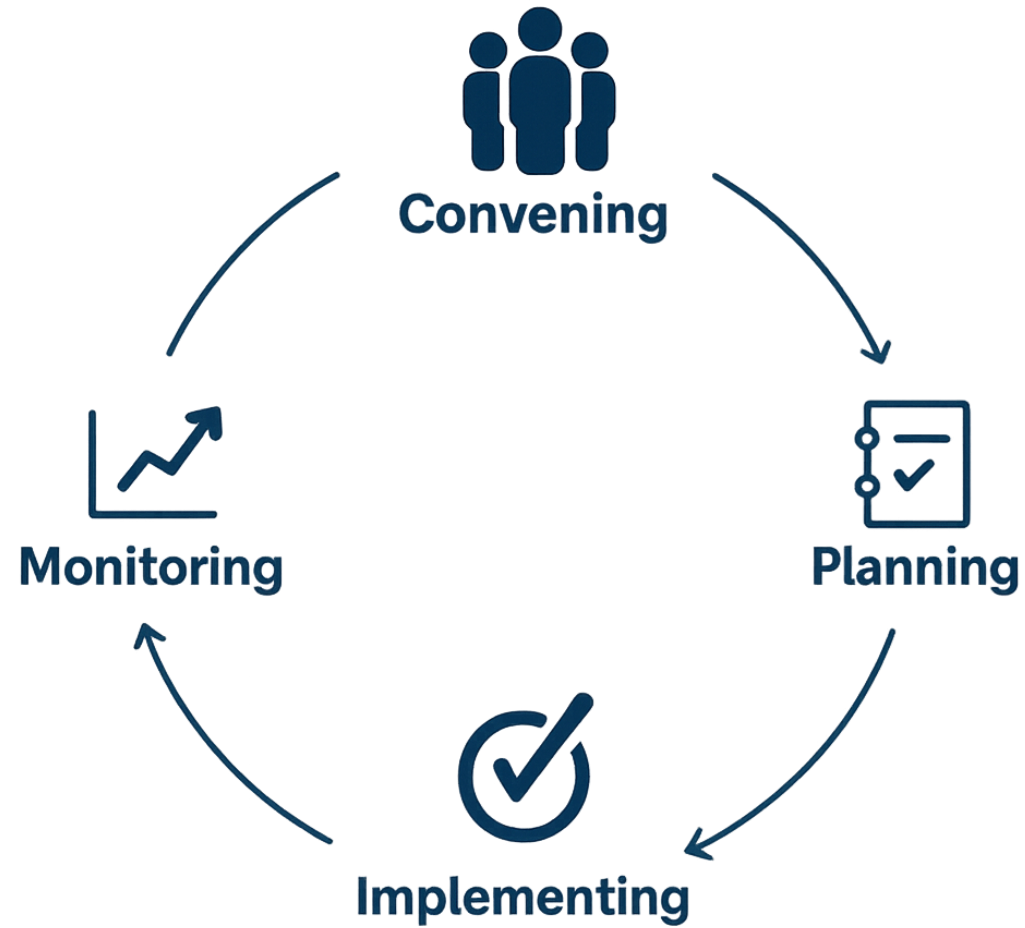


Local Government Role



Local government leaders have the ability to convene diverse stakeholders, establish a shared vision, and set clear structures for collaboration that align strategies toward a common goal.

The Process



Convening



City Managers are neutral conveners, bridge builders and connection to political body

- ✓ See the global picture
- ✓ Identifying stakeholders across the entire response continuum
- ✓ Political capital to drive resources

Aligning Goals and Resources



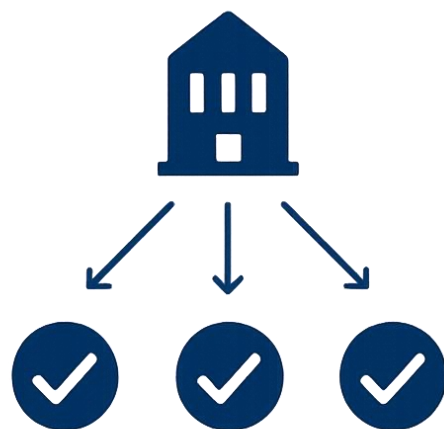
Culture Building → Creating shared language and objectives across partners and differing cultures

