

END COMMUNITY VIOLENCE NOW



Strategic Plan

Welcome to End Community Violence Now, where we unite communities, philanthropic organizations, healthcare systems, and government agencies to address the urgent issue of community gun violence. Our mission is to foster collaboration and innovation, creating sustainable solutions that promote safety and well-being.



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Executive Summary

End Community Violence Now (ECVN) exists to ensure that every person in Delaware is safe from community gun violence. As Delaware's backbone organization for community violence intervention, ECVN works to grow a unified, statewide ecosystem that breaks the cycle of violence and fosters safer communities. This strategic planning report charts a path for ECVN to significantly expand its impact over the next three years, addressing both immediate community needs and long-term systemic change.

Community gun violence continues to devastate Delaware communities, demanding coordinated, evidence-based intervention strategies. ECVN stands uniquely positioned to lead this response, having established critical partnerships across the state and demonstrated effectiveness in violence prevention. This strategic moment presents an unprecedented opportunity to scale ECVN's work, deepen community trust, and drive the policy and systems changes necessary for sustainable violence reduction.

This synthesized strategic planning report consolidates comprehensive stakeholder engagement sessions with ECVN staff, board members, and ecosystem partners to establish a three-year strategic roadmap through 2028. The report implements the MEAL (Monitoring, Evaluation, Accountability, and Learning) framework to ensure systematic progress tracking and adaptive management.



Vision Statement

Every person in Delaware will be safe from community gun violence.

Mission Statement

Grow a unified, statewide community gun violence reduction ecosystem that breaks the cycle of violence and fosters safer communities in Delaware.

Theory of Change

ECVN seeks to advance community gun violence reduction through 6 key areas: strategy, coordination, fundraising, grant making, advocacy, and education.

Key Strategic Priorities 2025-2028:

- 1 Financial Sustainability & Growth**
 - Achieving \$1M+ annual regranteeing capacity
- 2 Healthy Ecosystem Development**
 - Building collaborative, professional CVI infrastructure
- 3 Data Infrastructure & Research Excellence**
 - Establishing comprehensive evaluation systems
- 4 Public-Private Partnership Leadership**
 - Strengthening ECVN's public-private partnerships

The strategic plan addresses both immediate organizational needs and long-term systemic change, positioning ECVN to drive transformative impact across Delaware's violence prevention landscape over the next three years.

Important Considerations

Parallel Work: Ecosystem Landscape Analysis

Ultimate Outcome

All work outlined in this strategic plan serves one purpose—reducing and eliminating community gun violence in Delaware. This strategic plan guides ECVN's organizational development and operates in parallel with a statewide ecosystem landscape analysis conducted by Cities United. While this plan establishes ECVN's organizational priorities, the landscape analysis will establish baseline metrics and measurable targets directly tied to violence reduction outcomes for the ecosystem.

Landscape Analysis Purpose

- **Establish baseline:** Document current violence levels, intervention coverage, and service gaps
- **Map ecosystem:** Identify active programs, evidence-based alignment, and coordination levels
- **Define shared metrics:** Develop ecosystem-wide indicators for tracking collective impact on violence reduction
- **Guide resource allocation:** Identify geographic and service gaps for strategic funding

Connection to This Plan

ECVN cannot responsibly project specific violence reduction percentages without establishing baseline violence data. This strategic plan focuses on what ECVN directly controls—building infrastructure (\$1M regranting), coordinating the ecosystem, and establishing data systems. These are necessary conditions for violence reduction. The landscape analysis will provide the evidence base for setting specific violence reduction targets and demonstrating how ECVN's work contributes to achieving them.



Data Access & Privacy Navigation

Real-time violence data from law enforcement, healthcare, and public health systems is essential for targeting interventions effectively, yet perceived regulatory barriers often prevent data sharing. ECVN is actively working to demystify these data-sharing regulations through three key strategies:

- **Aggregate data requests:** Requesting the same de-identified information already provided to media as public record, which involves no privacy violations
- **Model agreements:** Developing template MOUs that protect individual privacy while enabling trend analysis
- **Regulatory education:** Training ecosystem partners on lawful data sharing for public health purposes

Access to real-time data enables violence interrupters to respond to emerging conflicts before they escalate and allows ECVN to direct resources to geographic hotspots, directly preventing shootings and saving lives.

