



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
2nd Floor, Council Chamber
Beverly Hills, CA 90210**

**Wednesday, June 6, 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) Facilitator Introduction
- 3) Review and Discuss Committee Ground Rules
- 4) Revisit Mission and Vision Statement
- 5) Review Map From May 17, 2018
- 6) Adjournment


Byron Pope, City Clerk

Posted: June 5, 2018



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Item 2



CITY OF BEVERLY HILLS
POLICY AND MANAGEMENT

MEMORANDUM

TO: Strategic Planning Committee

FROM: Cindy Owens, Senior Management Analyst

DATE: June 6, 2018

SUBJECT: Introduction to Committee Facilitator: Karen Orlansky

Karen Orlansky's local government background and approach to facilitation, as outlined in her proposal to serve as facilitator for the Strategic Planning Committee, is summarized below.

Professional Qualifications

Karen has more than 30 years of local government experience, during which time she developed an expertise in public policy research and analysis, facilitation, and mediation.

-) **Served as the Council-appointed Director of the Office of Legislative Oversight for Montgomery County, Maryland (1994-2012)**, an office established by law to develop evidenced-based findings and recommendations to the Council for improving the effectiveness and efficiency of County-funded programs and services. As Director, Karen:
 - o Developed and trained staff in a collaborative approach to conducting projects.
 - o Facilitated meetings of stakeholders with diverse viewpoints.
 - o Conducted studies on a wide range of local government services and programs.
 - o Project work related to economic development and land use included:
 - Evaluation of the multi-agency development review process.
 - Assessment of the Economic Development Department's strategic plan.
 - Conducted study of the pros and cons of public/private partnerships.
-) **Fellow at Pepperdine University's School of Law, Straus Institute for Dispute Resolution (2012-2014)**. While obtaining her Master in Dispute Resolution, Karen:
 - o Taught modules in a graduate-level course on mediation theory and practice.
 - o Mediated small claims and civil harassment cases in LA Superior Court as a volunteer with the California Academy of Mediation Professionals and Center for Conflict Resolution.
 - o Worked for the Center for Collaborative Policy (CSU-Sacramento) on projects to grow the capacity of public agencies and stakeholder groups to use collaborative strategies.
-) **Local Government Facilitator/Mediator and Management Consultant since 2014**. Examples of engagements as a solo-practitioner or Special Advisor with Management Partners (a consulting firm that specializes in serving local governments) include:
 - o Facilitator for results-oriented meetings of elected officials, e.g., strategic planning.
 - o Facilitator for committees that included helping groups to: develop ground rules; adopt a work plan; keep discussions on track; and reach consensus on recommendations.
 - o Mediator of inter-personal and organizational conflicts.

- Management coach for senior local government officials.

Karen's local government clients in Southern California have included:

- | | |
|---------------------------------------|---|
|) Arcadia |) Fullerton |
|) Barstow |) Garden Grove |
|) El Camino Royal Charter High School |) Huntington Beach |
|) El Segundo |) Malibu |
|) Encinitas |) Santa Monica-Malibu Unified School District |

Facilitator for the Malibu Unification Negotiations Committee

Karen was retained by the Santa Monica-Malibu School District (SMMUSD) and the City of Malibu to serve as the facilitator for the Malibu Unification Negotiations Committee. This Committee was established to study and make recommendations on the array of financial issues to be resolved with a potential reorganization of SMMUSD into two separate Transitional Kindergarten through 12th grade public school districts.

Committee Members were appointed in January 2016 and met 2-4 times a month for more than a year. The Committee completed its assignments and submitted a report of findings and recommendations that Committee Members approved unanimously. The issue of Malibu Unification is still winding its way through the decision process.

Education

-) Master of Dispute Resolution: Pepperdine University, School of Law
-) Master of Public Affairs: Princeton University, Woodrow Wilson School of Public and International Affairs (concentration in economics and public policy)
-) Bachelor of Arts: Oberlin College (double major in Economics and Government)

Approach to Public Sector Facilitation

Karen explains that her overall approach to committee facilitation reflects her experience with what it takes to be an impartial and effective process guide. Her guiding principles include:

-) Remaining substantively neutral;
-) Defining her client as the whole group;
-) Believing in the good will of all group members; and
-) Abiding by the rules of confidentiality as decided by the group and in accordance with open meeting provisions of state and local law.