Problem Analysis → Use data to understand the challenge and drive decision making

Asset Mapping → Conduct community asset mapping and identify gaps

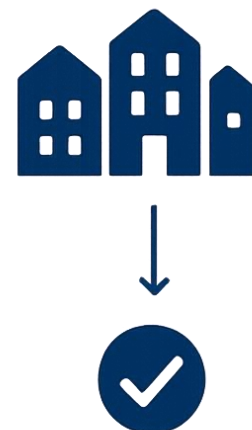
Strategic Planning

Single Agency Strategic Planning



**Multiple
Goals**

Multi-Agency Strategic Planning



**Single
Goal**

Strategy Alignment



Problem Analysis and Data Informed Decision Making

Short Term

Controlling The
Issue

Mid Term

Controlling +
Reducing The Issue

Long Term

Reducing The Issue

Community Trust and Legitimacy

Implementation

A clear implementation plan ensures that a strong strategic plan is transformed into coordinated actions, shared accountability, and sustained momentum that drive meaningful community impact.

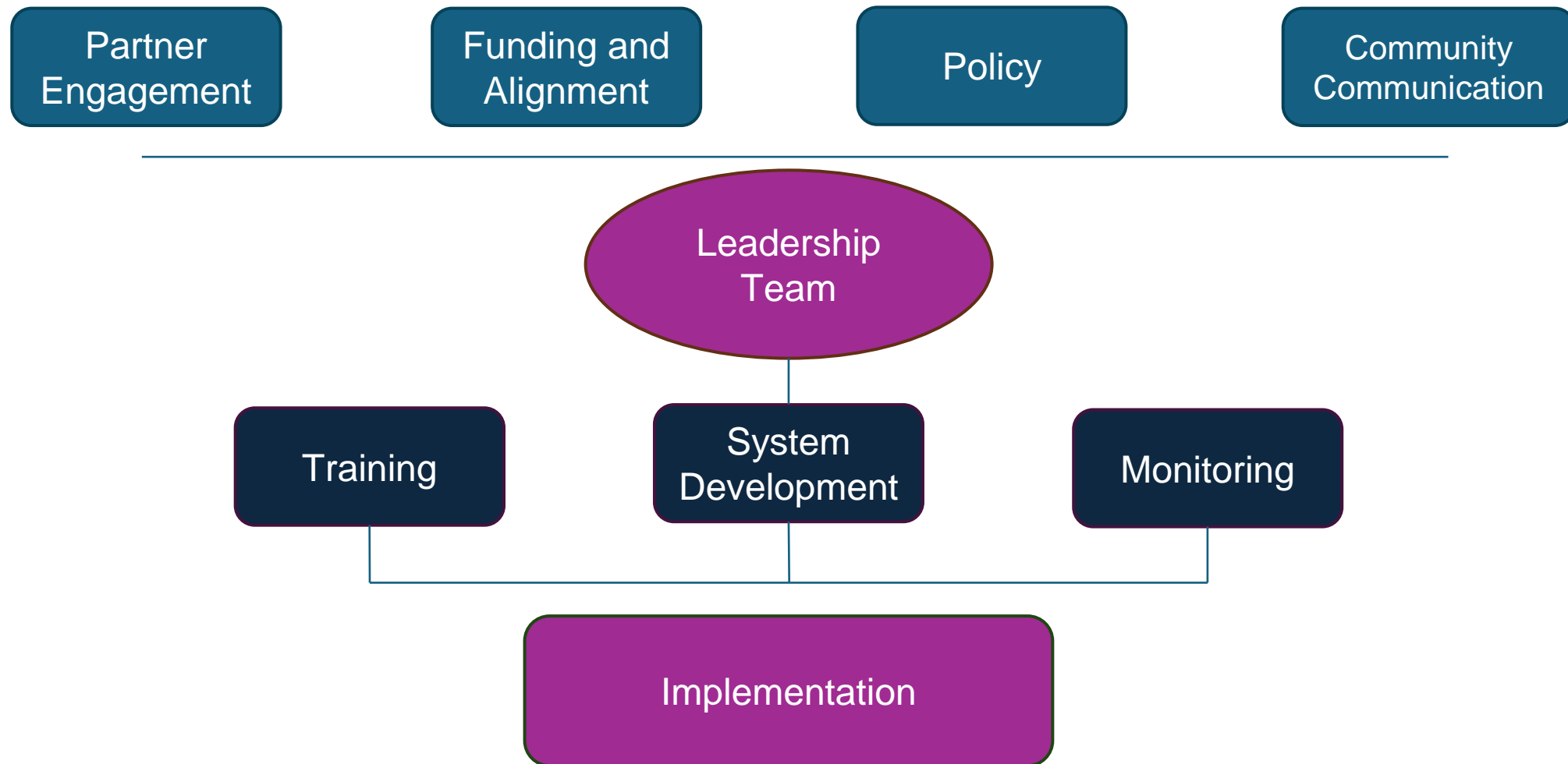
- ✓ Defined goals and timelines
- ✓ Responsible parties for each action
- ✓ Alignment with existing initiatives
- ✓ Build working groups around priority areas

