

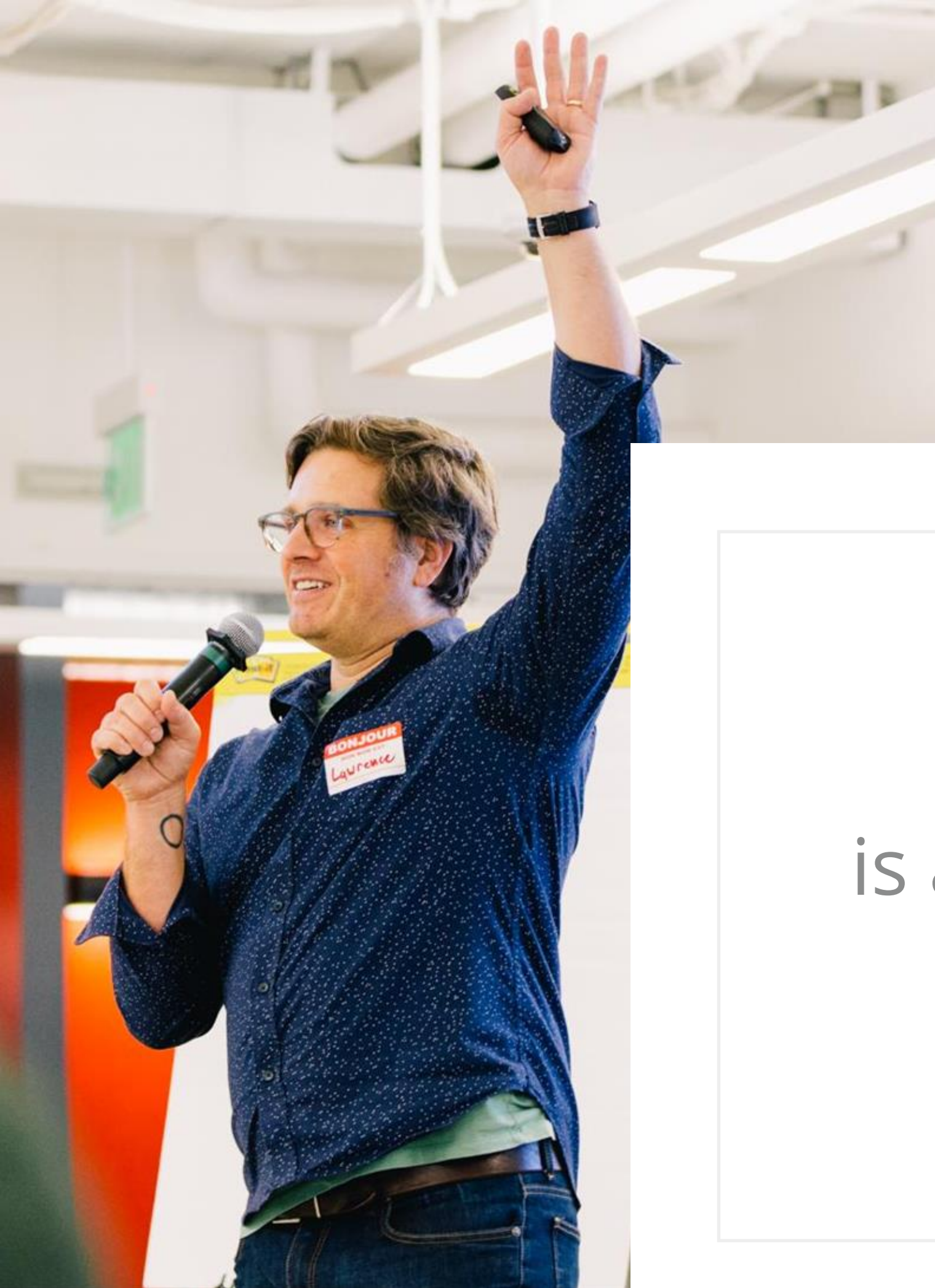
# Human-Centered Community Engagement

*Applying design to your engagement strategy*

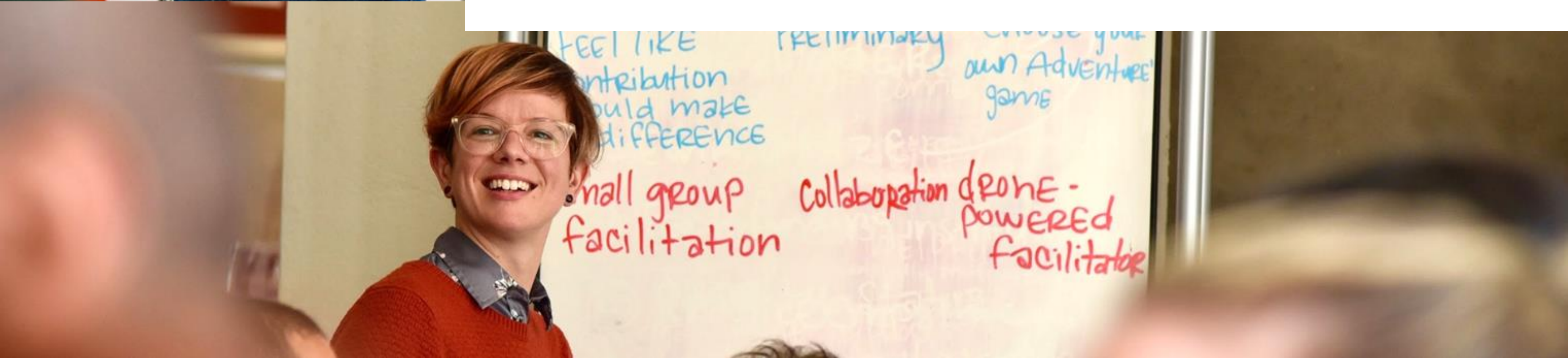
Cristelle Blackford, Chief Engagement Officer  
May 12, 2020







is a civic innovation consulting firm that  
**co-designs solutions** to our most  
pressing public problems.