Updated Evidence-Based Grantmaking Standards

ECVN's regranting prioritizes evidence-based strategies that demonstrably reduce violence and reach highest-risk individuals. ECVN is convening local and national CVI experts and grantmakers to establish rigorous funding criteria, with the Grant Pilot Program FAQ incorporating guidance from Johns Hopkins Center for Gun Violence Solutions on evidence-based strategies. ECVN funds organizations that demonstrate:

- **Evidence-based models:** Cure Violence, Advance Peace, hospital-based intervention, focused deterrence, cognitive behavioral therapy
- **Reach to highest-risk individuals:** Through violence risk assessments, street outreach, hospital/law enforcement referrals
- **Data participation:** Commitment to shared data framework for measuring outcomes
- **Community trust:** Cultural competency and authentic relationships with impacted communities

An important equity consideration: grassroots organizations with budgets under \$250K receive enhanced technical assistance and capacity building, to address lack of familiarity with evidence based terminology and best practices. By funding only proven interventions that reach those at highest risk, ECVN ensures every dollar directly prevents shootings and saves lives.

SOAR Framework Strategic Analysis Summary

Strengths

Coalition Building Power
Trusted Information Hub
Statewide Reach & Legitimacy
Community-Centered Approach
Systems Change Catalyst
Visionary Executive Leadership

Opportunities

Scale Infrastructure
\$1M+ regranting capacity
Create data dashboard with
Delaware State University
Lead CVI Professionalization
Cross-sector partnerships Expansion
Ecosystem Transformation

Aspirations

Eliminate community gun violence
through unified, professional
ecosystem
Comprehensive platform addressing
root causes
Community Engagement and
community decision-making power
Organizational Culture that
establishes clear boundaries

Results

Diversify revenue sources
Real-time violence data for targeting
and impact measurement
End Ecosystem Fragmentation
Formalized organizational policies that
maintain relational effectiveness
Responsive programming that
addresses Black and Brown women's
experiences
Maintain effectiveness across
administrations cultivate bipartisan
support

More detailed information related to the SOAR analysis can be found in appendix.

Grounding Identified Priorities in Evidence

ECVN's strategic priorities align with critical insights from national research on Community Violence Intervention (CVI) effectiveness. By anchoring our three-year strategy in peer-reviewed research and proven best practices, ECVN can avoid common pitfalls that have limited other organizations' impact and position itself as both Delaware's leading CVI organization and a national model for evidence-based practice.

Why Evidence-Based Strategy Matters

Organizations that ground their work in research evidence achieve more sustainable impact, attract stronger funding commitments, and build greater credibility with policymakers and communities. For ECVN, this approach is particularly critical as the organization scales its influence statewide and seeks to drive systemic change in Delaware's violence prevention ecosystem.

Key Research Insights

Recent comprehensive analysis of the CVI field, including the critical review "Defining CVI: A Critical Review of Current Conceptualizations and Their Implications for Policy, Research and Practice" by Costa, McGrath, and Carrillo (2025), identifies persistent challenges that directly parallel themes from ECVN's strategic planning sessions:

- **Funding Fragmentation:** Short-term, inconsistent funding undermines program effectiveness and community trust—reinforcing ECVN's priority on securing sustainable, multi-year commitments.
- **Limited Evaluation Capacity:** Narrow evaluation methods fail to capture full program impact, validating ECVN's focus on developing robust data and evaluation systems.
- **Disconnected Practice:** Fragmented approaches reduce collective impact, underscoring the value of ECVN's ecosystem coordination and capacity building work.
- **Definitional Inconsistencies:** Lack of clear CVI definitions creates confusion among funders and policymakers, highlighting the importance of ECVN's role as a trusted information hub with clear messaging.
- **Workforce Development Gaps:** Under-resourced and undertrained practitioners limit field effectiveness, directly supporting ECVN's emphasis on CVI workforce professionalization.
- **Policy Misalignment:** Policies often fail to address root causes of violence, reinforcing ECVN's comprehensive policy and advocacy platform.

