



CreAndo Lab: Latino Leaders Innovating For Community Betterment

Final Report

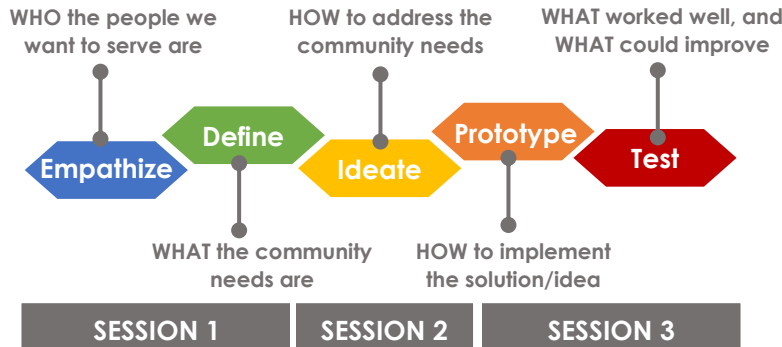


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Executive Summary

The CreAndo Lab held three sessions where participants took part in activities based on the design thinking approach through the following steps:



During the workshops, the participants were divided into three community needs: relationship with law enforcement, health, and welcomeness. Each group developed three ideas and three action plans to implement in their strategies for Red Wing.

We identified the following considerations and recommendations for future implementations:

Limitation Recruiting Resources – Recruiting participants is an activity that requires significant time, which might be challenging for an organization with limited staff. We recommend using a collaborative approach for recruiting participants to mitigate this burden on a small organization. We recommend creating a “steering committee” formed by active community leaders to create a recruitment plan to gather other community members as participants. Also, we suggest using active methods such as direct calls and door-to-door canvassing.

Adept Participant – Further criteria other than the willingness to work for the betterment of the community is needed to identify community members that would nourish the most from the training. To identify those ideal participants, we recommend considering some of the characteristics of community leaders in the recruiting and application stages. Such characteristics include active participation in volunteering activities, awareness of community challenges and strong interpersonal skills.

Incentives – Some leaders in the community are adept candidates for participating in the CreAndo Lab. However, many of them pull back. We recommend considering using monetary and non-monetary incentives such as gift cards, competitions, certificates, celebrations or networking events. Also, past participants could motivate potential community leaders to join the workshops.

Retention – In total, eleven community leaders participated in the workshops. Only six finished the sessions, and only three participants attended all four workshops. We recommend to evaluate the location accessibility, consider offering transportation and flexible dates/times. Also, texting or emailing reminders and attendance incentives can increase participants' retention.

Literacy – Some participants in the community might have low literacy preventing them from comprehend the material of the workshop. We recommend using pictures and drawings, incorporating interactive activities with simple and clear instructions, and leaving some time at the end of each session to address individual doubts.

Overview

This report seeks to describe the experience of participants through leadership training called “CreAndo Lab: Latino Leaders innovating for community betterment.” It highlights the main lessons learned from this experience and provides some recommendations to consider for future implementation.

Approach

We used design thinking as a participatory and community-based approach to help the Latino communities in Red Wing identify community priorities and create effective strategies aimed to address community needs and improve the local environment in Red Wing

Goals

To strengthen a leadership model where Latino leaders permanently participate in the solution of problems that affect their communities

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Background Information

In fall 2017, Hispanic Outreach brought representatives of different sectors of the Red Wing community to form an advisory committee and to discuss ways to foster the well-being of the Latino community. A survey was designed to evaluate the needs of the Hispanic community in Red Wing in regards security, health care access, safety, labor, and housing. One hundred and eight self-identified Latino or Hispanic individuals from the Red Wing community completed the survey. After analyzing the data, the advisory committee decided that there were three areas of improvement that had high feasibility and high impact. These areas were Law Enforcement, Welcomeness, and Health.

Responding to these survey results, HACER designed a series of three workshops for Latino leaders called “*CreAndo Lab: Latino Leaders innovating for community betterment*”. In these workshops, the participants took part in activities to address local challenges based on the design thinking framework. In community work, design thinking is used as an innovative approach to creating solutions by incorporating community insights directly into a constructive and experiential process. We used design thinking as a participatory and community-based approach to help Latino communities in Red Wing identify community priorities and create effective strategies aimed towards addressing community needs and to improve the local environment in Red Wing. By using a participatory approach that is centered and driven by the community, CreAndo Lab seeks to strengthen a leadership model where Latino leaders permanently participate in the solution of problems that affect their communities.

