



**Beverly Hills City Council Liaison / Strategic Planning Committee will conduct a Meeting, at the following time and place, and will address the agenda listed below:**

**CITY HALL  
455 North Rexford Drive  
2<sup>nd</sup> Floor, Council Chamber  
Beverly Hills, CA 90210**

**Thursday, June 21, 2018  
5:00 PM**

**AGENDA**

- 1) Public Comment
  - a. Members of the public will be given the opportunity to directly address the Committee on any item not listed on the agenda.
- 2) Proposed Strategic Planning Committee Meeting Dates July – December 2018
- 3) Committee Ground Rules Discussion/Action
- 4) Developing the Committee's Work Plan
- 5) Review Mission and Vision Statement
- 6) Adjournment

A handwritten signature in black ink, appearing to read "Byron Pope", written over a horizontal line.

**Byron Pope, City Clerk**

**Posted: June 18, 2018**



In accordance with the Americans with Disabilities Act, Conference Room A is wheelchair accessible. If you need special assistance to attend this meeting, please call the City Manager's Office at (310) 285-1014 or TTY (310) 285-6881. Please notify the City Manager's Office at least twenty-four (24) hours prior to the meeting if you require captioning service so that reasonable arrangements can be made.

# **Item 2**



**CITY OF BEVERLY HILLS**  
**POLICY AND MANAGEMENT**

**MEMORANDUM**

**TO:** Strategic Planning Committee  
**FROM:** Cynthia Owens  
**DATE:** June 21, 2018  
**SUBJECT:** Proposed Strategic Planning Committee Meeting Dates July - December 2018

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Below is a list of proposed Strategic Planning Committee meeting dates from July through December 2018 for review and approval. A full list of holidays and events is listed after the Committee dates for reference. Committee members may suggest that meeting dates be moved or canceled depending on availability of Committee members.

<u>Date</u>	<u>Notes</u>
July 5	Day after July 4 <sup>th</sup>
July 19, 2018	
August 2, 2018	
August 16, 2018	
September 6, 2018	
September 20, 2018	Yom Kippur is on September 18-19
October 4, 2018	
October 19, 2018	
November 1, 2018	Facilitator is unavailable
November 15, 2018	
December 6, 2018	Chanukah December 3-10
December 20, 2018	

**Holidays/Events:**

Independence Day	Wednesday, July 4, 2018
Labor Day	Monday, September 3, 2018
Rosh Hashanah	Monday, September 10, 2018 – Tuesday, September 11, 2018
CA League of Cities Annual Conf. & Expo	Wednesday, September 12 – Friday, September 14, 2018
Yom Kippur	Tuesday, September 18, 2018 - Wednesday, September 19, 2018

Columbus Day	Monday, October 8, 2017 – (work day set aside as Innovations Day for all employees)
New York Sales Mission Trip	Week of October 22, 2018
BH Police Black & White Gala	Tuesday, October 23, 2018
Election Day	Tuesday, November 6, 2018
National League of Cities Summit	Wednesday, November 7 – Saturday, November 10, 2018
Veteran's Day	Sunday, November 11, 2018 – City Hall Closed Monday November 12, 2018
Thanksgiving Holiday	Thursday, November 22, 2018 and Friday, November 23, 2018
Chanukah	Monday, December 3, 2018 – Monday, December 10, 2018
Christmas Day	Tuesday, December 25, 2018
New Year's Day	Tuesday, January 1, 2019

# **Item 3**



**CITY OF BEVERLY HILLS**  
**POLICY AND MANAGEMENT**

**MEMORANDUM**

**TO:** Strategic Planning Committee  
**FROM:** Karen Orlansky, Facilitator  
**DATE:** June 18, 2018  
**SUBJECT:** Committee Ground Rules Discussion/Action

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This memorandum is for the Committee's discussion and action on its ground rules.

**Background**

At the Strategic Planning Committee's meeting on June 6, 2018, the Committee reached tentative agreement on the substance of ground rules on Member Conduct and Meeting Logistics. To enable action on the full array of ground rules at the next meeting, Committee Members were asked to provide their feedback directly to me on the remaining three topics: Committee Decision-Making, Media Interactions, and the Facilitator's Role.

**Committee Ground Rules for Committee Discussion/Action**

Based on the Committee's tentative decisions on June 6<sup>th</sup> and the feedback received from Committee Members since that meeting, a final draft of the Committee's ground rules begins on the next page.

Please note the asterisks next to the 72-hour posting requirement of agenda materials before a Committee meeting (Rule 5.d, page 3.) Since the last meeting, City staff have conferred about the logistics required to meet this 72-hour rule, and would like to address the Committee about the possibility of changing the posting requirement to 48 hours before a Committee meeting.