Strategic Implications for ECVN

This research validates ECVN's strategic priorities while providing a roadmap for implementation:

- **Sustainable Funding:** Research demonstrates that multi-year funding commitments are essential for building community trust and achieving measurable violence reduction.
- **Ecosystem Coordination:** Studies confirm that coordinated, statewide approaches achieve significantly better outcomes than fragmented local efforts.
- **Data & Evaluation:** Evidence shows that organizations with robust monitoring systems attract more funding, demonstrate greater impact, and inform better policy decisions.
- **Policy & Advocacy:** Research indicates that effective CVI organizations must engage in policy advocacy to address structural factors driving violence.
- **Community Engagement:** Evidence consistently shows that community-driven approaches with authentic resident leadership produce more sustainable results.
- **CVI Workforce Professionalization:** Research demonstrates that skilled, well-supported practitioners are essential for delivering effective violence intervention services.



Meal Framework Implementation

Table 1: Monitoring - Continuous Progress Tracking

Indicator Category	Key Metrics
Financial Sustainability	<ul style="list-style-type: none">Annual fundraising targets (\$1M regranting by 2026)Revenue diversification metrics (grants, corporate, individual donors)Financial compliance benchmarksOrganizational capacity growth measures
Ecosystem Health	<ul style="list-style-type: none">Partner engagement levels and satisfaction scoresGrant application quality improvementsProfessional development participation ratesReduction in duplicated services across ecosystem
Data & Research	<ul style="list-style-type: none">Dashboard utilization rates and data accessibilityResearch output and publication metricsPartnership agreements with academic institutionsReal-time data integration capabilities
Partnership & Policy Impact	<ul style="list-style-type: none">Policy advocacy successes and legislative winsCross-sector partnership developmentCorporate and private sector investment growthHealthcare and workforce partnership formalization.

Table 2: Evaluation - Systematic Impact Assessment

Review Cycle	Assessment Focus
Quarterly Reviews	<ul style="list-style-type: none">Progress against RACI matrix responsibilitiesBudget vs. actual financial performanceEcosystem partner feedback surveysData quality and accessibility assessments
Annual Comprehensive Evaluations	<ul style="list-style-type: none">Population-level violence reduction outcomesOrganizational capacity and sustainability measuresEcosystem collaboration effectivenessPolicy and advocacy impact analysis

Meal Framework Implementation

Table 3: Accountability - Clear Responsibility Structure (RACI Matrix)

Strategic Priority	Responsible	Accountable	Consulted	Informed
Financial Sustainability & Growth	Lauren Footman (Executive Director)	Board Finance Committee	Board Members, Existing Investors	Ecosystem Partners
Healthy Ecosystem Development	Danielle Fisher (Program Director)	Lauren Footman	CVI Groups, Funders, TA Providers	Board, CVI Ecosystem Members
Data Infrastructure & Research Excellence	Danielle Fisher	Lauren Footman	Government Partners, Law Enforcement	General Public, Ecosystem Members
Public-Private Partnership Development	Lauren Footman	Board	Other Public Private Partnerships	General Public, CVI Ecosystem

Table 4: Learning - Adaptive Management Systems

Frequency	Learning Activity
Monthly	Staff reflection sessions on strategic implementation
Quarterly	Board strategic oversight reviews
Semi-Annual	Ecosystem partner feedback integration
Annual	Strategic plan refinements based on outcomes

Strategic Priorities Implementation

Priority 1: Financial Sustainability & Growth

Three-Year Goal: Achieve \$1M+ annual regranteeing capacity with diversified revenue streams

Year 1 Milestones (2025):

- Hire dedicated development staff by October 2025
- Develop comprehensive fundraising strategy with consultant support
- Establish Finance Committee with formal governance structure
- Launch individual donor program pilot

Implementation Actions:

1 Raise \$1M Grant Dollars

- Target federal block grants and congressionally directed spending
- Pursue cannabis tax revenue advocacy
- Develop corporate partnership strategy

2 Increase Development Capacity

- Hire development specialist focused on grant writing and individual donors
- Implement Breakwater financial management systems
- Create board fundraising accountability measures