The name of the workshops is an allusion to the tenacity and creativity that identifies our Latino community. We decided to name this initiative after two words in Spanish “Crear” (“To create”) and “Andar” (to advance), to form our workshops name: “*CreAndo Lab.*”

This report seeks to describe the participants’ experience through this leadership training and to highlight the main lessons learned from this experience. Currently, HACER is working on the evaluation of the training that will provide a greater analysis of the skills developed by participants, and the barriers that community members encountered to participate.

RATIONALE

Through a community-centered approach, Latino leaders in Red Wing have the opportunity to feel heard and to aid in the development of strategies that fit the unique needs of the Latino community in regards to Law Enforcement, Welcomeness, and Health. The CreAndo Lab seeks to give Hispanic Outreach and the Advisory Committee insights to better understand the Hispanic community in Red Wing and to learn ways to alleviate some of the community challenges. The CreAndo Lab seeks to enhance participants’ leadership skills and to facilitate building partnerships with stakeholders of the local community (advisory committee). We consider that beneficial strategies for both the individuals participating, and the community as a whole, can only be born out of listening to community members,

understanding their context, and striving to respond to their concerns. This community-centered approach could be replicated and adapted for other communities that want to integrate minority voices to create a more inclusive society.

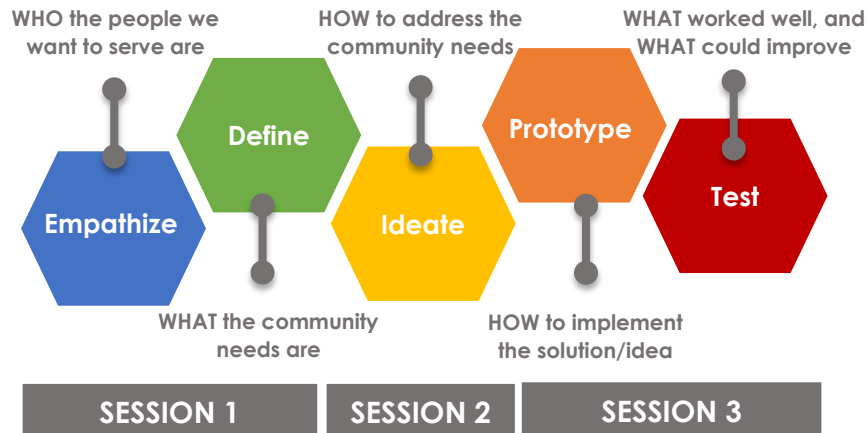
GOALS AND LEARNING OBJECTIVES

Below are the overall goals of the CreAndo Lab and its learning objectives:

Overall Goals		
<ul style="list-style-type: none"> ● Strengthen a leadership model that uses a participatory approach in Latino communities ● Create awareness surrounding the permanent participation of Latino leaders in the solution of problems affecting the community ● Foster problem-solving skills through hands-on experience using design-thinking to address community needs and priorities 		
Session	Date	Learning Objectives
Introduction Session	March 4th	(1) LEARN/APPLY design-thinking framework to solve community needs
Session 1	March 25th	(2) USE empathetic techniques to gather knowledge from the community members (3) DEFINE priorities based on community needs
Session 2	April 22nd	(4) UTILIZE ideation approaches to find solutions to community challenges (5) ORGANIZE ideas into products, services, or strategies
Session 3	May 6th	(6) CREATE an action plan to catalyze change in the community (7) EXPERIMENT ways of prototyping/representing ideas (8) EMPLOY iterative processes to improve products, services, and/or strategies

METHOD: DESIGN THINKING

The CreAndo Lab workshops were designed using a design-thinking approach. Design-thinking is based on five main components: (1) Empathize (2) Define (3) Ideate (4) Prototype (5) Test. Below is a brief explanation of these stage.



Empathy - In order to create strategies for the Hispanic community in Red Wing, it is important to build empathy for who they are, and what is important to them (Plattner, 2009). The goal of this stage is to understand the people of which the participants are serving. To empathize, it is important to observe community members and their behavior in the context of their lives, to engage with them, and to understand what the Hispanic community experiences in their daily life.

Define - The define stage is meant to “unpack and synthesize the empathy findings into compelling needs and insights, and scope a specific and meaningful challenge. It is a mode of focus” (Plattner, 2009). This stage allows us to explicitly express the problem that participants want to address into a tangible problem statement. This statement should focus on the specific community members, insights, and the needs identified in the empathy stage.