# What we do



## Improve Programs & Services

Applied HCD  
Service Design  
Strategic Planning



## Build Internal Capacity

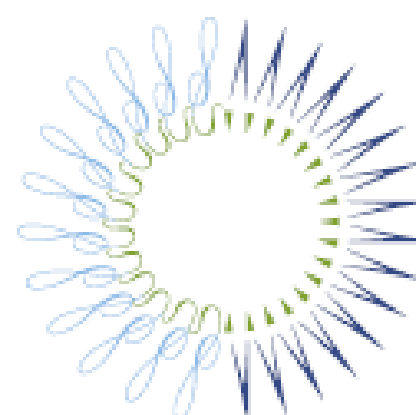
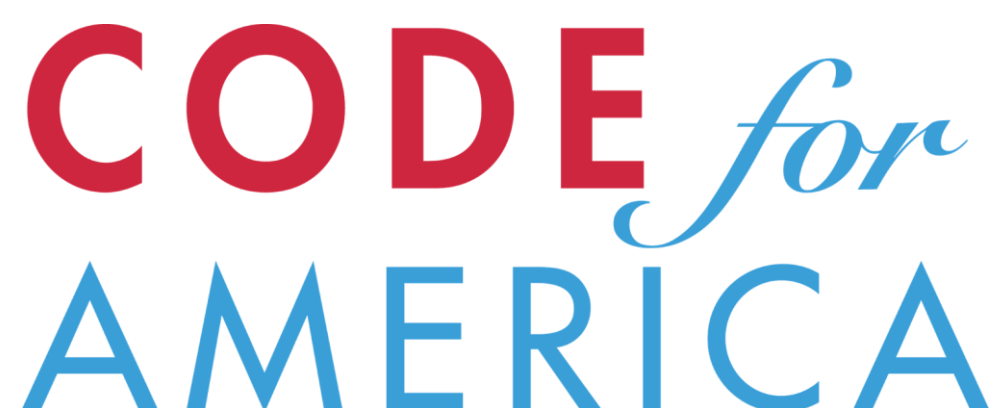
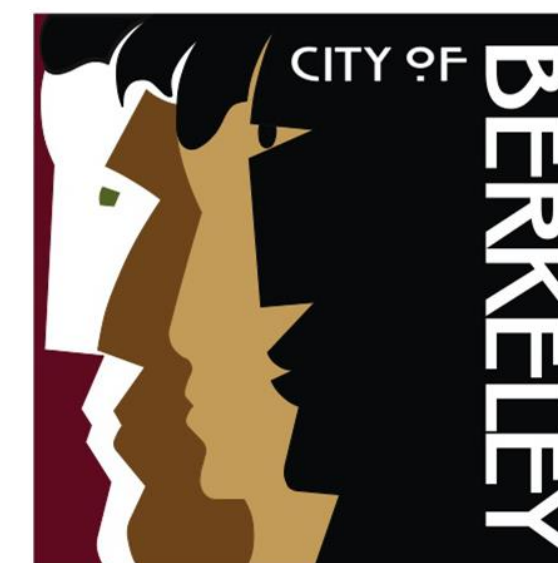
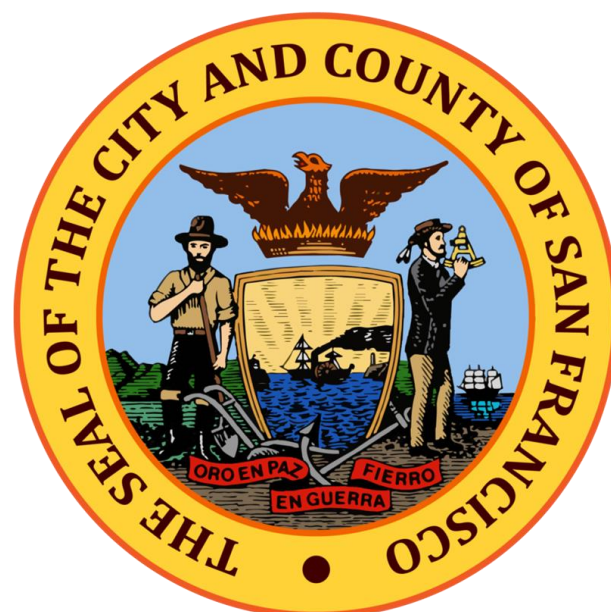
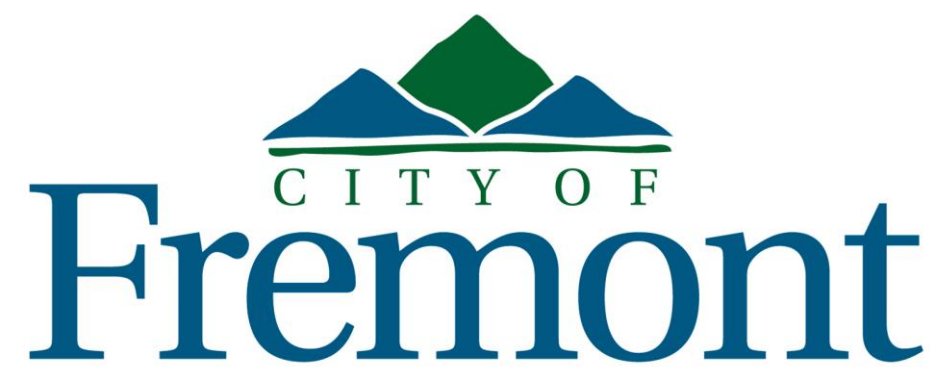
Organizational Development  
Change Management  
Trainings



## Increase Engagement

Engagement Strategy  
Stakeholder Engagement  
Communications  
Facilitation







# Today's Agenda

■ 60 minutes

## 1.Theory:

- Human-centered design (HCD)
- Applying HCD to community engagement
- Case studies

## 1.Reflect & Discuss:

- Share engagement challenge
- Explore application of HCD to your challenge

# Human-Centered Design

# POLL

**Rate your level of knowledge/experience with human-centered design (design thinking):**

a. I've never heard of it

b. I've heard of it

c. I've read about it or studied it, but haven't applied it

d. I have applied it a little bit in my work

e. I apply it in my work all the time

# Design Thinking / Human-Centered Design

## 1. EMPATHIZE:

User data, surveys, interviews or observations.

## 2. DEFINE:

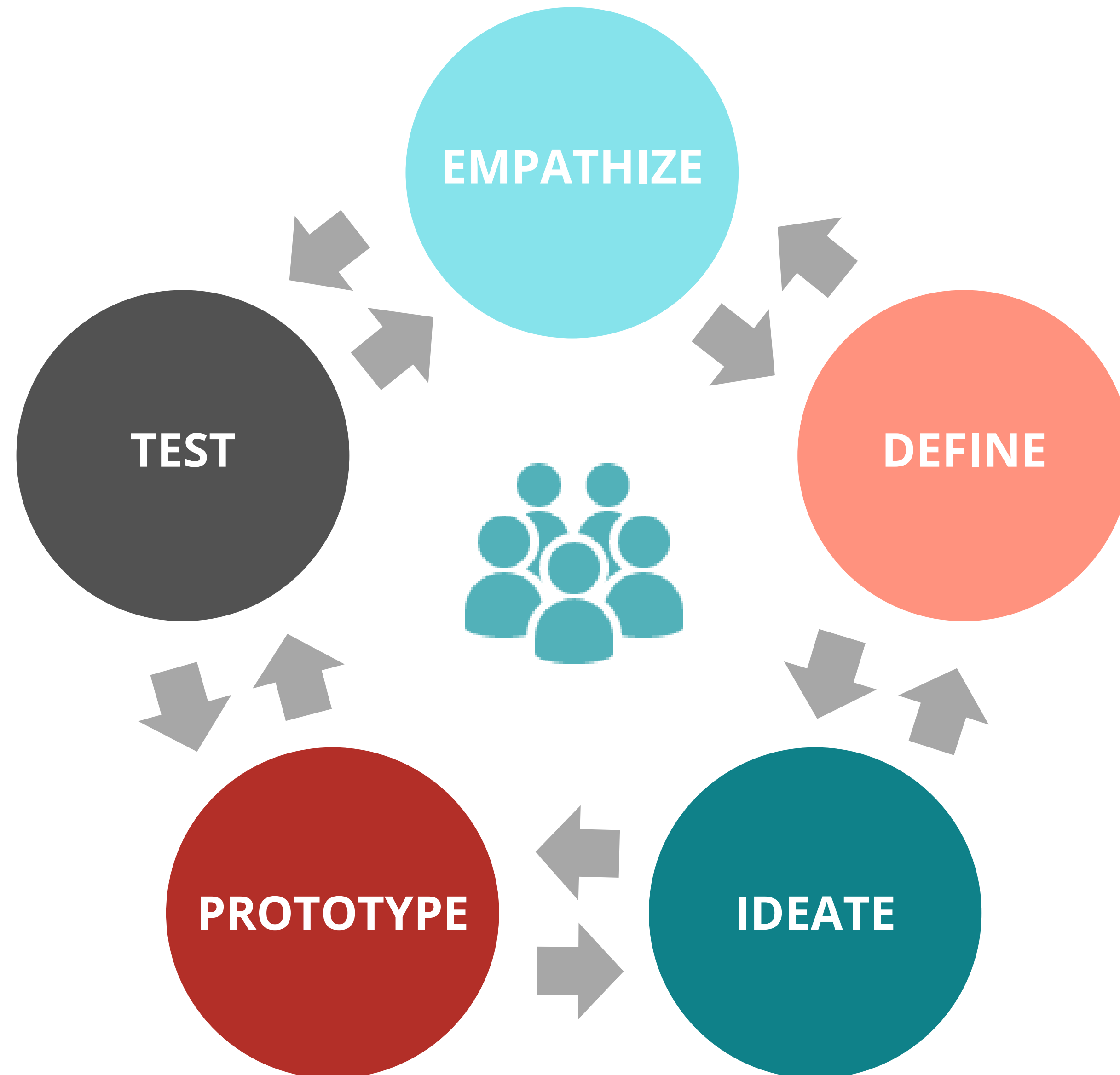
Clarify the challenge from the users' point of view.