3 Expand Donor Base

- Corporate partnerships through business community engagement
- Individual donor campaign leveraging community impact stories
- Government diversification beyond traditional CVI funding streams

Success Metrics

- \$1M annual regranteeing capacity achieved by 2028
- 40% revenue diversification across funding sources
- 100% board giving participation
- Financial forecasting accuracy within 5% variance

Strategic Priorities Implementation

Priority 2: Healthy Ecosystem Development

Three-Year Goal: Transform competitive ecosystem into collaborative network with professional standards

Year 1 Milestones (2025):

- Complete grassroots grant application process with enhanced support
- Launch leadership academy for CVI organizations
- Establish shared data collection framework with grantees
- Implement ecosystem norm-setting and accountability measures

Implementation Actions:

1 Grant Pilot Program Excellence

- Provide comprehensive feedback to all applicants
- Offer free technical assistance and capacity building
- Create transparent rubric and evaluation process

2 Leadership Development & Professionalization

- Partner with Delaware State University for CVI credentialing
- Develop community health worker pathways
- Provide trauma-informed care training

3 Abundance Mindset Cultivation

- Establish clear roles and expectations for ecosystem partners
- Create collaborative advantage through resource sharing
- Implement professional boundary setting

Success Metrics

- 85% grantee satisfaction with feedback and support process
- 50% improvement in grant application quality year-over-year
- Reduced ecosystem conflict incidents
- Increased collaboration between partner organizations

Strategic Priorities Implementation

Priority 3: Data Infrastructure & Research Excellence

Three-Year Goal: Establish comprehensive, publicly accessible violence prevention dashboard

Year 1 Milestones (2025):

- Finalize data integration platform selection and implementation
- Establish data sharing agreements with law enforcement and public health
- Launch shared data collection framework with grantees
- Begin partnership development with Delaware State University
- Add evaluation and research as a key area to the theory of change

Implementation Actions:

1 Data Dashboard Development

- Implement 21-day trial data integration platform
- Establish data sharing protocols with state agencies
- Create public-facing violence trends visualization

2 Research Capacity Building

- Hire Director of Evaluation (contractor position)
- Partner with Johns Hopkins and Delaware State University
- Develop in-house research capabilities

3 Evidence-Based Policy Development

- Use data to inform advocacy priorities
- Generate original research for national CVI knowledge base
- Support ecosystem partners with evaluation technical assistance

Success Metrics

- Publicly accessible dashboard operational by end 2025
- Real-time data updates from at least 3 jurisdictions
- 2+ peer-reviewed publications annually
- 90% of grantees using shared data framework

Strategic Priorities Implementation

Priority 4: Public-Private Partnership Development

Three-Year Goal: Diversify and scale public-private partnerships that blend government resources, philanthropic investment, healthcare funding, and private sector engagement to support long-term violence prevention

Year 1 Milestones (2025):

- Host successful business community breakfast with corporate engagement
- Publish best practices documentation
- Secure speaking opportunities at national conferences
- Launch policy advocacy platform

Implementation Actions:

1 Cross-Sector Partnership Expansion

- Deepen healthcare system partnerships beyond Christiana Care
- Engage workforce development boards for returning citizen employment
- Build business community investment in violence prevention

2 Policy Platform Implementation

- Advance comprehensive policy agenda addressing root causes
- Build bipartisan coalition for violence prevention funding
- Advocate for dedicated revenue streams (cannabis tax, etc.)

3 Partnership Development

- Document ECVN's unique public-private structure
- Create replication toolkit for other states
- Establish thought leadership through publications and presentations

Success Metrics

- 5+ states expressing interest in ECVN model replication
- \$500K+ in new corporate partnerships annually
- 3+ significant policy wins per year
- National conference speaking engagements secured