Ideate - The ideation stage is focused on idea generation and brainstorming in order to find strategies, services, or products that could contribute to solving the issues defined in the previous stage. The goal of ideation is to explore a wide variety of solutions with a large quantity of diverse ideas (Plattner, 2009).

Prototype - Prototyping is transforming ideas into the physical world. In early stages of prototyping, it is expected to create rough and rapid prototypes in order to learn quickly and to explore different combinations, additions, and possibilities. In this stage, participants created a presentation of their project ideas.

Test - In this stage, the goal is to refine the prototypes and solutions. Testing is an iterative process that is based on feedback and experimentation of the prototypes. Testing also provides the opportunity to refine and improve our solutions (Plattner, 2009).

CreAndo Lab Sessions

The CreAndo Lab was facilitated by Latino professionals who encouraged innovative outcomes driven by Latino leaders in the community. For recruiting, Hispanic Outreach identified 10-15 community leaders who filled out an application. The application assessment and acceptance letters were developed by HACER, and distributed with the help of Hispanic Outreach. Through the series of workshops, Hispanic community leaders at Red Wing participated in the development of community-based strategies aimed at improving the local environment. Also, they established a working team to design and implement the ideas that address local challenges, and had the opportunity to network with other Latino leaders in the community.

Participants who applied to participate and were eligible for the workshops were notified to attend the introductory session and three workshop sessions every three weeks between March 2018 and May 2018 for 4-5 hours. Once the workshop sessions were over, participants needed to commit to continue meeting as a group through the rest of the year to implement the strategies and activities designed during the workshops. Below is the information of attendance to each one of the sessions held for the CreAndo labs, and the number of applications received.



Figure 1 Number of participants in each CreAndo Lab stage

Fifteen people applied to the CreAndo Lab. Initially, Hispanic Outreach and HACER decided that the criteria to accept participants were solely based on that they wanted to work for the betterment of the Latino community. Thus, all applicants received an invitation/acceptance letter.

Eight people attended to the introductory session about the workshops. There, attendees received background information about the involvement of Hispanic Outreach and the advisory committee. They were also explained the design-thinking approach. Eight community leaders joined the first session of the CreAndo Lab, and for the second and third session, seven and six community leaders participated, respectively.

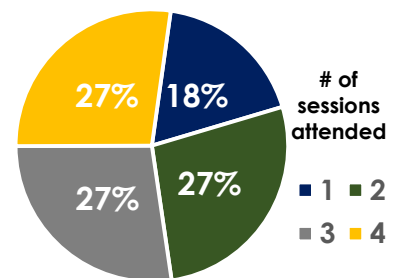


Figure 2 Percentage of Participants

“Only 27% of total participants attended to all four sessions”

In total, eleven applicants participated in the CreAndo Lab. However, only 27% of them (n=3) attended all four sessions (See Figure 2). The remaining 73% attended either one, two, or three sessions.

SESSION 1

The first session of CreAndo Lab was held on March 25th, 2018, at Ignite in Red Wing, MN. Previous to this session, participants had an introductory session where they were asked to use two empathy techniques to gather information about community needs in the fields of Law Enforcement, Health, and Welcomeness. One technique was conducting individual interviews, and the other was to perform a camera study of the community – both methods will be explained later in this section. Session 1 focused on applying the results of participants' work from these activities, organizing the data collected, prioritizing community needs, and defining a particular challenge of focus among each domain of study (health, welcomeness, and relationship with law enforcement).



At the beginning of the session, we reviewed the photographs that each participant had taken as part of the camera study. The camera study technique asks participants to take photos of events and daily interactions in their lives related to a certain topic. This allowed the participants to review different perspectives related to the community. The participants in this workshop were divided into three groups according to their

domain of study. Because the participants are simply asked to photograph their perceptions of daily events, the camera study allowed each individual to document what they personally find most relevant related to Law Enforcement, Health, and Welcomeness.

Participants in the law enforcement group took photos of police officers and Latinos being stopped by police officers. They also took pictures of City Hall (the police station), an open road, and a school bus. Photos were meant to symbolize the higher rates by which members of the Latino community are stopped by law enforcement officers, and the fear surrounding interactions with local police. Additionally, many of the photos were meant to stress the importance of understanding local laws in order to lower the rates by which Latinos are stopped. Participants expressed the feeling that many in the Latino community do not know road rules sufficiently, and are thus pulled over more often. While participants feel that Latinos need to better understand the rules, they also expressed a desire for more appropriate forms of communication between law enforcement and the Latino community, to learn about the authority of the different types of law enforcement representatives (sheriff, troopers, transit police etc.), and to better understand what their rights are within the community.