While dependent on each group's specific needs, Karen's role as a committee facilitator most often revolves around assisting participants to navigate four basic steps:

-) Adopt ground rules and related procedures.
-) Clarify the scope of the committee's assignment and anticipated product(s).
-) Adopt a committee work plan that includes:
 - A group education phase
 - Fact-based analysis
 - Generation of workable options.
-) Reach agreement on sturdy recommendations that address the committee's assignment.

Item 3



CITY OF BEVERLY HILLS
POLICY AND MANAGEMENT

MEMORANDUM

TO: Strategic Planning Committee

FROM: Karen Orlansky, Facilitator

DATE: June 5, 2018

SUBJECT: Review and Discuss Committee Ground Rules

ATTACHMENT: None

Thank you for the opportunity to serve as the facilitator for the Strategic Planning Committee ("Committee"). I look forward to meeting you and working together in the months ahead. Please know that I am committed to doing my best to help you accomplish the important work that the City Council for the City of Beverly Hills ("City") assigned to the Committee.

Although every facilitation job is unique, a committee facilitator's role most often revolves around assisting the participants to navigate the following four steps:

1. Adopt ground rules and related procedures;
2. Clarify the scope of the committee's assignment and anticipated product(s).
3. Adopt a committee work plan that includes a group education phase, followed by fact-based analysis and the generation of workable options.
4. Reach agreement on sturdy recommendations that address the committee's assignment.

The balance of this memorandum is a guide for the Committee's review and discussion of ground rules and related procedures. The issues I recommend you discuss are listed in the table below, with an internal memo page reference to where an overview of the issue begins.

| Ground Rules/Procedures to Discuss | Begins on page: |
|---|------------------------|
| A. Committee Member Conduct | 2 |
| B. Committee Meeting Logistics | 3 |
| C. Committee Decision-making (defining consensus) | 5 |
| D. Interactions with the Media | 6 |
| E. The Role of the Facilitator | 7 |

In addition, the Committee may want to discuss ideas for additional ground rules not covered in this memorandum.

Issue A: Committee Member Conduct

Committees adopt ground rules on member behavior based on the concept that a committee's process should treat all parties fairly and foster effective group discussion and decision-making. The usual doctrines surrounding conduct ground rules are that:

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

To serve as the Committee's basis for discussion, the table below lists a sample of ground rules for committee member conduct. The items listed under "Committee Member Conduct 101" are likely the most familiar to you as fundamental rules of civil engagement. The other behaviors listed are useful for effective group discussion and decision-making, especially when participants come to the table with different points of view.

Sample of Ground Rules for Committee Member Conduct

| |
|---|
| Committee Member Conduct 101 |
| 1. Be present. |
| 2. Listen politely without interrupting (even when you do not agree). |
| 3. Do not dominate the conversation. |
| 4. Speak and act respectfully at all times; avoid blaming and personal attacks. |
| 5. Stay on track; keep your contributions focused on the task. |
| Other Behaviors that Make for Effective Groups and Effective Decision-making |
| 6. Speak from your own perspective and explain the reasons for your point of view. |
| 7. Test for assumptions and inferences – your own and others'. |
| 8. Do not impugn another person's intent or motive. |
| 9. Be open to other perspectives and alternative courses of action. |
| 10. Find opportunities to praise others' ideas. |
| 11. Deal as much as possible with facts. (Facts give opinions and feelings more credibility.) |
| 12. Disagree agreeably; regard disagreements as problems to be solved, not battles to win. |
| 13. Share all relevant information; do not withhold information for "tactical advantage." |

Issue B: Committee Meeting Logistics

Committees adopt ground rules on meeting logistics and related procedures to ensure that all participants understand and agree on the protocols that will apply to most (if not all) meetings of committee members. In addition to setting common expectations, it is more efficient to address as many as possible logistical issues upfront rather than dealing with them as they “pop up” along the way.