Success Metrics & Evaluation Timeline

Table 5: Success Metrics & Evaluation Timeline

Review Cycle	Evaluation Focus
Quarterly Metrics Review	<ul style="list-style-type: none">Financial performance against targetsEcosystem partner engagement levelsData platform utilization ratesPolicy advocacy progress indicators
Annual Comprehensive Assessment	<ul style="list-style-type: none">Population-level violence reduction outcomesOrganizational capacity growth measuresEcosystem health and collaboration effectivenessPartnership development and policy impact
Three-Year Impact Evaluation	<ul style="list-style-type: none">\$1M+ sustainable regranteeing capacity achievedDemonstrable violence reduction across DelawareSelf-sustaining ecosystem of professional CVI partnersDocumented partnership model for peer learning



Meal Framework Implementation

Monitoring: Continuous Progress Tracking Systems

Financial Sustainability Monitoring Framework

Quantitative Indicators

- Monthly revenue tracking against \$1M annual target (baseline: \$0, target: \$1M by 2028)
- Revenue diversification ratio (target: 60% grants, 25% corporate, 15% individual)
- Cost per dollar raised efficiency metric (baseline establishment in Q1 2025)
- Board giving participation rate (target: 100%)
- Grant application success rate (current baseline: 65%)

Data Collection Methods

- Monthly financial reports through Breakwater system
- Quarterly board treasurer reports
- CRM tracking of donor pipeline and conversion rates
- Annual independent financial audit

Frequency

- Monthly financial dashboard updates, quarterly trend analysis

Responsible Party

- Executive Director with Finance Committee oversight

Ecosystem Health Monitoring Framework

Quantitative Indicators

- Partner satisfaction scores (baseline survey Q4 2024, target: 4.0/5.0)
- Grant application quality scores using standardized rubric (10-point scale)
- Professional development session attendance rates (target: 80% of eligible partners)
- Inter-organizational collaboration instances (baseline: establish in Q1 2025)
- Conflict resolution incidents (target: <2 per quarter)

Qualitative Indicators

- Partner testimonials and case studies
- Focus group feedback on ecosystem coordination
- Staff reflection sessions on relationship management

Data Collection Methods

- Bi-annual partner satisfaction surveys
- Quarterly focus groups with representative ecosystem members
- Monthly staff debriefing sessions using structured protocols
- Semi-structured interviews with key stakeholders

Frequency

- Bi-annual comprehensive assessment, quarterly pulse checks

Responsible Party

- Program Director with Executive Director accountability

Data Infrastructure & Research Monitoring Framework

Quantitative Indicators

- Dashboard user engagement metrics (unique users, session duration, return visits)
- Data completeness percentage across participating jurisdictions (target: 85%)
- Research output metrics (publications, presentations, downloads)
- Data sharing agreement execution rate (target: 3 jurisdictions by end 2025)

Data Collection Methods

- Google Analytics for dashboard usage
- Automated data quality reports from integrated systems
- Academic publication tracking through institutional partnerships
- Partnership agreement milestone tracking

Frequency

- Real-time dashboard monitoring, monthly data quality reports

Responsible Party

- Director of Evaluation (TBD contractor)

Evaluation: Systematic Impact Assessment Protocols

Logic Model Framework

Inputs

- Funding, staff capacity, partner engagement, data systems

Activities

- Regranting, technical assistance, convening, policy advocacy

Outputs

- Grants awarded, trainings delivered, policies influenced, partnerships formed

Outcomes

- Enhanced partner capacity, improved ecosystem coordination, increased funding

Impact

- Reduced community violence, strengthened prevention infrastructure

Process Evaluation

Implementation Fidelity Assessment

- Monthly review of activities against strategic plan milestones
- Quarterly assessment of resource allocation efficiency
- Semi-annual stakeholder feedback on strategy execution

Reach and Dosage Analysis

- Geographic distribution of grants and technical assistance
- Demographic analysis of partner organizations and communities served
- Intensity measurement of interventions and support provided

Outcome Evaluation Methodology

Short-term Outcomes (6-12 months)

- Partner organizational capacity improvements (pre/post assessments)
- Grant application quality enhancements (rubric-based scoring)
- Ecosystem collaboration increases (network analysis)

Medium-term Outcomes (1-2 years)

- Sustainable funding diversification achievement
- Policy advocacy successes and legislative wins
- Data infrastructure utilization and decision-making integration

Long-term Impact (2-3 years)