The second group focused on health and well-being. Many of these participants took photos of family members (spouses, siblings, children, and grandchildren), churches, and clinics. The photos were meant to represent the importance of relationships on personal wellbeing and to identify the family as the foundational source of happiness in a person's life. Participants also talked extensively about the role of family in teaching each other healthy habits. Many

participants expressed feelings that the Latino community is not aware of how to eat a healthy diet or the different level in which health problems affect their community. Photos of clinics illustrate the number of programs and clinics that are available for the community regardless of health insurance status. Participants repeatedly stressed the importance of being more active, making healthier choices, as well as focusing on mental and spiritual health as a large part of individual well-being.

The third group highlighted the idea of welcomeness. These participants took pictures of their children to show the importance of family in creating community, belonging, and a sense of safety. They took pictures of their church and pastor as an example of an important place where they feel welcome and accepted. Those discussing welcomeness expressed that the Latino community needs more information in their language in order to be better informed about the larger community in which they live in, and what types of opportunities are available to them. Participants talked about the importance of knowing English and having access to information in order to combat racism, find housing and jobs, and implementing strategies for change in the places where they live.

The main point that participants focused on was an increased need for the dissemination of appropriate information in regards to law enforcement, health and welcomeness. Many participants expressed a need for the Latino community to have more opportunities for obtaining a driver's license, access to information regarding nutrition, and an overall informed community surrounding these topics.

Participants were asked to organize the information collected from the interviews and the user camera study in an empathy map. The empathy map helps to synthesize the information collected in order to have a better understanding of the population that is being served, by identifying what they say, do, think, and feel. Below is a brief summary of this activity for each group.

Law Enforcement

In regards to law enforcement, participants expressed feelings of rejection, fear, anger, stress, and frustration with the current communication between the Latino community and law enforcement personnel. Participants vocalized that there is a lack of information, and that more meetings should be held between the community and law enforcement agencies. Members of the group said that current Latinos in Red Wing get ticketed frequently and are often afraid to question law enforcement officers. As a group, participants identified some larger community needs including:



- More information offered in Spanish
- Learning how to drive and obtaining driver's licenses
- Access to more interpreters
- Communication and meetings with law enforcement agencies

Finally, we facilitated activities to help participants make sense of the information gathered by creating a problem statement that clearly identifies the target population, their needs, and the reason why those needs are important to them. The problem statement created by this group helped to focus on addressing possible changes to improve the relationship of the Latino community with law enforcement agencies. Participants stated that *“Undocumented people need to be transported and arrive on time at their destinations, to feel safe, and to comply with the laws of the state of MN.”* The group then came up with a more focused question on how they may address this problem during the CreAndo Lab: *“How might we help those who are undocumented obtain licenses?”*

Health

The empathy map of the participants who explored health issues of the community highlighted that members of the community felt frustration and worry about health, and that there was a lack of good resources for interpretation at health care facilities. Additionally, community members expressed worry about health, health insurance, and not having time for health related matters. Through empathy maps, participants identified that community members believe that resources such as nutrition classes, Zumba classes (in Spanish), bilingual health professionals, and exercising could contribute to improved health within the Latino community in Red Wing. They also believe that there is a lack of information in regards to health. Participants noted that the Latino community in general has a sedentary lifestyle, a high incidence of physical problems, as well as inadequate nutrition. Most people are also getting their health information online. Below are some the challenges that participants identified from their empathy maps:



- Obtaining health insurance
- Understanding information given by clinic personnel
- Access to medication
- Covering the costs of doctors
- Changing to a healthier lifestyle
- Spreading health information to others

The group studying health created the following problem statement: *“The Latino community in Red Wing needs to change its lifestyle because of high incidences of illnesses related to a sedentary lifestyle and inadequate nutrition.”* They also created a base for the ideation phase of the following session, and the challenges that they will try to solve through the CreAndo session: *“How might we promote adequate nutrition and a more active lifestyle in the Latino community?”*

Welcomeness

The last group focused on the idea of welcomeness. The empathy maps they created presented a wide range of feelings: nervousness, fear, powerlessness, and satisfaction. On top of this, they expressed a lack of resources available in Spanish within their community, a need for increasing the quality of life, as well as a lack of

information, benefits, security, and work. In doing the empathy map where participants identify what is currently being done in the community, participants noted situations that the community face such as being welcome at their workplace, not doing anything to merge with the community, going out to get to know the city, and using their networks to access information. Some of the larger community needs identified by the group were:

- Maintaining physical and emotional safety
- Learning English
- Maintaining good relationships with the greater Red Wing community
- Assistance on how to obtain housing and work.
- Combatting racism

When tasked with creating a concise problem statement, participants condensed their findings to *"The Latino community in Red Wing needs to have information in their language in agreement with their needs in order to know what happens around them, to learn, and to implement new strategies to improve quality of life."* The overall focus of the group during the CreAndo Lab, and the foundation for the ideation session of the workshop was *"How might we inform people in an effective way to get their attention?"*

Session 2

The second session of CreAndo took place on April 22nd, 2018, in the same venue as the previous session. In this session, participants had an opportunity to polish their problems statements and ideation question. Also, they took part in brainstorming activities to identify potential solutions to the challenges they have identified. As homework for Session 2, participants were asked to identify the needs of a character in an animated video, define a problem statement for the circumstances of that character, and brainstorm at least three ideas to solve the character's challenges. The homework was a tool to introduce participants to the ideation stage of design-thinking. The second session of CreAndo Lab began with a recap from the previous session, going over the homework of the participants, and having a brief discussion about it.

The second activity of the workshop tasked the participants with further defining their problem statement in the form of "How might we..." They were presented with a checklist regarding what to look for in their problem statement to ensure it was feasible,



timely, and addressed the main needs identified in each of their focus areas (Health, Law Enforcement, and Welcomeness). Some examples of the participant's statements are listed below.

Health: "How might we promote adequate eating habits and physical activity in the Latino community?"

Welcomeness: "How might we communicate with the Red Wing community in an effective way in order to get their attention?"

Law Enforcement: "How might we obtain a local identification for members of the Latino community (undocumented)?"



The majority of this session was spent in the ideation phase of the design-thinking approach, in which participants were prompted to come up with concrete ways to meet the needs identified. The room consisted of three stations (Health, Law Enforcement, and Welcomeness). Each station facilitated three brainstorming methods to aid participants in generating ideas. All of the participants rotated through each of the stations, so all participants could contribute to the three focuses of study. The first brainstorming technique simply involved the facilitator acting as a scribe and writing down all the ideas that participants

called out in a limited time. The second brainstorming activity (all-in) had participants individually write down their ideas. This technique is used so introverted participants that might not call-out their ideas in front of a group have a chance to express them by writing them down. The last brainstorming activity started with participants generating as many ideas as possible with half of the time that they had in the previous brainstorming exercise. After this, the facilitator introduced the stipulation to think about ideas that could be performed ONLY with resources that the Latino community currently has in Red Wing, and participants had to write ideas that fit within those parameters (See Appendix A).

After the brainstorming activities, participants aggregated their ideas into themes. Below are some of the themes that participants used to classify their ideas:

Health	Law Enforcement	Welcomeness
<ul style="list-style-type: none"> ● Physical Activities ● Physical Activity Events ● Advice/Recommendations ● Groups to Disseminate Information ● Workshops 	<ul style="list-style-type: none"> ● Means of Communication ● A Community Census ● Goals ● Transit Education ● Communication with Authorities 	<ul style="list-style-type: none"> ● Communication ● Events ● Community Unity

Participants also classified their ideas into products, services, or strategies to visually narrow the scope of their work and to help them envision their ideas as more comprehensive ones. Finally, participants had to classify their ideas into four categories: the rational choice, the most likely to delight, the darling, and the long shot (see Appendix B). After a discussion studying viability on the ideas, the participants of each group were then asked to choose a specific idea to start working on moving forward. The



Welcomeness group chose to work towards offering a 24 hour phone service that members of the community could access to ask for information about Red Wing. The Health team chose to work on having family exercise events in recreational centers and areas. Finally, the Law Enforcement group decided to work on achieving a municipal ID for members of the Latino community.



Session 2 came to a close with the participants reflecting on the ideation/brainstorming activities and preparing for the following session. In general, participants enjoyed the brainstorming method of vocalizing their ideas with the facilitator acting as a scribe, as opposed to the brainstorming strategies that involved writing. As an assignment for the next session, participants chose a challenge to solve from a list they were presented with, and had to create an action plan including activities, resources, and a timeline.