The issues to address as part of Issue B are:

-) The Brown Act;
-) Time, location, and scheduling of regular meetings;
-) Meeting starts and adjournments;
-) Deciding the content of meeting agendas; and
-) Other miscellaneous process rules.

1. The Brown Act

The City Council established the Committee as a “Brown Act” committee, which means all provisions of the Ralph M. Brown Act (Government Code Sections 54950-54963) must apply. The Brown Act includes requirements governing the Committee’s procedures on multiple issues including:

-) Meeting agendas;
-) Meeting location;
-) Meeting minutes;
-) Rights of the public to attend and testify;
-) Conditions for a closed meeting; and
-) Communication among committee members in-between meetings

While some Committee Members are undoubtedly quite familiar with the Brown Act, I suggest the Committee decide as a group whether a briefing on Brown Act requirements would be a useful item to schedule for a future Committee meeting.

2. Time, location, and scheduling of Committee meetings

To enable participants to plan ahead and hold time on their calendars for committee business, committees adopt rules governing when and where their “regular” meetings will be held. Language such as “unless the Committee decides otherwise” is often included to buy flexibility should something come up that requires a meeting to be rescheduled or cancelled.

Based on what the Committee discussed at its first two meetings, below for Committee discussion is a draft ground rule governing the time, location, and scheduling of regular meetings. Language for the Committee to determine is in underlined italics.

Ground Rule on Regular Committee meetings. Unless the Committee decides otherwise:

-) Meetings will be held from 5-6:30 PM on the 1st and 3rd Thursdays of the month.
-) Meetings will be held at Beverly Hills City Hall.
-) Members will receive at least XX hours/days notice of meeting changes.

Committees should decide whether to adopt a ground rule that establishes what constitutes a quorum and whether to allow substitute committee members. Below for your discussion is a draft ground rule on these issues, with some blanks for the Committee to fill in.

Ground Rule on Quorum and Member Substitutes. Unless the Committee decides otherwise:

-) A Committee meeting quorum is defined as XX Committee Members in attendance.
-) Remote participation by Committee Members by phone or video is/is not allowed.
-) Substitute Committee members are/are not allowed.

3. Meeting Starts and Adjournments

Committees adopt rules governing meeting starts and adjournments out of respect for all participants' time and other commitments.

Two options for a ground rule governing when a Committee meeting begins are:

-) Option (a): Committee meetings will begin at the time designated on the published agenda.
-) Option (b): Committee meetings will begin at the time designated on the published agenda so long as there is a quorum in attendance.

Two options for a ground rule governing when a Committee adjourns are:

-) Option (a): Committee meetings will adjourn at the time stated on the posted agenda.
-) Option (b): Committee meetings will adjourn at the time stated on the posted agenda unless there is a consensus among Committee members to extend the meeting for a specified purpose and time period.

4. Deciding the Content of Meeting Agendas

The Brown Act restricts committee discussion at a meeting to the items listed on the posted agenda. The purpose of a ground rule on the process of deciding the content of a committee's agenda is to ensure compliance with this provision, but also to level expectations among committee members about the process of agenda setting. Below is a draft ground rule on this issue to begin the Committee's discussion.

Ground Rule on Deciding the Content of Meeting Agendas. Unless the Committee decides otherwise:

-) City staff will work collaboratively with the Committee Chair and facilitator to develop the agenda and agenda materials for each meeting.
-) Whenever possible, the agenda for the next Committee meeting will be addressed at the end of the previous Committee meeting.

Other Miscellaneous Procedural Issues

Below for Committee consideration are three more procedure-related ground rules that groups often find useful to establish upfront.

Additional Ground Rules on Committee Procedures:

-) Any Committee member (or the facilitator) can request that the Committee take a break. The general operating rule is that any request for a break will be honored.
-) The Committee agrees to do periodic self-critiques.
-) The Committee can make additions or changes to these ground rules along the way.

C. Committee Decision-Making

A committee should adopt decision-making rules that generate the needed level of commitment from its members. In collaborative processes, it is strongly recommended that participants make decisions by consensus. A brief discussion of consensus follows.