## 3. IDEATE

Quickly brainstorm many solutions to the challenge.

## 4. PROTOTYPE

Build a physical representation of your best idea to **TEST** with the end users.





# ■ What is Human-Centered Design (HCD)?

- **Design thinking** = Problem solving & designing by focusing on end-user needs
- **Human-centered design** = Problem solving & designing together with end-users at every step of the design process. *i.e., designing with (not for) your community members and stakeholders.*

# ■ Why do Human-Centered Design?

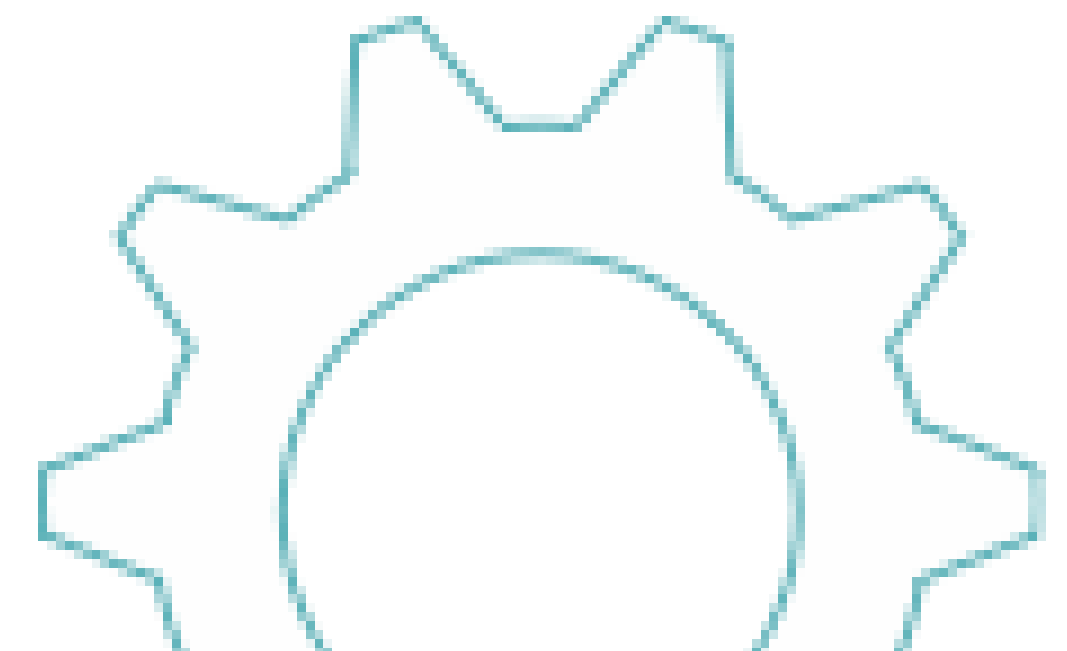
Collaboration, real-world testing and rapid iteration help to:

- Increase creativity
- Mitigate assumptions
- Avoid expensive mistakes
- Create better solutions that meet real needs



A large, faint, light blue outline of a gear is positioned on the left side of the slide, partially behind the text.

**What can happen when we don't use  
Human-Centered Design?**





HealthCare.gov

Learn

Get Insurance

Log in

Español

HELP

# Welcome to the Marketplace

The Health Insurance Marketplace is open! Enroll now in a plan that covers essential benefits, pre-existing conditions, and more. Plus, see if you qualify for lower costs.

Individuals & Families

Small Business Owners



CHOOSE YOUR STATE AND  
WE'LL TELL YOU YOUR  
NEXT STEPS

Texas

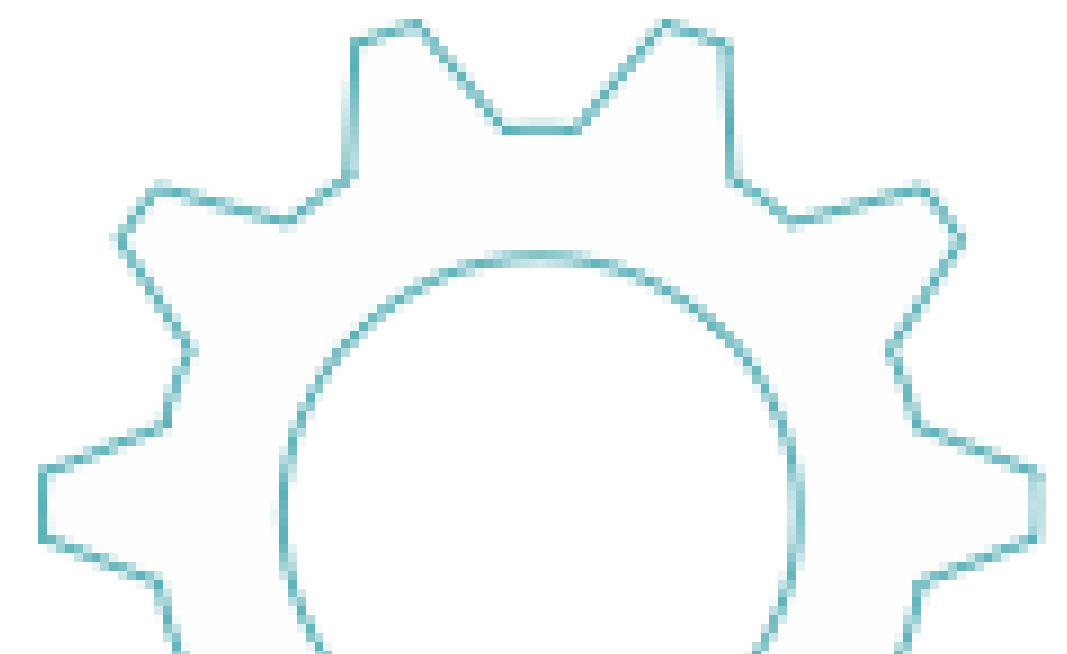
If you live in Texas, you'll use this website, HealthCare.gov, to apply for coverage, compare plans, and enroll. Specific plans and prices are available now and coverage can start as soon as January 1, 2014.