As background, the City's legal requirement for posting the agenda for committees (such as the Strategic Planning Committee) is 24 hours before the meeting. Staff understands the Committee's interest in the longer 72-hour rule, which would provide Committee Members more time to review and prepare for the meeting. However, due to the tight turnaround of establishing the next agenda, creating materials for distribution, and the possible need to involve the City's print shop to produce the documents, staff requests the Committee consider a modified time frame of 48 hours. This would enable staff to do more work on behalf of the Committee in-between meetings and minimize production conflicts.

**Ground Rules for the Beverly Hills’ Strategic Planning Committee**

Adopted by the Committee on ~~XXXXXX~~.

The Beverly Hills Strategic Planning Committee (“Committee”) adopts the ground rules outlined below. As needed, the Committee will consider additions or changes to these ground rules.

**A. Committee Member Conduct.**

The Committee adopts the following ground rules on Committee Member conduct based on the concept that the Committee’s process should treat all parties fairly and foster effective group discussion and decision-making. The Committee agrees that:

- These ground rules apply equally to all committee members;
- All participants share the responsibility of assuring these ground rules are observed; and
- Committee members are free to question, in good faith, others’ actions that are covered by these ground rules.

<b>Committee Member Conduct 101</b>
• Be present.
• Listen politely without interrupting (even when you do not agree).
• Do not dominate the conversation.
• Speak and act respectfully at all times; avoid blaming, personal attacks, and cheap shots.
• Stay on track; keep your contributions focused on the task.
<b>Other Behaviors that Make for Effective Groups and Effective Decision-making</b>
• Speak from your own perspective and explain the reasons for your point of view.
• Test for assumptions and inferences – your own and others’.
• Do not impugn another person’s intent or motive.
• Be open to other perspectives and alternative courses of action.
• Find opportunities to praise others’ ideas.
• Deal as much as possible with facts. (Facts give opinions and feelings more credibility.)
• Disagree agreeably; regard disagreements as problems to be solved, not battles to win.
• Share all relevant information; do not withhold information for “tactical advantage.”

## **Issue B: Committee Meeting Logistics**

### **1. The Brown Act**

- a. Committee business will comply with the Ralph M. Brown Act (Government Code Sections 54950-54963), referred to as the "Brown Act."
- b. Committee Members are encouraged to ask City staff for clarifications about any Brown Act provisions throughout the course of the Committee's work.

### **2. Time and Place of Regular Meetings**

- a. Committee meetings will be held at Beverly Hills City Hall from 5:00-6:30 PM on the first and third Thursdays of the month.
- b. Committee Members will receive at least two weeks notice of any meeting changes.

### **3. Meeting Starts and Adjournments**

- a. Committee meetings will begin at the time designated on the published agenda.
- b. Committee meetings will adjourn at the time designated on the published agenda unless there is a consensus among Committee members to extend the meeting for a specified purpose and time period.

### **4. Member Attendance**

- a. Substitute Committee Members are not allowed.
- b. Committee Members unable to attend a Committee meeting are expected to watch the video of the meeting he/she missed before attending the next meeting.
- c. Committee Members are encouraged to attend all meetings in person. However, Members can participate remotely by phone or video if attendance in person is not feasible. (Note: For compliance with the Brown Act, remote participation requires the posting of the meeting at the remote location.)

### **5. Committee Meeting Agendas**

- a. City staff will work collaboratively with the Committee Chair and facilitator to develop the agenda packet for each meeting.
- b. Committee Members are encouraged to inform the Chair of items they would like to see placed on an upcoming meeting agenda.
- c. When time allows, the agenda for the next Committee meeting will be addressed at the end of the previous Committee meeting.
- d. Committee Members will be able to access the agenda packet 72-hours before each meeting.<sup>1</sup>

### **6. Other Procedures**

- a. In-between meetings, staff will circulate the responses to questions or information requests received from individual Committee Members to all Committee Members.

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<sup>1</sup>At the Committee's June 21 meeting, City staff would like the opportunity to address the Committee about this 72-hour time frame.



- b. Any Committee Member (or the facilitator) can request that the Committee take a break during a Committee meeting if such a pause is deemed necessary for proceeding in a constructive way. The general rule is that requests for a meeting break will be honored.
- c. The Committee agrees to do periodic self-critiques.