Facilitating Collaboration



Shared leadership and collaborative governance are essential to harness the strengths of multiple stakeholders, build trust, and ensure that aligned strategies are implemented with collective accountability

Facilitating Collaboration



Monitoring



It is important to monitor the fidelity of our implementation because we want to know with evidence what works and what does not work so we can be more effective and efficient with our decisions and planning in the future.

Did we do what we said we would do?

- ✓ Are strategies being implemented as designed?
- ✓ Are partners fulfilling their defined roles and responsibilities?
- ✓ What data shows implementation is consistent and effective?

Monitoring



Did we do what we said we would do?

	Positive Progress	Poor Progress
Acceptable Fidelity	Plan is working (Continue on!)	Plan is not working (Back to Step 2!)
Unacceptable Fidelity	Plan is working (But don't count on it!)	Uncertain/Redo (Hold people accountable!)

Maintaining Momentum

Transparency and cathedral thinking help communities stay engaged and motivated even when progress requires sustained effort over time

- ✓ Public progress reports to maintain accountability and trust
- ✓ Small wins translate into trust and patience and buy in

Managing Political Realities

City Managers Play A Crucial Role In Maintaining Political Support

- ✓ Balancing public demand with institutional capability
- ✓ Communicating progress honestly while maintaining momentum
- ✓ Supporting elected officials with clear, strategic messaging

Case Study



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Shooting death of Jamon Winfrey

Davenport Police Chief: 14-year-old boy found shot to death Thursday was believed involved in the previous day's shooting

Police: 12-year-old boy dead after shooting in Davenport Thursday

The Davenport Police Department confirmed on Friday afternoon a 12-year-old boy died in a shooting in the 1300 block of Marquette Street Thursday.

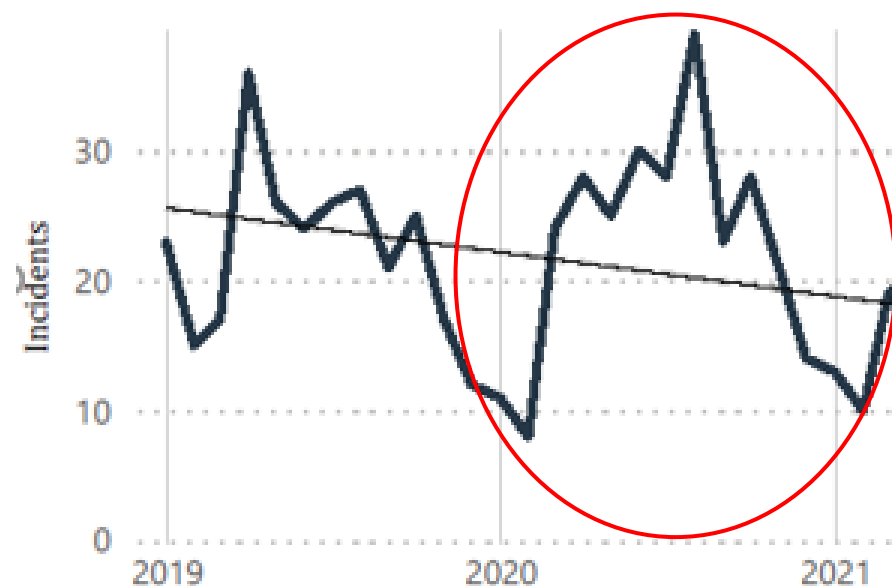
Police recover nearly 80 bullet casings after Redstone Parking Ramp shooting

Davenport mayor announces task force to combat violent crime

The City of Davenport has been working to fight juvenile crime and violent crime for years.