APPLY NOW





**Questions?**



# Human-Centered Community Engagement



**"THIN"**

Increasing Impact on the Decision

**"THICK"**

**PUBLIC  
PARTICIPATION  
GOAL**

**PROMISE TO  
THE PUBLIC**

INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
To provide the public with balanced and objective <b>information</b> to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public <b>feedback</b> on analysis, alternatives and/or decisions	To work directly with the public throughout the process to ensure that public concerns and aspirations are <b>consistently understood and considered.</b>	To <b>partner</b> with the public in each aspect of the decision including the development of alternatives and the <b>identification of the preferred solution.</b>	To place <b>final decision making</b> in the hands of the public.
We will keep you <b>informed.</b>	We will keep you informed, <b>listen to and acknowledge concerns</b> and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to <b>ensure that your concerns and aspirations are directly reflected</b> in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and <b>incorporate your advice and recommendations into the decisions</b> to the maximum extent possible.	We will <b>implement what you decide.</b>

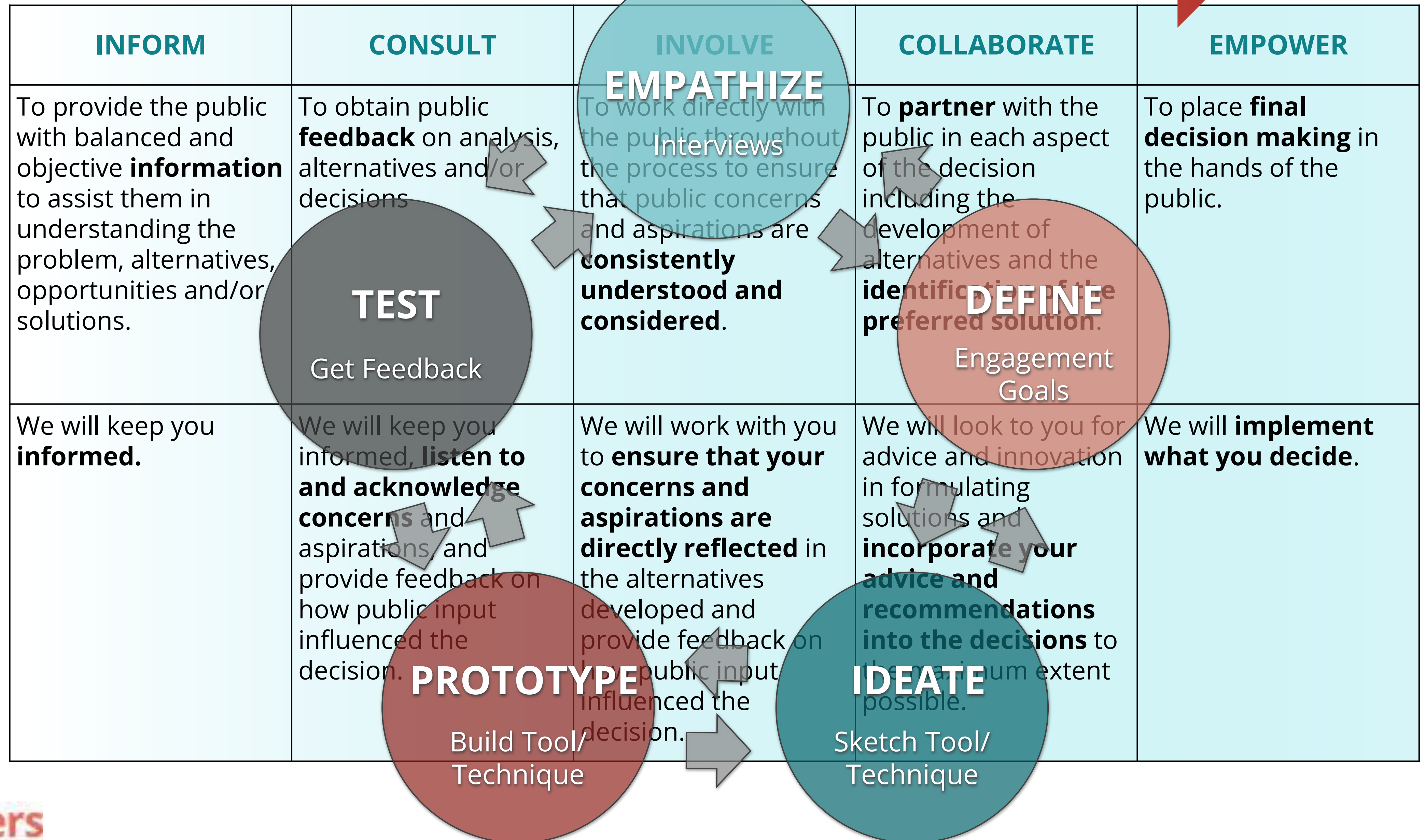
“THIN”

Increasing Impact on the Decision

“THICK”

**PUBLIC  
PARTICIPATION  
GOAL**

**PROMISE TO  
THE PUBLIC**





## ■ Opportunities to apply HCD to P2

- Informational materials
- Online forms, surveys, etc.
- Messaging & language
- Outreach campaign design
- Event design
- Community engagement strategy
- HCD as engagement process