- Population-level violence reduction indicators
- Ecosystem sustainability and self-sufficiency measures
- National model replication and recognition

Evaluation Design Specifications

Mixed Methods Approach

- Combining quantitative metrics with qualitative narratives

Comparison Framework

- Pre/post analysis with baseline establishment

External Validation

- Third-party evaluation consultant for annual comprehensive assessment

Community-Based Participatory Elements

- Partner organizations co-designing evaluation metrics

Data Collection Instruments

- Standardized partner capacity assessment tool (pre/post design)
- Ecosystem network mapping survey (annual administration)
- Policy influence tracking matrix (quarterly updates)
- Community violence indicator dashboard (real-time monitoring)
- Stakeholder interview protocols (semi-annual implementation)

Accountability: Robust Governance & Transparency Systems

Multi-Level Accountability Structure

Internal Accountability Mechanisms

- **Board Oversight**
 - Quarterly strategic plan progress reviews with formal board resolutions
 - Annual performance evaluation of Executive Director against strategic objectives
 - Finance Committee monthly financial oversight and compliance monitoring
 - Independent annual financial audit with public disclosure
- **Staff Accountability**
 - Monthly one-on-one supervision sessions with SMART goal tracking
 - Quarterly all-staff strategic alignment meetings
 - Annual 360-degree performance reviews incorporating stakeholder feedback
 - Professional development plans tied to strategic priorities
- **RACI Matrix Implementation**
 - Monthly RACI responsibility reviews with designated accountability partners
 - Escalation protocols for missed deadlines or deliverables
 - Quarterly cross-team accountability check-ins
 - Annual RACI matrix refinement based on organizational evolution

External Accountability Mechanisms

- **Community Accountability**
 - Quarterly community forums with transparent progress reporting
 - Annual community report cards with plain-language impact summaries
 - Grievance and feedback mechanisms for community members
 - Community advisory input on strategic direction pivots
- **Funder Accountability**
 - Quarterly narrative and financial reports to all major funders
 - Annual funder convening with comprehensive impact presentation
 - Real-time dashboard access for key funding partners
 - Independent evaluation report sharing with funding community

- **Peer Accountability**

- Annual presentation at national CVI conferences with peer review
- Participation in national CVI organization accountability networks
- Peer organization site visits and mutual assessment protocols
- Collaborative learning partnerships with similar backbone organizations

■ Transparency Infrastructure

- **Public Reporting**

- Annual impact report with detailed financial and programmatic information
- Quarterly blog posts documenting lessons learned and challenges
- Real-time grant-making decisions published with rationale
- Board meeting minutes published online (with appropriate redactions)

- **Data Transparency**

- Public dashboard with real-time violence prevention indicators
- Open-source publication of evaluation methodologies and findings
- Transparent grant-making rubrics and scoring criteria
- Public disclosure of organizational policies and procedures

■ Continuous Improvement Protocols

- **Feedback Integration Systems**

- Monthly stakeholder feedback compilation and response protocols
- Quarterly strategic plan adjustments based on evaluation findings
- Annual comprehensive strategy review with external facilitation
- Real-time course correction mechanisms for significant deviations

Learning: Adaptive Management & Knowledge Systems

Organizational Learning Framework

■ Individual Learning Systems

- **Professional Development Requirements**

- Mandatory 40 hours annual training for all staff in CVI best practices
- Leadership development pathway for Executive Director (Harambe Delaware, national programs)
- Specialized training tracks for Program Director (evaluation, grant management)
- Board member orientation and ongoing governance education

- **Competency Development**

- Annual skills assessments against role-specific competency frameworks
- Individual learning plans tied to organizational strategic priorities
- Mentorship programs connecting staff with national CVI leaders
- Cross-training protocols ensuring organizational resilience

■ Team Learning Protocols

- **Reflective Practice Integration**
 - Weekly team meetings with dedicated reflection time on strategic alignment
 - Monthly case study reviews of successful and challenging partnership management
 - Quarterly team retreats focused on strategic learning and adaptation
 - After-action reviews following major initiatives or convening
- **Knowledge Management Systems**
 - Centralized documentation of lessons learned from all major activities
 - Best practices database accessible to all staff and select partners
 - Decision-making documentation with rationale for future reference
 - Institutional memory protocols for staff transitions and succession planning