Session 3

The third session of the CreAndo Lab was held on May 6th, 2018 at Ignite in Red Wing, MN. Session 3 focused on reviewing the idea that the participants selected on Session 2, building an action plan to implement their ideas, and conducting presentations of their projects as a representation of participant solutions to the challenges studied through the CreAndo Lab. Like the previous sessions of the CreAndo Lab, Session 3 started with the presentation of the participants' assignments. As homework, participants had to create an action plan to address a specific challenge that was different from their area of study for the CreAndo Lab (Law Enforcement, Health and Welcomeness). Each participant worked with another participant by presenting them their action plan and receiving feedback from their partners. Couples were randomly selected to encourage working in teams with different participants of the CreAndo Lab. While working in couples, participants were asked to fill a feedback grid to evaluate their partners' action plan. They provided feedback about aspects that they liked or that worked well, constructive criticism about elements that could improve, stated questions that the action plan raised, and offered ideas that the presentation spurred. Participants expressed that this activity helped them to better understand how to execute their ideas better. They mentioned "two heads are better than one," highlighting how enriching it was to consider multiple perspectives for their action plan.



Afterward, participants went back to their original groups (Health, Law Enforcement and Welcomeness). Session 3 focused on the “prototyping” and “test” stages of the design-thinking framework. Before diving into these stages, participants had an opportunity to discuss if the idea that they selected in the previous session was the one that they wanted to keep working on. They were asked to think about

viability and how their ideas were addressing the challenges raised in our first sessions of the CreAndo Lab. Once participants made final decisions on their ideas, they were prompted to transition into the “prototyping” phase of the workshops which included elaborating an action plan for their idea and making a presentation of their project. Participants decided to pursue the following solutions to each field:

Law Enforcement: Obtain a local ID for immigrants at Red Wing

Health: Organize physical and leisure activities for the Hispanic community

Welcomeness: Connect the Hispanic community with Hispanic Outreach

Participants then worked as a team defining activities, roles, resources, and a timeline to implement their ideas. Participants had to evaluate their action plans by thinking of certain criteria such as complexity, clearness, availability of resources, and realistic deadlines. Then, they used didactic materials to prepare a presentation of their projects in front of the entire cohort.



While each group presented their project, the rest of participants were filling out the feedback grid. Then, we had an open discussion where all the cohort provided feedback to the group presenting. Below is a summary of the feedback grid that each team received to improve their action plan and idea (See Appendix C).

At the end of the session, participants were explained that they will present their ideas to the advisory committee. Participants demonstrated excitement about meeting with the advisory committee to present their projects, explain to them why these ideas are important, how they can implement their projects, and how the advisory committee could contribute to them.

Advisory Committee Meeting

On June 8th, the community leaders that participated in the CreAndo Lab presented their final ideas to the advisory committee. In this meeting, participants exposed what needs they want to be addressed, the resources needed, and the timeline to implement their projects. The advisory committee was receptive to the ideas presented by participants, and offered support and resources for their projects.



Findings & Recommendations

The CreAndo Lab is an initiative that could be replicated and adapted for other communities that want to integrate minority voices to create a more inclusive society. In order to provide some recommendations for future implementation, we identify a series of findings related to the accomplishments observed and the lessons learned.

LEADERSHIP

Participants demonstrated behavioral changes through their experience in the CreAndo Lab. In the first session of the CreAndo Lab, participants were shy and seemed insecure. However, as the sessions moved on, we observed how participants were motivated and more confident. More information about the outcomes of participants will be analyzed in the short and mid-term evaluation.

RECRUITING

In regard to recruiting, there were several lessons learned related to recruiting resources, quality of recruitment, and participation incentives.

Recruiting Resources – Recruiting activities need time and energy. Hispanic Outreach (HO) didn't have staff that could dedicate time to recruiting for the CreAndo Lab. Because of this, the organization reached out to a volunteer that was recognized in the community to help them recruit participants for the workshops. The volunteer reached out to the community to talk about the CreAndo Lab. HO provided the volunteer with material to recruit participants. However, having just one person recruiting participants has several limitations. As an example, her network and time availability might be limited. For approaching this challenge, we recommend to use a collaborative approach that mitigates the burden on the organization while enhancing an efficient recruitment of participants.

For instance, we know that active community leaders are the most likely to be able to refer other members of the community and, can spread the word about community based services, research, and workshops effectively (Barnes, 2017). Many studies highlight the importance of forming trust and partnerships among community members, and then creating a "steering committee" of these members to create a recruitment plan to gather other community members as participants. Local community members already have a platform and a strong relationship to others, and are more likely to get a higher rate of involvement in the program. A community based "steering committee" will already have local knowledge. They will know who to contact in the community and how to contact them during the recruitment process.