**“THIN”**



**“THICK”**

# ■ Common Engagement Timeline



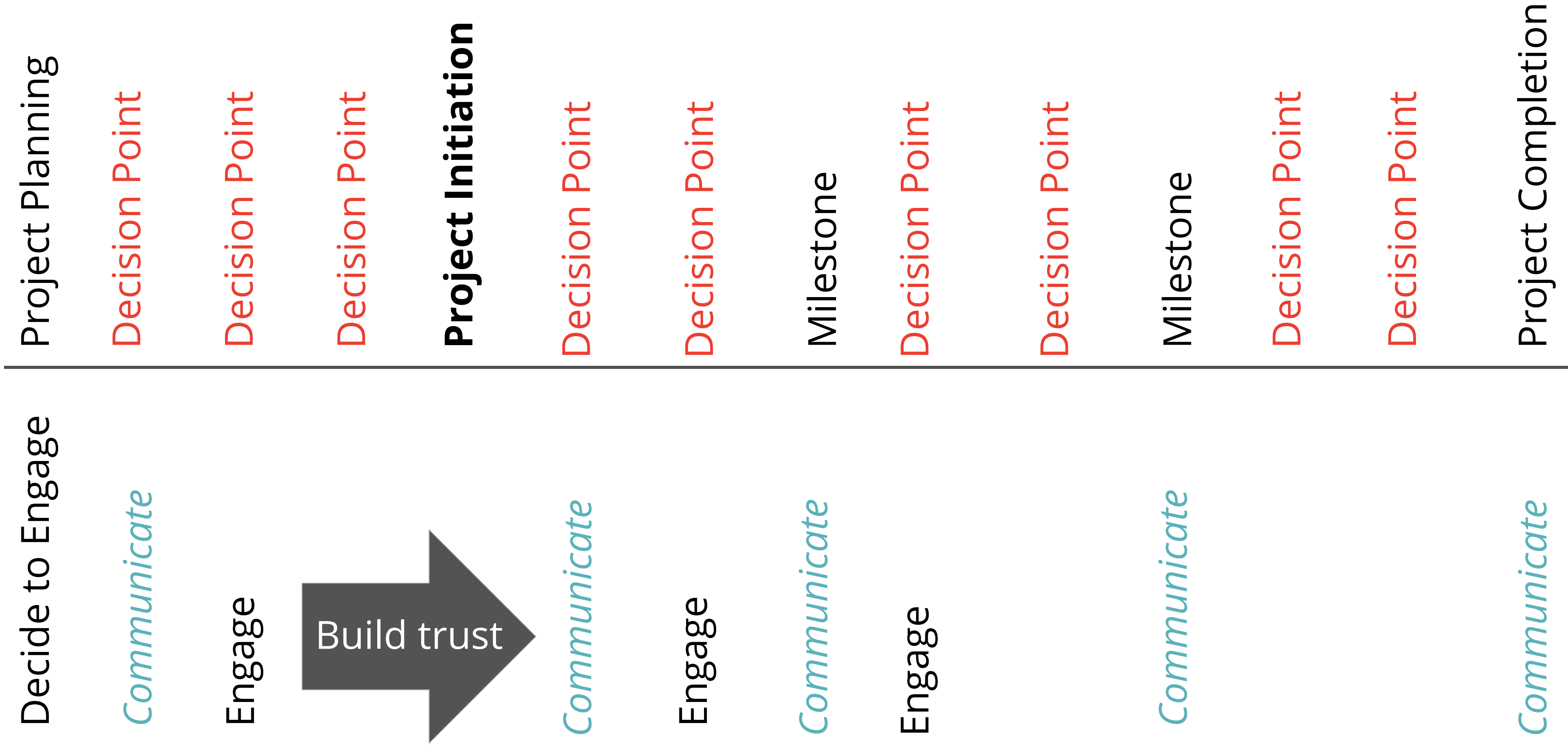
Decide to Engage



Engage

Engage

# ■ HCD Engagement Timeline





# ■ Human-Centered Community Engagement

***Ask people how they want to engage & design with them!***

- Builds **ownership** and **trust**
- Minimizes **assumptions**
- Produces more **sustainable and equitable** outcomes
- Fosters **creativity**, collaboration, & continual improvement
- Saves **time & resources**



# Case Study

City of San Jose

## Digital Privacy Principles

The City needed a way to engage its largest immigrant groups in creating citywide digital privacy principles.

We co-created an engagement approach to reach Spanish and Vietnamese community members with community leaders & nonprofits.





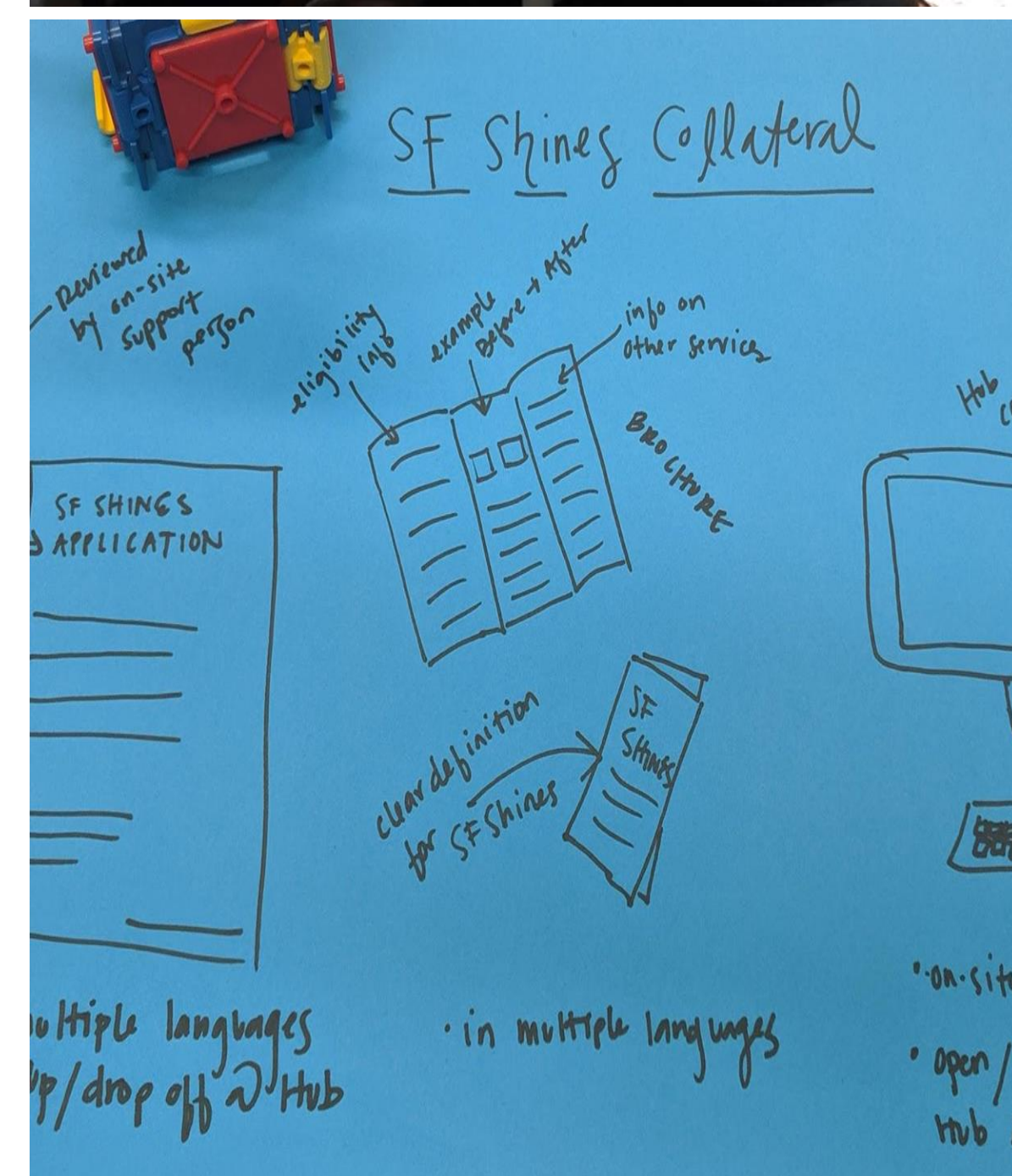
# Case Study

City and County of San Francisco

## SF Shines *Program Evaluation*

SF Shines Program, which gives grants to small businesses for storefront façade improvements & interiors, needed to evaluate its areas for improvement and create a better experience for its grantees.

We engaged business owners in every step for the HCD process, from **identifying challenges, brainstorming solutions** and **testing prototypes** of improvements.



### How to Complete the Application

#### Before you Begin

If you need help completing the application, there are partner nonprofits throughout the City available to assist you. Our partners can provide translation or accessibility support by helping you complete the application or filling it out on your behalf.

To connect with a local partner or to request further help, contact us at: [sfshines@sfgov.org](mailto:sfshines@sfgov.org).