What is consensus? Consensus is the general agreement of all committee members on a decision or package of decisions. Consensus does not necessarily mean that all members are equally satisfied with every aspect of a decision or decision package, but it does mean that all members can live with the decision(s) and no one will stand in the way of moving forward/implementation.

Looking for “nods of agreement” or the absence of objections during a discussion can be an unreliable method for testing for agreement. A committee that wants to make decisions by consensus should define what constitutes “consensus” for them and develop a concrete procedure for testing consensus. Many groups gravitate toward a quantitative approach that allows committee members to communicate their “degree” of agreement. Two options for this approach are described below.

Option (a): Thumbs (either by voice or use of thumb or both)

-) Thumb-up: I am for it and will work hard for it.
-) Thumb-sideways: I am for it, but have reservations. I will go along with it.
-) Thumbs-down: I don't like it and will work against it.

With the thumbs approach, consensus is typically defined as when all committee members weigh in with either a thumb-up or a thumb-sideways.

Option (b): One-to-Four (either spoken or expressed by raising the appropriate number of fingers)

-) 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.

With the one-to-four approach, many groups decide to define consensus as when all committee members weigh in at three or four. However, some groups decide to define consensus to any situation where no one weighs in at one.

When the Committee chooses consensus decision-making, what happens when one or more participants remain opposed to a proposal supported by everyone else?

To avoid reaching a permanent impasse on an issue, committees who prefer consensus decision-making often adopt an additional ground rule that addresses what happens if one or more members remain opposed to a proposal that everyone else on the committee supports.

One option is for the Committee to adopt a practice that leaves room for majority and minority recommendations on certain issues. Another is to agree to continue working collaboratively until everyone's interests are sufficiently addressed. An example of such a ground rule is as follows:

Ground Rule to Avoid Impasse. If one or more Committee Members are opposed to a proposal supported by everyone else, then the individual members(s) who remain opposed will be asked to:

-) Explain how the proposal under consideration fails to meet their interests; and
-) Propose alternatives that they could support.

The Committee agrees to continue considering options that meet everyone's interests sufficiently to garner their support. If/when changes are made to a proposal, the revised proposal must be ratified by the entire group because one person's changes may lower the buy-in from others.

D. Interactions with the Media

Especially with committees working on issues with strong community interest, it is common to include ground rules about committee members' interactions with the media. The reason is to minimize statements appearing in the press that could impede constructive discussion in the committee and/or reduce participants' ability to accept or modify a proposal.

Some options for a ground rule governing Committee members' interactions with the media are listed below. These options are not mutually exclusive.

-) **Option (a):** When discussing the Committee's work with reporters, Committee members will present only their own views and not those of other Committee members.
-) **Option (b):** When discussing the Committee's work with reporters, Committee members will not blame or criticize each other.
-) **Option (c):** Committee members will avoid making statements to the media prejudging the outcome of the Committee's work.
-) **Option (d):** Committee members will refrain from talking with representatives of the media during Committee meetings.

E. The Role of the Facilitator

It is common for a group to decide the scope of its facilitator's duties and responsibilities. Depending on a committee's specific interests and needs, a facilitator can support a committee's work in a wide range of ways.

Based on my current understanding of what the Strategic Planning Committee expects, below is some draft language for you to consider. I recommend you incorporate the final version adopted by the Committee into your ground rules.

DRAFT LANGUAGE FOR COMMITTEE CONSIDERATION **The Role of the Facilitator for the Strategic Planning Committee**

The facilitator will assist the Committee learn and use effective group processes to navigate the following four steps:

-) Adopt ground rules and related procedures.
-) Clarify the scope of the Committee's assignment and anticipated product(s).
-) Adopt a Committee Work Plan.
-) 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 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