In a study, researchers first established a "steering committee" of local citizens, who then decided to utilize posters, leaflets, banners, promotion activities, a kickoff celebration, direct phone calls, and door-to-door canvassing to recruit community members. They found that active methods such as direct calls and door-to-door canvassing were more successful in recruitment than passive methods (Chu, 2018).

Adept Participants – The criteria to accept participants in the CreAndo Lab was limited to community members that lived in Red Wing that wanted to build their leadership skills, and contribute to the betterment of the community. However, Hispanic Outreach raised a concern about their ability to better identify appropriate participants. We recommend to consider evaluating some of the characteristics that identify community leaders in the recruiting or application stage of the CreAndo Lab.

Some of the characteristics of community leaders include participating on volunteering activities and emphasizing with the community problems. Also, usually community leaders have strong interpersonal skills and strong social relationships in the community (WFU, 2018). Appropriate community leaders for the CreAndo Lab might also be tutors or mentors in their community. These aspects might be evaluated in the workshop application or could also be identified by hosting a community meeting where people can demonstrate their leadership skills.

Incentives – When recruiting, many community members express their interest to contribute to community betterment. However, when they were acknowledged about the commitment required to participate in the CreAndo Lab, many of them pulled out of the workshops. We recommend exploring the utilization of incentives/practices that have been effective in engaging participants in community programming.

Incentives are found to be useful in the recruitment and retention of participants. Incentives motivate community members to attend future trainings as they could perceive an additional individual benefit. Incentives could be monetary or non-monetary. Gift cards and competitions are popular monetary incentives for volunteer participation. On the other hand, effective non-monetary incentives can include skills and certificates to be able to put on a resume after participation, closure celebrations, or networking opportunities (Community Toolbox, 2018). For the CreAndo Lab, it could be beneficial to advertise the chance to meet others in the community who have similar concerns and ideas for their local community. Also, we believe it would be positive if community leaders that have participated in the CreAndo Lab would share their experience with other community members to motivate other leaders who are interested.

RETENTION

Fifteen community leaders submitted an application to participate in the CreAndo Lab. Eleven people participated in the workshops. However, many of them attended to only one or two sessions. Only six people attended the workshops until the final session. Retaining participants in community programming primarily involves understanding their needs. For a clear understanding of why participants were not consistent in attending the workshops, we will conduct interviews to identify what the barriers that they encountered to continue participating. However, there are some practices and strategies that have been effective in retaining participants in community programming.

Effective strategies include choosing an accessible location in the community, and providing transportation or helping participants find transportation to the workshops.

Also, offering flexible dates and times, and inquiring about participants' schedules is a strategy that has been successful in community programming (HHS, 2013) It is also important to be open to adjusting the dates and times so that most, if not all, can consistently attend to the workshops. As a way to keep participants engaged, we recommend texting or emailing reminders prior to each workshop session and making follow up calls when a participant is absent.

Retention also depends on the organization's ability to engage the participants (Deakin 2012). In order to persuade participants to make an investment to attend consistently to the workshops, we recommend emphasizing the benefits of program participation to both the participants and the community and providing incentives for attendance (Deakin 2012). It is important to clearly communicate expectations for attendance, what participants will receive for meeting those expectations, and when they will receive them.

LITERACY

At the beginning of the CreAndo Lab, we encountered one participant who was illiterate. She started the workshop but did not continue. She told Hispanic Outreach that she did not continue attending because she had challenges comprehending the material of the workshop, and she felt insecure about participating in the workshop activities. Engaging illiterate participants in community programming primarily involves understanding their limitations. For future workshops we recommend to consider some practices that have been effective to engage illiterate population in general trainings.

Some of the effective strategies and accommodations (Moriano 2017; Clayton 2012) include using pictures and drawings instead of words on forms and handouts. Also, it is pertinent to limit visual representations to those with universally recognized meaning, and to use vivid storytelling. In regards workshop activities, incorporating interactive activities with simple and clear instructions, and developing a system of indicators to know if content is understood, could be helpful for engaging low-literacy participants. Finally, it is important to ensure that participants receive the intended message before leaving the program session. We recommend opening a time frame at the end of each session where participants can ask questions and can get their doubts addressed.