■ Ecosystem Learning Network

- **Partner Learning Community**
 - Monthly professional development offerings with evaluation and feedback loops
 - Quarterly partner learning exchanges featuring successful model sharing
 - Annual ecosystem retreat with collective reflection and forward planning
 - Peer mentorship programs connecting experienced and emerging organizations
- **Knowledge Sharing Infrastructure**
 - Documentation and dissemination of effective partnership models
 - Case study development for successful conflict resolution and collaboration
 - Best practices publication for national CVI field consumption
 - Regular webinar series sharing Delaware model insights with national audience

■ External Learning Integration

- **National Network Participation**
 - Active membership in National Community Violence Intervention Network
 - Participation in Alliance for Community Safety collaborative learning
 - Regular engagement with Cities United for policy and strategy insights
 - Partnership with academic institutions for evidence-based practice integration
- **Research and Evidence Integration**
 - Monthly review of new CVI research publications with strategic implications
 - Annual environmental scan of national trends affecting local strategy
 - Regular consultation with national evaluation experts for methodology refinement
 - Integration of emerging best practices into organizational operations

Adaptive Management Protocols

- **Strategic Pivot Mechanisms**
 - Quarterly "strategic assumptions" review with evidence-based validation
 - Six-month strategic plan modification protocols based on changing conditions
 - Annual comprehensive strategic plan refresh with stakeholder input
 - Real-time response protocols for significant environmental changes
- **Innovation and Experimentation**
 - Dedicated budget allocation (5% annually) for pilot programs and innovation
 - Systematic pilot program evaluation with scale/sustain/discontinue decisions
 - Regular horizon scanning for emerging opportunities and threats
 - Structured risk-taking framework with defined parameters and evaluation criteria

Learning Dissemination

- **Internal Knowledge Transfer**
 - Quarterly all-hands meetings with learning and adaptation focus
 - Annual strategic planning process incorporating lessons learned
 - Regular board education sessions on field developments and implications
 - Cross-departmental knowledge sharing through structured protocols
- **External Knowledge Contribution**
 - Annual publication of organizational learning insights for field consumption
 - Regular conference presentations sharing Delaware model developments
 - Peer consultation availability for similar organizations seeking guidance
 - Contribution to national research and evaluation efforts through data sharing

Documentation and Evaluation of Learning

- **Learning Metrics**
 - Number of strategic adjustments made based on evaluation findings
 - Staff competency development progress against established benchmarks
 - Partner capacity improvements attributable to ECVN learning initiatives
 - Integration rate of external best practices into organizational operations
- **Learning Impact Assessment**
 - Annual assessment of organizational adaptation capability
 - Evaluation of decision-making quality improvements over time
 - Measurement of innovation success rates and scaling achievements
 - Assessment of contribution to field knowledge and practice advancement

Conclusion: Transformative Impact Pathway

This MEAL framework strategic plan positions ECVN to achieve unprecedented impact in community violence intervention. By systematically addressing financial sustainability, ecosystem health, data infrastructure, and national leadership, ECVN will transform from a promising startup to Delaware's permanent backbone organization for violence prevention.

The clear accountability structures, measurable outcomes, and adaptive learning processes ensure strategic implementation remains responsive to community needs while achieving ambitious growth targets. Through disciplined execution of this framework, ECVN will demonstrate that community driven, evidence-based violence intervention can achieve sustainable, systemic change.

The path forward is clear: strategic implementation begins immediately with consistent MEAL framework monitoring ensuring accountability, learning, and continuous improvement toward the vision that every person in Delaware will be safe from community gun violence.