#### Overview of the Application Process



##### Step 1. Application Form

Submit a program Application Form. (Note: if you haven't yet received a copy of the application, request one online [a link will be added when/if the feature is available] or call the front desk: 415-554-6969).



##### Step 2. Financial Assessment

Next, a staff member from SF Shines will connect you with a small business consultant. Your consultant will conduct the Financial Assessment stage. The consultant refers businesses to the Review Committee if they determine it will still be open at least three (3) years from now.



##### Step 3. Approval by Review Committee

The SF Shines Review Committee will review your Application Form and Financial Assessment.



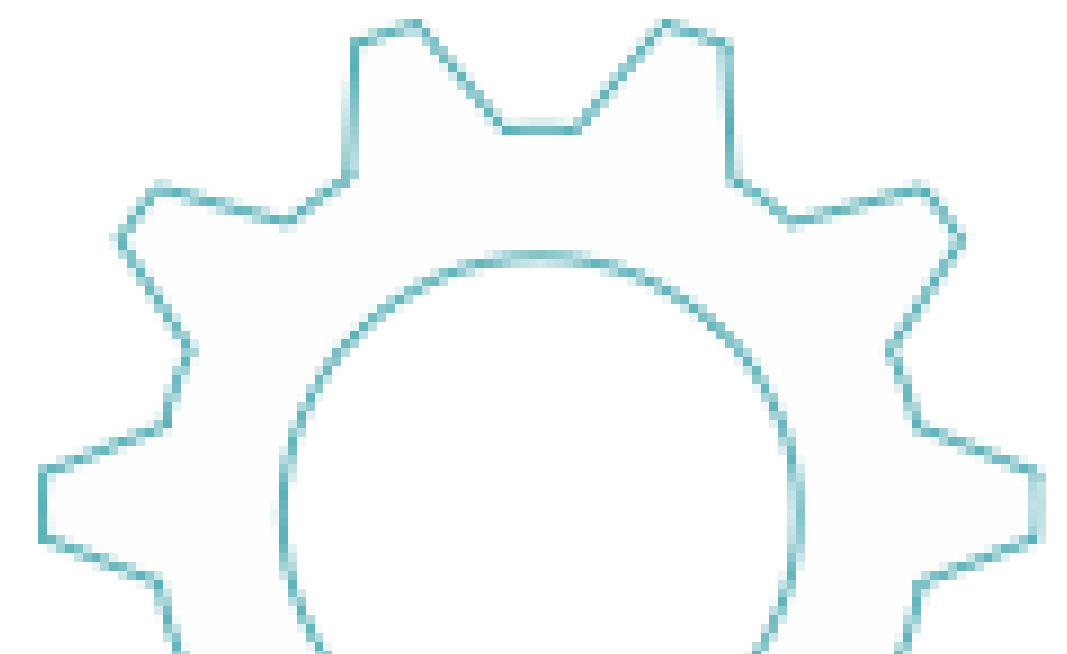
##### Step 4. Grant Award & Scope

If approved, you will receive an award letter with your grant amount and scope of work.





**Questions?**



# Reflect & Discuss



# Applying HCD to Your Engagement Challenge

## ***Share in Questions:***

- What are your engagement goals?
- What are the constraints or challenges you are facing in achieving those goals?

\_\_\_\_\_

—  
(Your agency / organization / department / division )

needs a way to

\_\_\_\_\_ (insert outreach/engagement goal)

\_\_\_\_\_

—

However, \_\_\_\_\_

\_\_\_\_\_ (insert biggest challenge / constraint)

# Applying HCD to Your Engagement Challenge

## ***Raise your Hand to Share:***

- What are the engagement needs of your stakeholders (if known)?
- How might these needs inform your engagement strategy?

---

— (User or Person/Group you're trying to help.)

needs a way to

---

(Insert most compelling need)

---

—

because (or 'but' or 'surprisingly')

---

(Most interesting insight)

# Let's collaborate!

**Cristelle Blackford**, Chief Engagement Officer  
cristelle@civicmakers.com

**CivicMakers.com**

 **"LINKS"** civic innovation newsletter

 @civicmakers

 /civicmakers

 /civicmakers

 **CivicMakers**



# ARCHIVE

# Empathize

## 1 Ask 'what' & 'when'

6 mins (Take turns: 3 mins each)  
questions

What are your engagement needs? When was the last time you felt your ideas were genuinely heard and considered?

# ■ Digging Deeper

- Dig deeper to unearth hidden assumptions
  - Assumptions often lead us astray because we take them as truths
- Strategy for digging deeper = The Five Whys
  - Ask a broad question to start
  - Then ask “**why**” to their response *five times in a row*
  - Go for depth; don't change the subject
  - Write down what you hear, especially the insights you gather as you go deeper



# ■ How to Listen Empathically

- **Listen to truly understand the other person**
  - Resist the urge to formulate your response
  - Avoid applying the lens of your own story
- **Listen for feeling, perspectives, and motivations**
  - Pay attention to both verbal and nonverbal cues
  - Confirm your understanding by restating what was said  
*in your own words*

# Empathize

## 2 Ask 'why' questions

10 mins (Take turns: 5 mins each)

I heard you say x.... Why did you feel that way? Tell me more.

# DEFINE: challenge statement



# Define

## 3 Capture Findings

3 mins

Stakeholder Needs:

Insights:

## 4 Define Point of View

2 mins

\_\_\_\_\_  
(User or Person/Group you're trying to help.)