**C. Committee Decision-Making**

- 1. The Committee will make its decisions by consensus, defined as the general agreement of all Members on a proposal; a proposal may include more than a single element.
- 2. Consensus does not imply that all members are equally satisfied with every aspect of a proposal or package of proposals, but it does mean that all members can live with the proposal(s) and no one will stand in the way of moving forward on it.
- 3. In situations where the facilitator determines that looking for “nods of agreement” from Committee Members is an unreliable measure of consensus, the Committee will use the quantitative method outlined below.

**The Committee defines “reaching consensus” on a proposal to be when all Committee Members register their degree of agreement at a four, three, or two.**

<b>Number*</b>	<b>Degree of Agreement</b>
Four	I am for it and will work hard for it.
Three	I have reservations but will go along with it.
Two	I don't like it. I won't work for it, but I won't work against it.
One	I hate the decision and will actively work against the proposal as it stands

\* Committee Members have the option of communicating their 1-4 degree of agreement either by speaking the number or raising the requisite number of fingers.

- 4. To avoid reaching a permanent impasse on an issue, the Committee agrees to leave open the option of including both majority and minority reports/recommendations on selected issues.

**D. Interactions with the Media**

- 1. When discussing the Committee’s work with reporters, Committee Members will present only their own views and not those of other Committee members.
- 2. When discussing the Committee’s work with reporters, Committee Members will not blame or criticize each other.
- 3. Committee Members will avoid making statements to the media prejudging the outcome of the Committee’s work.
- 4. During Committee meetings, Committee Members will refrain from talking with representatives of the media during Committee meetings.

**E. The Role of the Facilitator**

The facilitator will assist the Committee learn and use effective group processes to navigate the following four steps: (1) Adopt ground rules and related procedures; (2) Clarify the scope of the Committee’s assignment and anticipated deliverables; (3) Adopt a Committee Work Plan; and Reach agreement on sturdy recommendations that address the Committee’s assignment from the Beverly Hills City Council.

Throughout this process, the facilitator agrees to abide by the following guiding principles:

- Serve as an impartial process guide for the Committee.
- Remain substantively neutral.
- Define the facilitator's client as the whole Committee.
- Believe in the good will of all Committee members, recognizing that each voice has value, perception, and wisdom.
- Act in compliance with the requirements of the Brown Act.

The Committee agrees that the facilitator will perform the specific tasks listed below. The Committee can amend this list as the Committee's interests and needs evolve.

1. Assist with agenda setting in advance of each meeting.
2. Maintain a safe and productive working environment during Committee meetings.
3. Assist with clarifying the scope and boundaries of the Committee's discussions.
4. Assist with designing and implementing a process that can move the Committee along a path that results in reaching agreement on sturdy recommendations. This can include:
  - Encouraging joint fact-finding and information sharing.
  - Assisting with internal Committee communication, to include addressing any disruptive communication patterns.
  - Helping the Committee to identify options and summarize areas of agreement.
  - Encouraging specificity in recommendations and agreements.
  - Offering assistance to break an impasse.
5. If and when requested by the Committee, serve as the Committee's liaison to subject matter experts or other entities designated by the Committee.
6. Help the Committee evaluate its progress along the way, to include advising the parties when the Committee process no longer appears to be meeting its objectives.

# **Item 4**



**CITY OF BEVERLY HILLS**  
**POLICY AND MANAGEMENT**

**MEMORANDUM**

**TO:** Strategic Planning Committee

**FROM:** Karen Orlansky, Facilitator

**DATE:** June 18, 2018

**SUBJECT:** Developing the Committee's Work Plan

**ATTACHMENT:** Summary of Committee Members' Views on "Success" (from 6/6 meeting)

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**Purpose of a Committee Work Plan**

A Work Plan can serve as the "road map" for the Committee to accomplish its mission. While the Committee can always amend its Work Plan along the way, reaching agreement upfront on the basic parameters of the Committee's work -- the who, what, when and how -- is essentially a tool for assisting the Committee with making steady and tangible progress.

This memo outlines a recommended set of questions for the Committee to discuss. Based on the Committee's discussion and agreements on answers to these questions, staff will prepare a Draft Work Plan for Committee review and action. Attached for your reference is a summary of the Committee Members' views of "success," as shared at the Committee's June 6<sup>th</sup> meeting.

For purposes of illustrating each question, this memo uses a hypothetical example of an advisory group asked to make recommendations for renovating a city-owned park.

**Question #1: What tasks should we undertake in order to accomplish our mission?**

As with any project, a worthwhile first step is to identify the component parts of moving from start to finish. In addition to making an ambitious assignment manageable, identifying the discrete tasks to be accomplished enables a group to decide on the sequence of tasks, its information needs, and the time frame for moving forward. (See Questions #2-#5.)

