

DCSC Strategic Planning: Engagement Design



1. Project Background, Objectives

As the Duluth Community School Collaborative begins our strategic planning process, we are excited to center students and their families, align our goals and strategies with the Duluth Public School District and community partners, and reflect best practices for full-service community schools. Perspectives from key stakeholders will guide our strategic planning effort, the early stages of which include a comprehensive SWOT analysis, organizational vision, and updated mission. From there, we will develop goals and strategies to form a working strategic plan. Finally, our new strategic plan will drive our workplans and any necessary adjustments to our organizational structure, partnerships, governance, and evaluation processes.

2. Commitment to IAP2 Core Values for Engagement

For our work with stakeholders, we commit to the core values of the International Association for Public Participation, as described below.

Stakeholder engagement...

- Is based on the belief that those who are affected by a decision have a right to be involved in the decision-making process.
- Includes the promise that the public's contribution will influence the decision.
- Promotes sustainable decisions by recognizing and communicating the needs and interests of all participants, including decision makers.
- Seeks out and facilitates the involvement of those potentially affected by or interested in a decision.
- Seeks input from participants in designing how they participate.
- Provides participants with the information they need to participate in a meaningful way.
- Communicates to participants how their input affected the decision.


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3. Engagement Objectives

Below are our engagement objectives for this strategic planning process:

- Foster an inclusive, welcoming, sustained culture of collaboration
- Strengthen, deepen relationships between DCSC and families, students, educators, partners, and the district
- Ensure we hear from all our key stakeholders
- Create opportunities for stakeholders with varying perspectives to listen to and learn from each other
- Seek input from students and families about their lived experiences in the schools
- Understand what is and isn't working for students, families, educators
- Ask how stakeholders define success
- Gather perspectives on opportunities and constraints for the collaborative, school district, and partners to work together
- Provide information on the needs and opportunities in the schools and how DCSC is helping to address those
- Use multiple means/methods to provide stakeholders with information the full-service community schools model, purpose and history of DCSC, funding, recent and current programming, partners, and impacts

4. Level of Engagement

Involve		
Stakeholder engagement goal	To work directly with stakeholders throughout the process to ensure that their concerns and aspirations are consistently understood and considered.	
Promise to our stakeholders	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how stakeholder input influenced the decision.	

5. Summary of Key Stakeholders

For this strategic planning process, DCSC will engage key stakeholders to help shape DCSC’s future, and keep other stakeholders informed about the process, including any options to participate in broader activities. Key stakeholder groups include the following:

- DCSC board and staff
- ISD 709 staff who are actively involved in DCSC programs and services
- Primary partners
- Students and families connected with DCSC’s programs or services

6. Project Timeline

The overall strategic planning process centers on two rounds of stakeholder engagement.

March-April 2022 Round 1 engagement: Gather input from key stakeholders to shape the draft goals and strategies

- Content: Organizational and strategic planning background information, along with key questions tailored to stakeholder groups
- Tools/techniques: Information posted to project [website](#) and shared with key stakeholder groups directly or through engagement partners. Virtual and in-person sessions, online survey. Compilations and analysis shared with key stakeholder groups via the project [website](#)

April-May 2022

- SWOT Analysis, vision, mission development/refinement
- Goals and strategies (draft)

May-June 2022 Round 2 feedback on the draft goals and strategies; results used to finalize DCSC’s strategic plan.

- Content: Draft goals, strategies, and other information, along with key questions tailored to stakeholder groups
- Tools/techniques: Information posted to project [website](#) and shared with key stakeholder groups directly or through engagement partners. Virtual and in-person sessions, online survey. Compilations, analysis, and final decisions shared with key stakeholder groups via the project [website](#).