

## Capital Projects Advisory Review Board Shared Commitments Survey Results

December 9, 2021

The results of the survey are listed below. Fifteen (15) board members completed the survey. The five Shared Commitment themes are in bold lettering with the rank order from highest to lowest listed below the theme. Highlighted commitments are ones a board member(s) marked as “cannot agree to this commitment” and will be removed from the theme. Below the rank order are my initial recommendations based on the complete list of commitments in each theme (I gave one example in Respect for combing commitments).

We will spend time together on the 9<sup>th</sup> in our recess breakouts, reviewing each list, combining like commitments, ensuring those that did not complete the survey have a voice in the process, reviewing the five (5) comments included in the survey, and removing any commitments that cannot be agreed to.

### Respect

1. Listen first before you speak.
2. Speak respectfully with candor and be mindful of the positive or negative impact.
3. Not judging right away, being open minded.
4. Speak openly and honestly.
5. Respectful communication.
6. Be honest.
7. Show respect to members and their opinions regardless of your own opinion.
8. Respectful opposition/don't take things personally.
9. Engagement at a respectful level with each team member.
10. Okay to disagree.
11. Be deliberative not political.
12. Don't take things personally.
13. Brave space.

Initial recommendations for the “Respect” Shared Commitments:

- Combine #1, 2, 4
  - o Example “Listen first before you speak, speaking respectfully with candor while being mindful of the impacts and remaining open and honest.”
- Combine #7, 8, 10
- Remove #13

### Listen To Understand

1. No single voice should dominate.
2. Listening without judgment.
3. Active listening (6 key skills): Pay attention, withhold judgement, reflect, clarify, summarize, share.
4. Listen first (speak/opine second).
5. Engaged listening, exploring other's perspectives.
6. Commit to understanding different viewpoints.
7. Appreciate candor even in difficult situations, let everyone get their words out.
8. Listen and allow others to speak.
9. Being able to hear, consider and adopt other perspectives.
10. Listen and seek clarity.
11. Provide leverage for those voices that are not being heard to be heard.

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12. Open to all feedback.
13. Humble entry with engagement of another idea.
14. Knowing you are being heard - repeating back, not adding our own bias.
15. Make time/space for conversations even if they are outside of the meeting.
16. **Speak up.**

Initial recommendations for the “Listen to Understand” Shared Commitments:

- Combine #2, 3, 4, 8, 10
- Remove # 9, 16

**Accountability**

1. Coming to meetings, participating, following thru on the work and commitments you made.
2. Important to make expectations very clear.
3. Participate honestly.
4. Being clear on your responsibilities.
5. **Follow thru. If you can't follow thru own it.**
6. Unafraid to address problems.
7. Embrace change, understand it can be hard.
8. Hold each other accountable.
9. Open communication.
10. Calling in versus calling out.
11. Treat people equally, no special treatment/bias.
12. Humble engagements.
13. Make ideas with the motivation to be better.
14. Individual calling in to people not observing the norms is preferred, but there are instances where you need to correct factual inaccuracies.
15. Common understanding of norms.
16. Leadership follows up behind the scenes if norms are violated.

Initial recommendations for the “Accountability” Shared Commitments:

- Combine #6, 8, 10, 14, 16
- Combine #2, 4, 15
- Remove #5

**Purpose/Results Oriented/Efficient**

1. Stay focused on the purpose of CPARB.
2. Clear understanding of the agenda and the purpose of the board.
3. Come prepared and with due diligence on meetings.
4. More meaningful, results oriented meetings.
5. Individual preparation for the meeting.
6. Clear expectations, roles, responsibilities.
7. Show up as open as possible - to listen and learn.
8. Use agendas.
9. No personal agenda.
10. Keep alternative delivery processes efficient.

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Initial recommendations for the “Purpose/Results Oriented/Efficient” Shared Commitments:

- Combine #1, 2, 8
- Combine #3, 5, possibly 7

**Inclusion**

1. Inclusive participation - asking questions, inviting others for their thoughts, strong facilitation - give time in the discussion.
2. Seek multiple perspectives.
3. Balancing interest of different groups.
4. Open to all feedback, everyone should be heard and hold each other accountable.
5. Acknowledging imbalance in relationships.
6. Be comfortable with being uncomfortable.
7. Compromise is not a bad thing.
8. Expected to have your own opinion.
9. Ensure appropriate team members are included the right way and at the right time.

Initial recommendations for the “Inclusion” Shared Commitments:

- Combine #3, 9
- Combine #4, 8
- Remove #5, 7

**Comments to consider:**

- We represent a stakeholder group. Each is an important and equal voice at CPARB. A few of the commitments are worded in a manner to assign a negative to a stakeholder being steadfast in their position. I think we should talk about this.
- What does it mean to hear, consider and adopt other perspectives? This seems to be a point of contention at times...when members do not adopt...a position other hold dear. I can hear and consider and enter conversation with this - within CPARB the adoption of other perspectives is advocacy at it's finest. If the first two are accomplished - but not the last - clarity with stakeholder and who they represent is transparent. This is what functioning board do. It's normal for a board to agree to disagree publicly. We are also a forum to hear why a stakeholders position is important "around the table".
- Just as CPARB is clear with our roles and responsibilities - we are not a compliance board. Thus - conversations and follow up after a meeting with individual members is important. This is useful with the remote or virtual forum we currently meet. I encourage and practice this with fellow members.
- Possibly revisit or take a few minutes and discuss what CPARB's founding goals are. How are they relevant today? How do we include important social metrics to making alternative delivery an efficient competitive, transparent and equitable method to procure and build public projects?
- Recommendation (via Santosh) of the book “Caste” by Isabel Wilkerson to help the Board gain a perspective on inclusion and the context of human rankings we live each day.