Many groups find it useful to articulate the discrete tasks of a project as questions to be answered. For example, using the hypothetical example of an advisory group asked to make recommendations for renovating a city-owned park, then an initial list of the discrete tasks expressed as questions might include:

- What does the park currently look like, e.g., location, shape, size, layout, and amenities?
- How is the park currently used? What are its perceived strengths and challenges?
- What are the goals of a park renovation project from the perspectives of different stakeholders, e.g., current users, potential new users, nearby property owners, the city itself? In what ways do these goals complement or conflict with one another?
- Are there any legal requirements or restrictions we should know about?
- How will we go about selecting renovation options to examine further?
- What criteria will we use to evaluate and decide on one or more specific renovation options (i.e., actions) to recommend?

## **Question #2: How should we sequence the tasks to be completed?**

After compiling the list of the questions to answer (i.e., the “to do” list), the issue of sequencing the various tasks can be addressed. There is seldom an objectively “correct” order of tackling the questions, but there is likely to be one sequence that Committee Members decide is more efficient or practical than an alternative.

Returning to the hypothetical of a group charged with making recommendation for a park renovation, examples of sequencing issues to consider include:

- **What questions need to be answered so that Committee Members can work together from a common base of knowledge?** People inevitably come to the table with different backgrounds and experience. For example some participants might be intimately familiar with the park layout and current park use, while others know more about the legal framework, interests of the various stakeholders, or knowledge of what has worked in other places. Ensuring that all Committee Members are equally “up to speed” on the relevant issues improves the quality of a group’s discussions as well as its overall effectiveness. (Question #3 explicitly concerns the group’s information needs.)
- **Are there some questions that logically need to be answered before others?** For example, it would be premature to dive into researching the options for making park improvements before having knowledge of legal restrictions, a greater understanding of the park’s current conditions, and the priority interests of different stakeholders
- **Is there a particular sequencing of questions/tasks that aligns with the Committee’s interest on completing a deliverable product? (See Question #4.)** For example, if an advisory group wants to deliver a product (e.g., an interim report of recommendations) within a particular time frame, then that will influence the sequencing of the project tasks.

## **Question #3: What information do we need to accomplish our work?**

Assuming the Committee wants to hold fact-based discussions, then it is essential to compile a list of information needs. Please keep in mind that “information” can take many different forms, e.g., a site visit, raw quantitative data, an analysis of survey results, previously completed reports, or a question-and-answer session with a subject matter expert.

Examples of what the hypothetical park renovation advisory group might include in its information request are:

- A tour of the park led by the City Manager and Parks Department Director;
- Recently prepared budget or evaluation reports on the city’s parks;
- A survey of residents about park use; and
- A briefing from someone with expertise in the “successes and failures” of park renovation projects in other places.

If the information requested by the Committee is not already available, then the question of whether and how the information can be compiled needs to be addressed.

Staff can also be tasked with identifying subject matter experts to help provide information during this phase.

#### **Question #4: How will we organize ourselves to carry out the Work Plan?**

This question calls upon the Committee to make decisions about how to use Committee Members' time to accomplish its work. The Committee does not need to select a single approach; it is quite common for groups to use different approaches to complete different sorts of tasks.

As a Brown Act Committee with 15 members, the organizational approaches for the Committee to consider are:

- Conduct all business as the full Committee;
- Assign specific tasks to individual or pairs of Committee Members, who then report back to the full Committee for discussion/action; and/or
- Assign specific tasks to one or more subcommittees (with seven or fewer members), who then report back to the full Committee for discussion/action.

#### **Question #5: What deliverable(s) do we want to produce? According to what schedule?**

Although it is not imperative to answer the question of deliverables and target deadlines immediately, I recommend the Committee address these items early on so that Committee Members can collectively "keep their eyes on the prize." When the Committee is ready to discuss these matters, some suggested topics are summarized below.