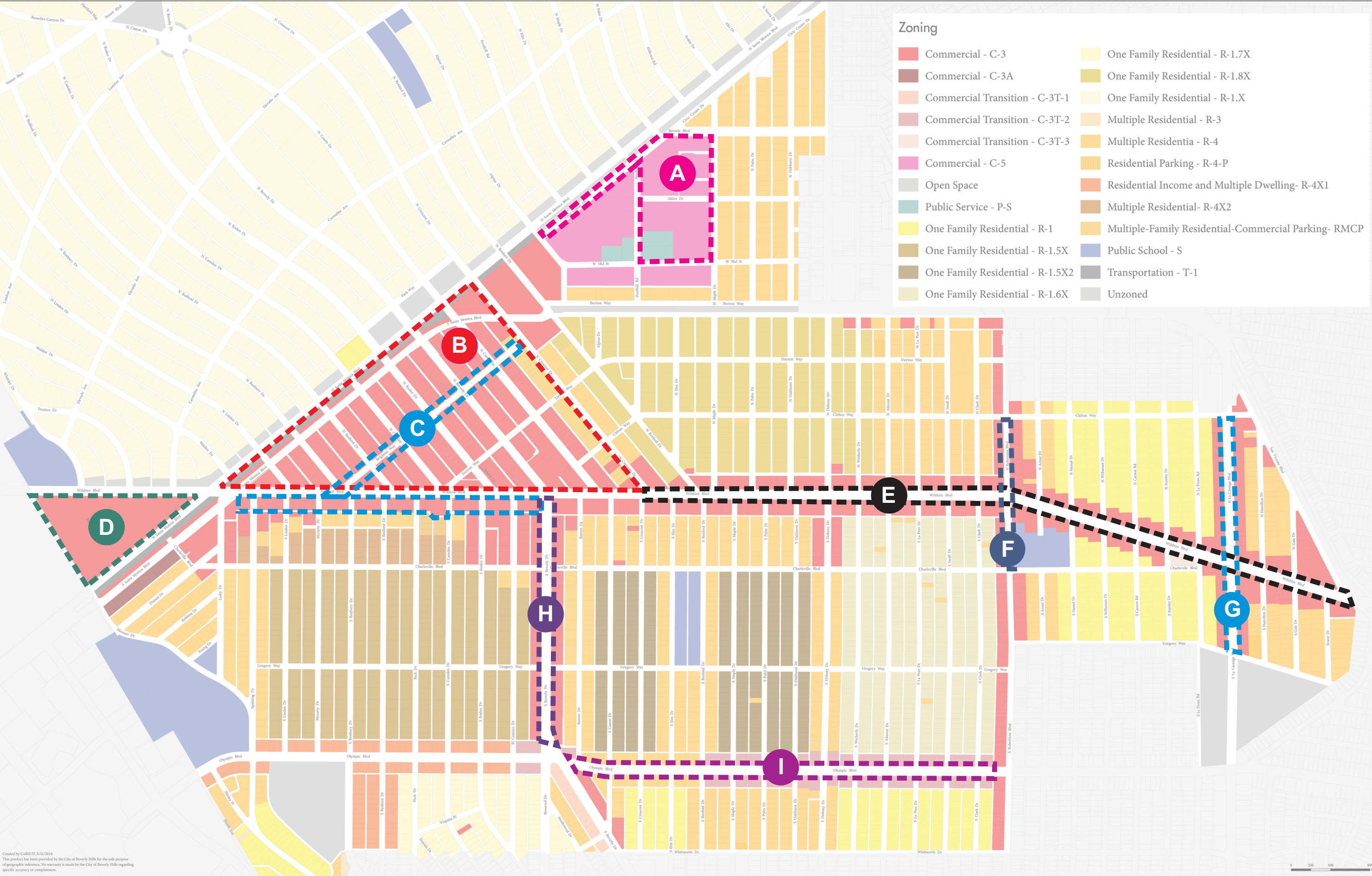
MEMORANDUM

TO: City Council Liaison/Legislative/Lobby Committee
FROM: Cynthia Owens
DATE: June 6, 2018
SUBJECT: Review Mission and Vision Statement
ATTACHMENT: None

Information will be provided at the meeting on the revision to the Mission and Vision Statements. Information will be solicited from the Committee members regarding any revisions they may have done since the May 17th meeting.

Item 5

City of Beverly Hills Zoning



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