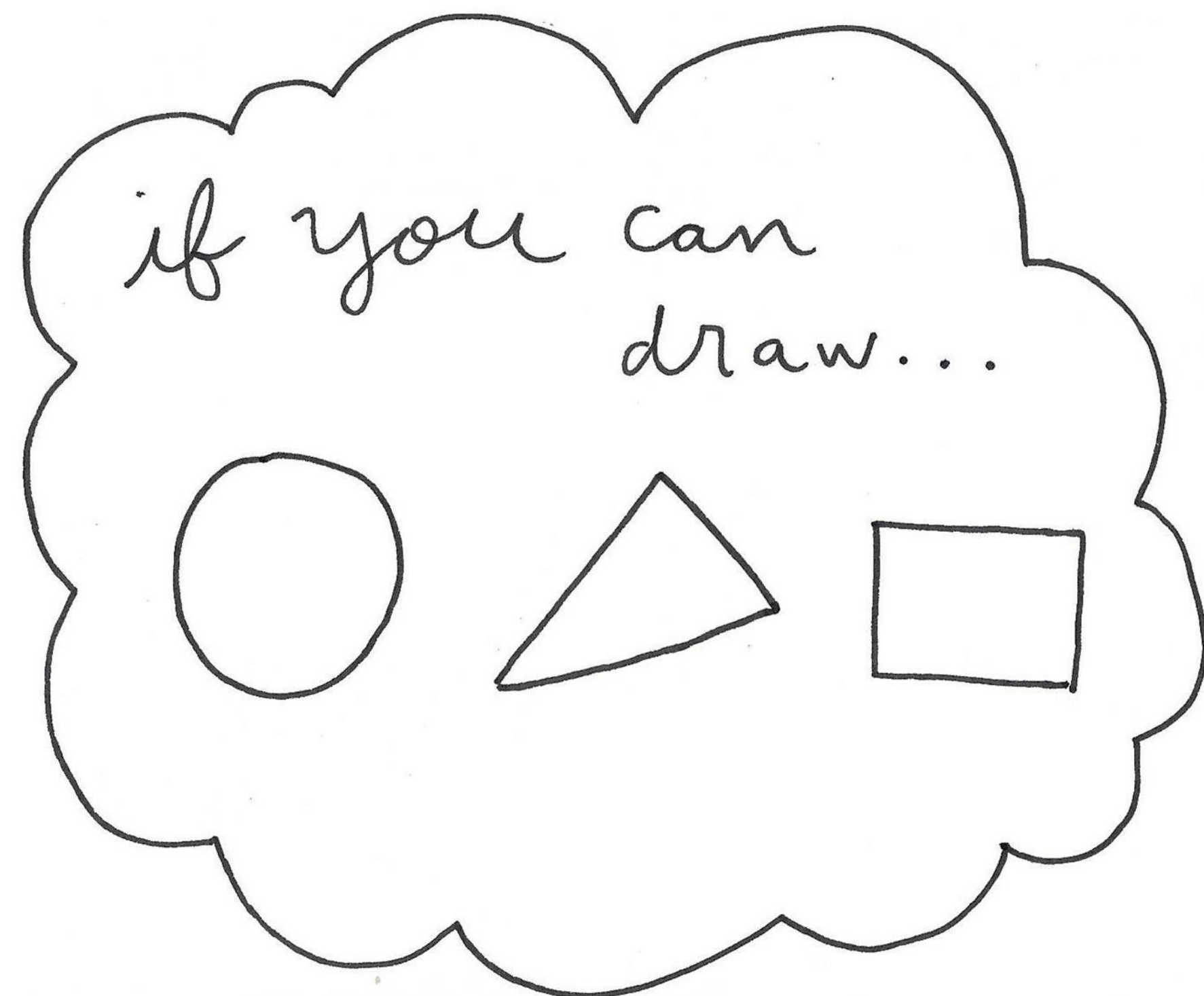
needs a way to

\_\_\_\_\_  
(Insert most compelling need)

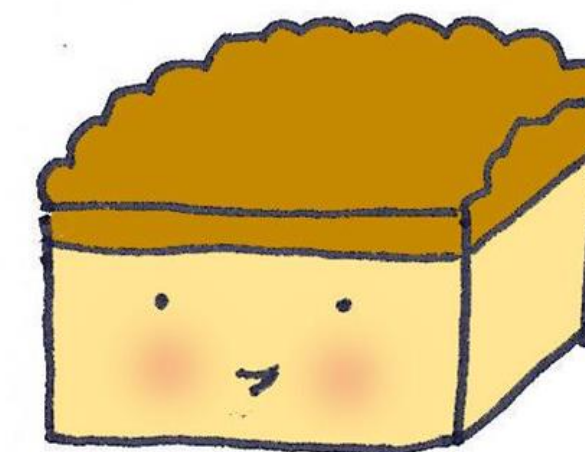
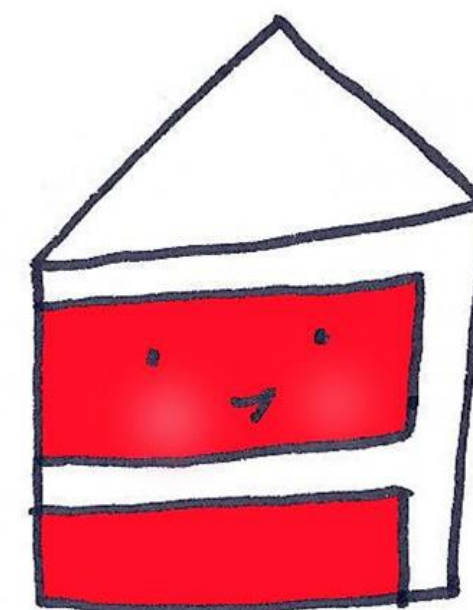
\_\_\_\_\_  
because (or 'but' or 'surprisingly')

**IDEATE:**  
**Sketch your**  
**ideas!**



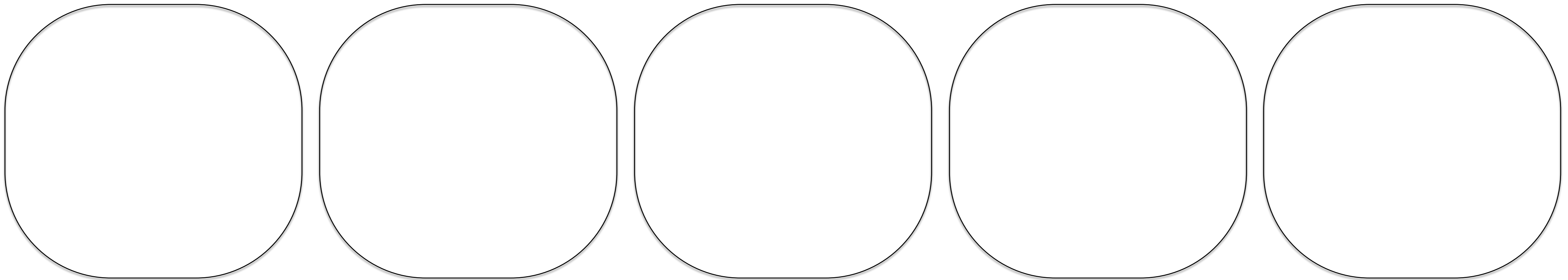


well  
then, you can  
ALSO draw...



# Ideate

**5** Sketch five different ways to meet your stakeholder's engagement needs: 5 mins

Five empty rounded rectangular boxes arranged horizontally, intended for sketching five different ways to meet stakeholder engagement needs.

**6** Share ideas with your stakeholder & record feedback:  
6 mins (3 mins each)

Refined understanding of needs:

Additional insights:

**PROTOTYPE:**  
**Sketch what**  
**you will build**

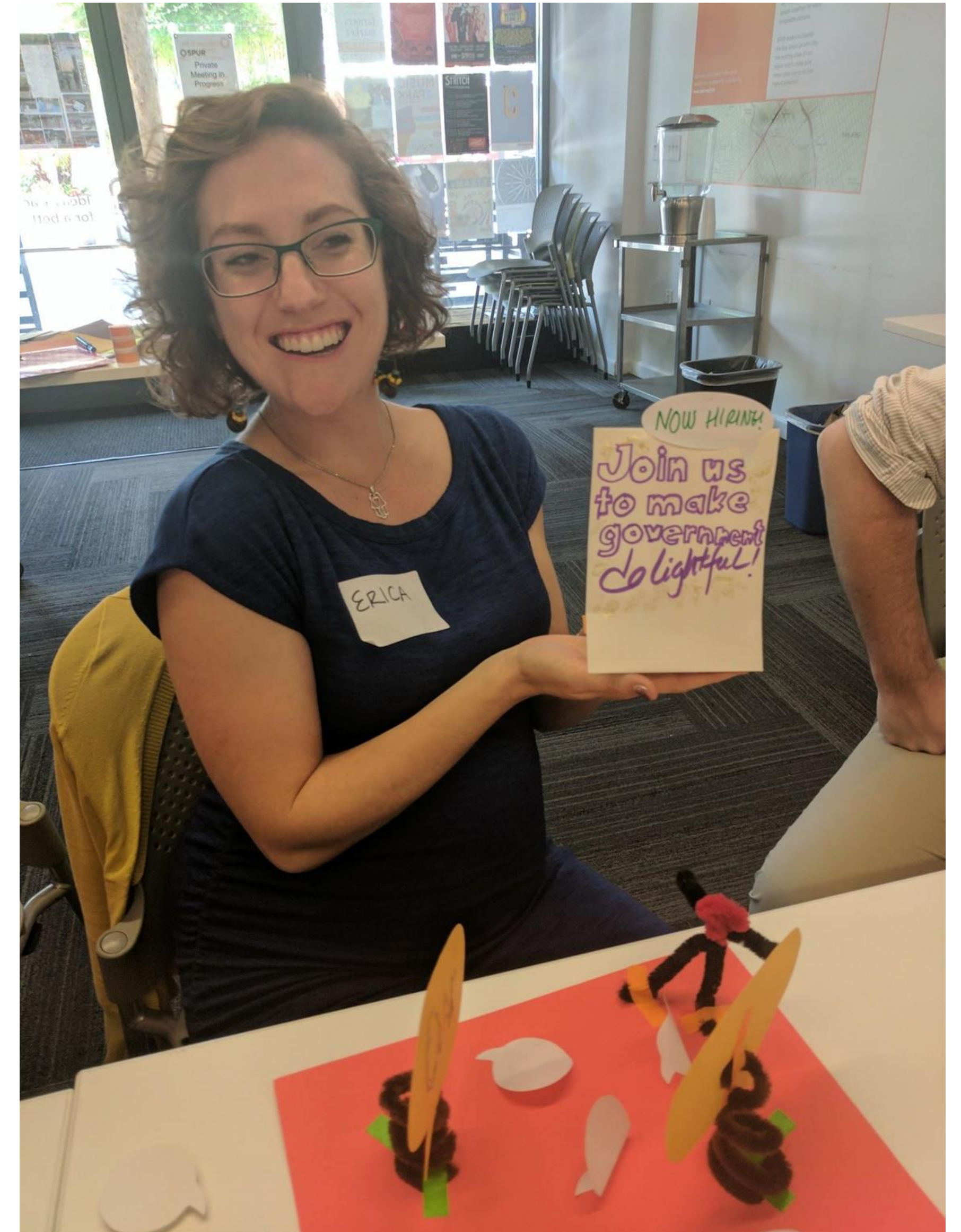


# What is **prototyping**?

- A useful way to explore ideas for solutions and learn more about the needs of the people you are designing for.
- Prototypes make your ideas **tangible** and allow people to **interact** with and respond to your ideas in a *more realistic* way than a written or verbal description.

# Types of **prototypes**

- **Building** - a **physical** representation of your solution
- **Experience** - allowing your users to **experience** something about your solution





# Prototype example: **building**

## Challenge Statement

To overcome institutional barriers to higher education, high school students in Stockton, CA need more information and resources about college opportunities.





# Prototype example: **experience**

## Challenge Statement

City of Fremont, CA

Human Services

Department needed a way to provide information and applications to community members without making them wait in line.





# Prototype

## 7 Reflect and revise your design

3 mins

Sketch your new and improved stakeholder engagement idea.

**TEST:**  
**Back to**  
**Empathy!**



# Test

## 8 Share your design and get feedback

(6 mins) (3 mins each)

 What worked:

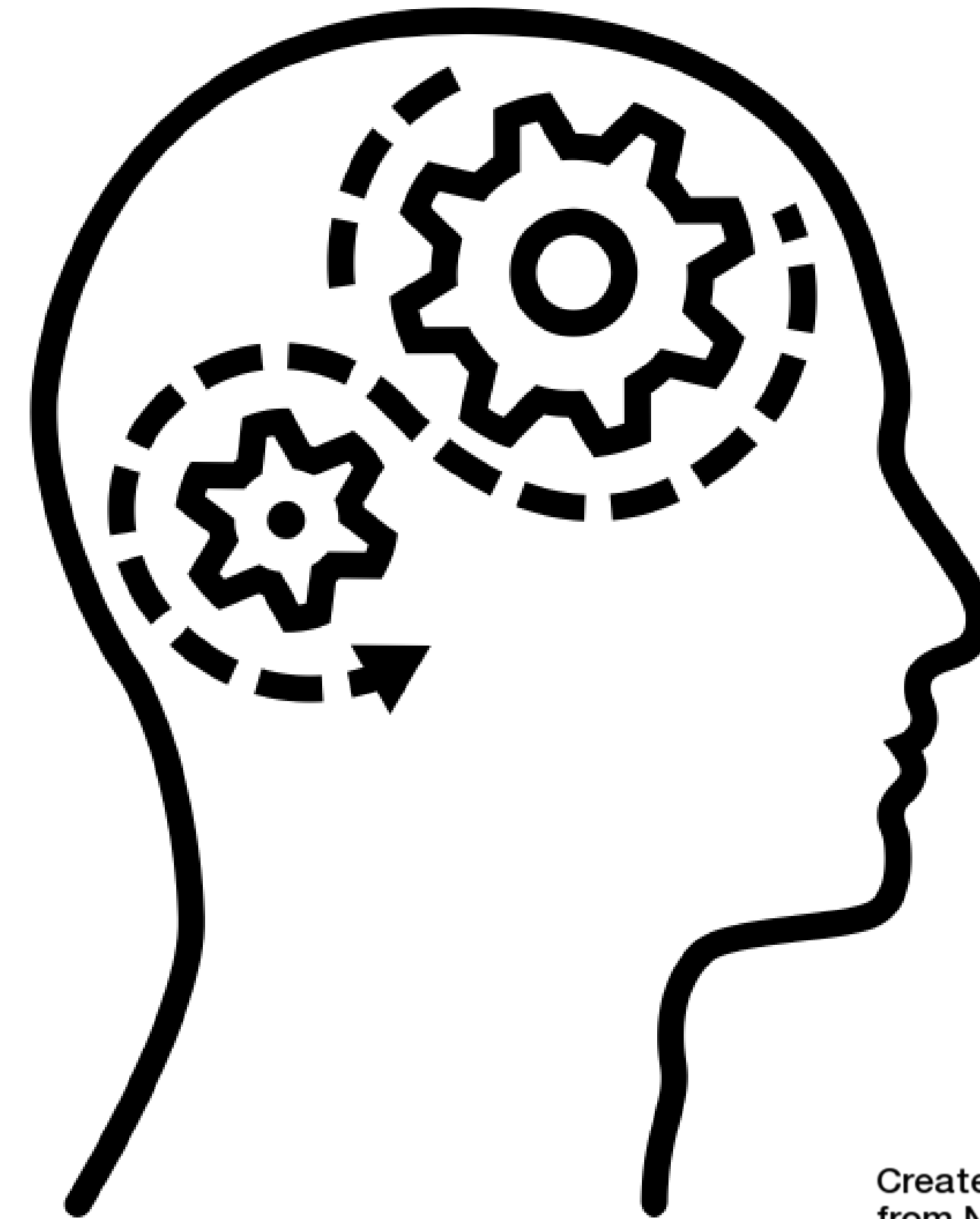
 What could be improved:

 Questions:

 Ideas:

# ■ Recap & Reflection

- What insights did you have?
- How might you apply this to your work?



Created by Laymik  
from Noun Project