1 dead, 3 injured in Sunday shooting on W. 3rd Street, Davenport; 1 shot in The District

Gun Violence



**45% increase in shots fired
from 2019-2020**

**64% increase in non-fatal
shootings from 2019-2020**

Community Challenges



- ✓ Perception of overwhelming gun violence
- ✓ Community reluctance to work with law enforcement
- ✓ Perception of targeted policing
- ✓ Limited cooperation in investigations
- ✓ Law enforcement feeling like they were in it alone

Mayor's Violent Crime Task Force



Mayor convened a Violent Crime Task Force with 35 community partners to discuss current reality and how the community could move forward to address violent crime.

Created A Sense Of Urgency | Everyone bought in to the mission

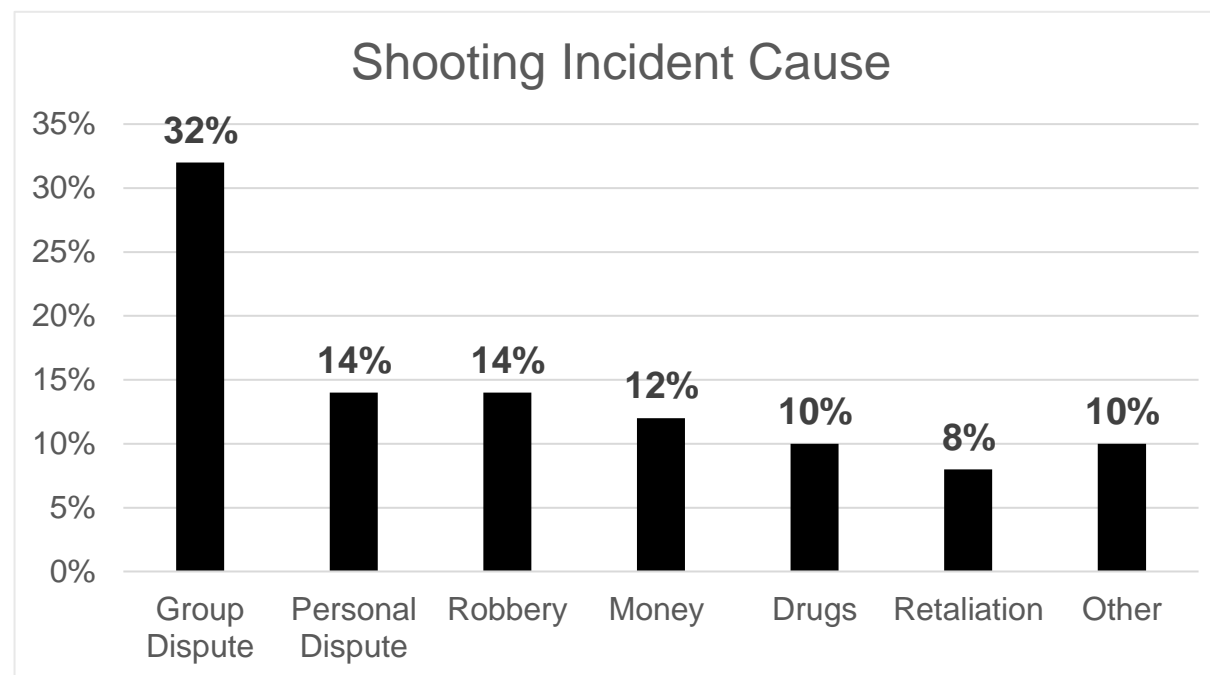
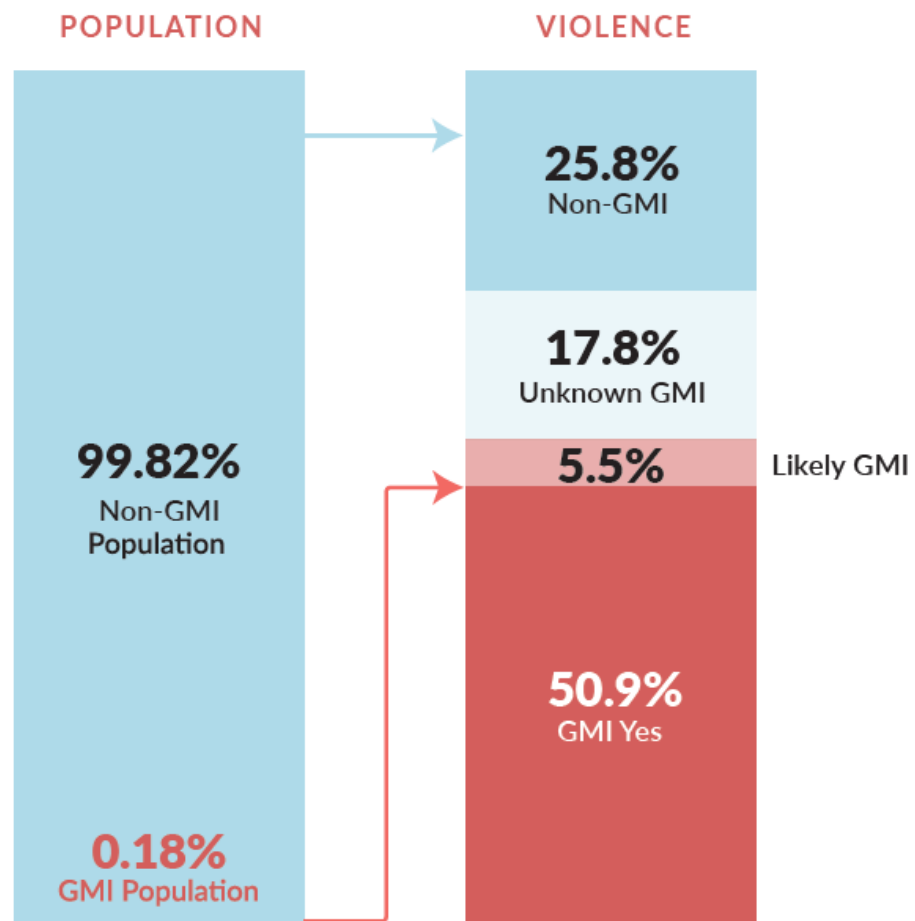
Variety of Perspectives | Not accurate of reality