SOAR Analysis

STRENGTHS

ECVN's strategic planning process revealed six core organizational strengths:

- **Coalition Building Power:** Exceptional ability to break down silos and build trust rapidly across grassroots agencies, creating unified responses to violence.
- **Trusted Information Hub:** Functions as an "information highway" connecting community organizations with larger systems for critical knowledge sharing and resource coordination.
- **Statewide Reach and Legitimacy:** Unique combination of statewide influence and strong board backing that provides credibility and attracts significant investment.
- **Community-Centered Approach:** Intentional inclusion of survivor voices, returning citizens, and directly impacted Black and Brown communities in all decision-making.
- **Catalyst for Systems Change:** Powerful ability to elevate both community stories and impact data, driving equitable policy development and funding distribution.
- **Visionary Executive Leadership:** Executive Director Lauren Footman provides strategic direction, exceptional community engagement, and ability to navigate complex challenges.

OPPORTUNITIES

- **Become Delaware's Premier Violence Prevention Infrastructure**
 - Scale regranteeing to \$1M+ annually through sustainable funding (cannabis tax, ammunition taxation, corporate partnerships)
 - Develop equitable distribution systems ensuring grassroots organizations receive fair resource shares
 - Provide comprehensive capacity building in grant management, collective impact, and authentic leadership
- **Data-Driven Policy Leadership**
 - Build research capacity partnering with Delaware State University
 - Create statewide violence prevention dashboard tracking indicators, outcomes, and ecosystem health
 - Develop data sharing agreements with law enforcement, hospitals, and community sources
 - Advance evidence-based policy platform addressing root causes (funding equity, reentry, housing, mental health)

- **Lead National CVI Professionalization Movement**
 - Establish professional credentialing system with comprehensive CVI certification
 - Integrate cultural responsiveness and restorative justice principles into training
 - Position ECVN as national training hub and conference destination
 - Launch standardized curricula and expanded technical support for ecosystem partners
- **Build Cross-Sector Violence Prevention Partnerships**
 - Create partnerships with healthcare (ChristianaCare, Highmark), workforce development, education, and business
 - Demonstrate violence prevention ROI across economic development, education, and healthcare
 - Become national model for public-private partnerships blending public and private investment
 - Implement coordination best practices horizontally (across agencies) and vertically (local to state)
- **Cross-Cutting Opportunity: Ecosystem Transformation**
 - Transform Delaware's ecosystem from competitive to collaborative through formal MOUs
 - Establish professional boundaries, communication norms, and accountability policies
 - Build trust through transparency mechanisms and shared decision-making
 - Strengthen grassroots organizations through technical assistance

ASPIRATIONS

- **Violence Prevention Vision**
 - Every person in Delaware will be safe from community gun violence through a unified, professional, well-resourced ecosystem that addresses root causes and centers community voice.
- **Policy and Advocacy Goals**
 - Comprehensive policy platform addressing funding equity, reentry support, housing access, and mental health reform
 - Bipartisan gun violence prevention advocacy alongside root cause interventions
 - Community voices centered in all policy development (survivors, returning citizens, youth)
 - Cross-sector coalitions engaging healthcare, workforce, education, and business leaders
- **Community Engagement Goals**
 - Youth leadership pipeline positioning young people as violence prevention leaders
 - Culturally relevant, multilingual public education campaigns shifting narratives
 - Expanded trauma-informed services including mental health support, healing circles, and restorative justice
 - Community decision-making power with ECVN as facilitator, not driver

- **Organizational Culture Goals**

- Sustainable, healthy organization with clear boundaries and documented policies
- Professional standards that preserve relational "Delaware Way" strengths
- Staff wellness and development preventing burnout
- Equitable, abundance-minded ecosystem replacing scarcity and competition

RESULTS

- **Funding Sustainability and Equity:** Move from insufficient, episodic funding to diversified revenue streams and equitable distribution that fosters collaboration not competition.
- **Data Access and Infrastructure:** Secure real-time violence data to effectively target interventions, demonstrate impact, and inform evidence-based decisions.
- **Ecosystem Fragmentation:** Transform scarcity mindset, territorialism, and undefined roles into coordinated, collaborative population-level response.
- **Organizational Boundaries and Culture:** Formalize policies and boundaries while maintaining relational effectiveness.
- **Responsive Programming:** Close gaps in capturing Black and Brown women's experiences with community gun violence as impacted individuals and intervention points.
- **Political Navigation:** Maintain effectiveness across administrations, educate officials about CVI, and manage relationships in Delaware's tight-knit political culture.