- Drafts of potential recommendations for external feedback before final Committee decisions are made. Some advisory groups decide to share draft recommendations with individuals or groups outside the group in order to obtain feedback on different ideas before making final decisions on their recommendations. If the Committee wants to build this step into their Work Plan, issues to consider include:
  - At what point(s) in the Committee's process should this occur?
  - Who are the appropriate individuals or groups to seek feedback from?
  - How will the feedback factor into the Committee's final recommendations to the Council?
- Interim progress reports to the City Council. The City's general practice is for groups like the Strategic Planning Committee to provide progress reports (drafted by staff/facilitator) to the City Council on a quarterly basis. Staff suggests the Committee submit its first quarterly report to the City Council at the end of the fiscal quarter ending on September 30, 2018. Issues for the Committee to think about include:
  - What type of information should be included in a progress report?
  - How does the Committee want to approach reviewing a draft progress report before it is submitted to the City Council?
  - If it is decided to orally present the progress reports at a City Council meeting, then who will represent the Committee to address any questions Council Members have?
- Report(s) of Committee final recommendations to the City Council. Similar to interim progress reports, the City's general practice is for the staff/facilitator to draft the Committee's formal report(s) of its recommendations to the City Council. The number, timing, and content of the Committee's report(s) of recommendations to the Council will largely be driven by how the Committee decides its overall approach to conducting its work and at what points to submit recommendations to the City Council.

# **Attachment 1**

### Summary of Committee Members' Views on "Success"

On June 6, 2018, Strategic Planning Committee ("Committee") Members shared their respective views on completing the sentence: "I will consider the Committee a success if \_\_\_\_\_."

Committee Members' responses addressed different aspects of the Committee's process, product, and recommendations. Below is a summary of the themes that emerged on each of these topics.

**Committee Members will consider the Committee a success if the group's process is:**

- Robust;
- Collaborative;
- Inclusive, i.e., it acknowledges and considers different points of view; and
- Structured to arrive at consensus recommendations.

**Committee Members will consider the Committee a success if the group's product:**

- States what the Committee aims to achieve for which constituency in the community;
- Includes tools for implementation;
- Contains actionable goals and specific recommendations for planning the City's commercial future in the short, interim, and long-term;
- Becomes a "living breathing" guide for the City going forward.

A number of Committee Members expressed an interest in structuring the Committee's work to allow for an initial product that provides recommendations for a specific area of the City (in lieu of waiting until the Committee has recommendations for all commercial areas in the City), in order for progress to be evident as soon as possible.

**Committee Members will consider the Committee a success if the Committee's recommendations:**

- Are approved and implemented by the City, i.e., not shelved;
- Results in meaningful and measurable progress for the City, which can begin to be seen within the relatively near future.



# **Item 5**



**CITY OF BEVERLY HILLS**  
**POLICY AND MANAGEMENT**

**MEMORANDUM**

**TO:** City Council Strategic Planning Committee  
**FROM:** Cynthia Owens  
**DATE:** June 21, 2018  
**SUBJECT:** Review Mission and Vision Statement  
**ATTACHMENT:** None

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**Challenges/Opportunities** *(revised June 6 based on Committee input)*

Beverly Hills is now, and has been for decades, the ultimate luxury destination in the world. This international reputation, this experience, which is based on our fine restaurants, hotels and stores, has created City revenues that support the residential quality of life. The City's number one position as a luxury destination and desired place to live can be enhanced by developing strategic ways to capitalize on what is being built in areas around our City and integrating it in such a way to attract people to our various venues.

The City needs the addition of new commercial "experiences" to support the changing demographics and the needs of our time. These experiences need to be consistent with and respectful of our past. All the stakeholders, including developers, residents, and merchants, need to have a consensus-driven understanding of what new development can look like in the different commercial areas of the City. Our goal is to create that common understanding.

**Vision**

**Alternative 1** *(revised based on Committee input on June 6)*

To preserve and enhance Beverly Hills as the foremost international City for vibrancy, quality of life, public safety, elevated luxury shopping, dining, hoteling, local trade, mixed use development, experiential atmosphere, and innovation.

**Alternative 2**

Preserve and enhance the beauty and attractiveness of Beverly Hills in order to build upon and increase its value as:

- An international shopping destination;
- A destination for dining, entertainment and cultural experiences;
- A leader in innovation and professional support and development;
- A livable, walkable and bike-able city; and
- A model as a safe and healthy destination for all who enter our city.

**Mission**

**Alternative 1** *(revised based on Committee input on June 6)* - To create a strategic plan with consensus amongst stakeholders about the future and evolution of the Beverly Hills commercial areas such that they help achieve our vision; remain consistent with our heritage; retain our entertainment heritage and keep our City on the leading edge of the entertainment industry; creates a vibrancy for all generations; support various professions and development; create a

more livable, walkable, and bike-able City; maintains the City's status as a leader in innovation, and become increasingly relevant in a changing retail and entertainment environment.

Alternative 2- To create a consensus-driven city wide plan to enhance the attractiveness and experience within the different commercial regions in Beverly Hills to ensure Beverly Hills maintains its reputation as the ultimate luxury destination in the world as well as the city with the finest residential quality of life.