Appendix

APPENDIX A - Brainstormed Ideas

HEALTH

- Outdoor competition events
- Make informational brochures about health providers (in hospitals, chiropractors, etc.)
- Physical exams for people
- Running
- Sleeping better
- Change our diet/nutrition
- Workshops/classes on health prevention
- Educate
- Discussion groups
- Nutrition classes
- Know the different parks
- More information in Spanish about recreational and sports activities for kids
- To be well emotionally
- Have a walking club for adults, five days a week (Monday through Friday)
- Find solutions to our needs
- To know about our health
- Information about physical education
- Have brochures and teach
- A talent show for Hispanics

- Promote information about where there are exercise classes
- Talks on nutrition
- Go swimming at the Y
- Do more family physical activities
- A page on the internet about nutrition
- Annual checkup with the doctor
- Yoga
- Eat at least three meals a day

LAW ENFORCEMENT

- Use social media to create awareness about ID project and connect with Hispanic community in RW
- Disseminate information on Facebook about the project
- Conduct a "census" of local Hispanic through a poll
- Collection information through Hispanic Outreach
- Organize community events to give information about the project
- To work as a team and join forces
- Ask authorities for more bilingual information

WELCOMENESS

- Put information in Hispanic venues (stores)
- Get the churches involved
- Connect the Hispanic organizations
- Celebrate Latino National holidays
- Have Latino events for the entire RW community (including non-Hispanics)
- More bilingual workers
- Have socializing and Networking events/parties for Latinos to get to know each other
- Involve the Latino community with Hispanic Outreach
- 24h phone service line
- Have more volunteer groups
- Have sign that have information about where to find the Latino community
- Build a database with phones, email and addresses
- Tourist tour in Spanish
- Making informative workshops on the weekend

APPENDIX B – Ideas Classification

Area of Study	The rational choice	The most likely to delight	The darling	The long shot
Health	<ul style="list-style-type: none"> • Share tips on Facebook • Invite the Y Club to support us • Walking club • Nutrition classes while people wait at the Care Clinic 	<ul style="list-style-type: none"> • Weekly exercise classes • Cooking classes • Mini Olympics 	<ul style="list-style-type: none"> • Have exercises outside for the community and for families • Challenges and competitions with incentives for the best performer • Volunteer trainers • Sleep for at least 8 hours a night 	<ul style="list-style-type: none"> • All the rest of ideas from the brainstorming activity
Law Enforcement	<ul style="list-style-type: none"> • Have meeting with the police station • Identify the types of police • Know more about transit signs 	<ul style="list-style-type: none"> • K Wing radio station to disseminate information related to resources 	<ul style="list-style-type: none"> • Obtain ID from the city • Municipal identification 	<ul style="list-style-type: none"> • Census of the population • Study rules to get a licenses
Welcomeness	<ul style="list-style-type: none"> • Put information in Hispanic gathering places • Involve Spanish churches • Contact Hispanic organization 	<ul style="list-style-type: none"> • 24 hour phone line • Involve more Hispanic services • Celebrate national traditions 	<ul style="list-style-type: none"> • Socialize • Have more volunteer groups 	<ul style="list-style-type: none"> • Give tours for Spanish tourists • Have more Latino staff

APPENDIX C – Projects' Feedback

Domain of Study	What worked well?	What could be changed/improved	Questions from the audience	Ideas to complement the project
Health	<ul style="list-style-type: none"> Clear needs, idea, plan action and resources Body language Focus Highlights the importance of parents role modelling 	<ul style="list-style-type: none"> Introduce yourselves at the beginning Provide specifications of the timeline 	<ul style="list-style-type: none"> Who will lead the activities? How will they get the materials? What to do in case someone gets injured? 	<ul style="list-style-type: none"> Have publicity and promote through posters in churches, clinics, and laundromats. Word of mouth
Welcomeness	<ul style="list-style-type: none"> Specific plan simple and real Important topic Recognition of Hispanic Outreach 	<ul style="list-style-type: none"> Before starting the action plan explain why Hispanic Outreach Change the sequence of your presentation to explain the need, idea, benefit and plan of action Use facts 	<ul style="list-style-type: none"> How would you include more people from the community to implement the idea? 	<ul style="list-style-type: none"> Organizations could share information to publish or share on FB Form a work committee Use stats of the needs assessment survey
Law Enforcement	<ul style="list-style-type: none"> Gave examples Confident Important themes 	<ul style="list-style-type: none"> Identify the first steps to implement the idea Give examples related to the need of a local ID. Figure out from what country they come from and how long have they been here for 	<ul style="list-style-type: none"> How would you overcome the fact that people are not comfortable to give out personal information? What would motivate local officials to give out IDs? 	<ul style="list-style-type: none"> Investigate how to make valid a collection of signatures Make a poll/sondeo collecting people's personal info and if there is public interest Examples of when to use the local ID such as open bank account, school ID

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