Asset Mapping | Resource rich, but not coordinated to reach those most at risk

Community Partners



The Data



Multi-Agency Planning



The more effective the community strategies are,
the less enforcement is needed

Community Matters



The more effective the community strategies are,
the less enforcement is needed

Coordinated Assessment Program



Provides coordinated, single entry site that contributes to the safety of youth and the community through early identification, intervention and access to appropriate services



Community Matters



The more effective the community strategies are,
the less enforcement is needed

Group Violence Intervention



Law enforcement standing and acting together with the community to intervene in cycles of violence crime

Direct communication with those at **highest risk of violence** with the goal of keeping them **safe, alive and out of prison**



Community Matters



The more effective the community strategies are,
the less enforcement is needed

Public Safety Partnerships



State and Federal partnerships **compliment the work of and add capacity to** local law enforcement

Developed relationships with legislative delegations are critically important to **building systems solutions**



Implementation



Established GVI Executive Committee and CAP Advisory Committee to oversee the work of these two specific strategies. These committees are responsible for moving this work forward and coordinating with other community partners.

- ✓ Implementation Oversight
- ✓ Data Monitoring
- ✓ Capacity Building and Funding

Monitoring

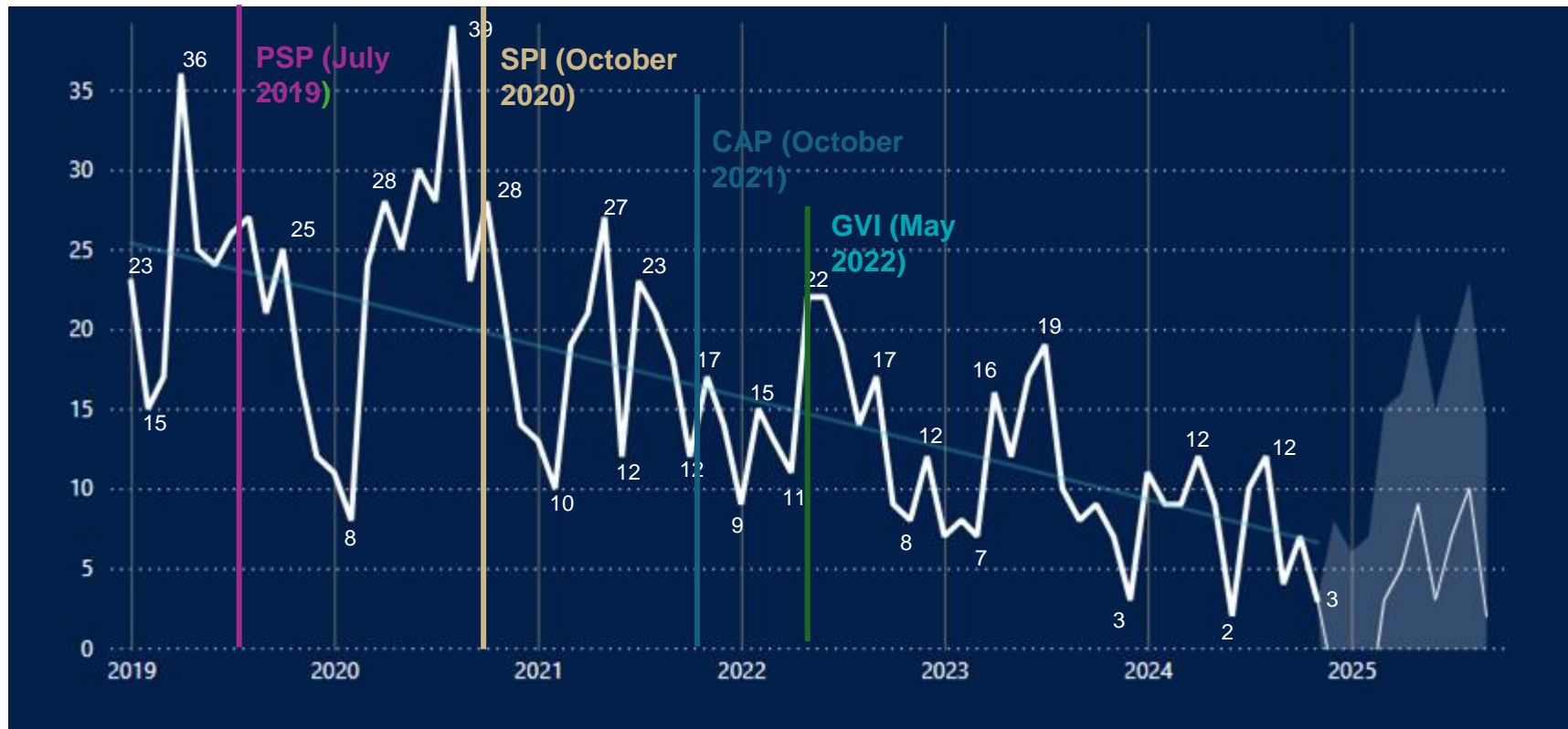


Shooting Review | Operationalized a weekly meeting to review all shootings and determine best course of action with partners. Includes all QCA law enforcement and Federal partners



Impact

Davenport Shots Fired Trend with Forecasting



* Data represents January 1 – November 30 each year.

CRIME STATISTICS FIVE YEAR COMPARRISON

January 1 to December 1 Comparison

2020

265

SHOTS FIRED

2024

88

SHOTS FIRED

-66.7%

37

NON-FATAL
VICTIMS

19

NON-FATAL
VICTIMS

-48.6%

303

RECOVERED
FIREARMS

351

RECOVERED
FIREARMS

+15.8%



Impact

Scott County reports less youth-related crime, touts success of resource program

Davenport sees success in curbing gun violence

Violent crime down in Davenport, police chief says

Officials: 90 offenders notified as part of Davenport's Group Violence Intervention program

'We want to keep people safe': Group Violence Intervention hits one year mark in Davenport



READY?
GET
STARTED
NOW



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Thank You



