

Understanding Public Service Ethics Laws & Principles: AB 1234 Training

League of California Cities Planning
Commissioners Academy

Wednesday, March 5, 2025



HOUSEKEEPING

You **MUST** be signed
in

You must be present
for the full two-hour
training

You will receive your
certificate at the end
of the training

We also have
certificates for
attorneys for MCLE
credit

Contact Melissa
Kuehne
([mkuehne@ca-
ilg.org](mailto:mkuehne@ca-ilg.org)) with questions
or concerns

ILG IS NONPROFIT, NONPARTISAN & HERE TO HELP

- ILG is the nonprofit training and education affiliate of three statewide local government associations
- Together with our affiliates, we serve over 2,500 local agencies – cities, counties and special districts
- We provide practical and easy-to-use resources so local agencies can effectively implement policies on the ground



OUR PROGRAMS AND SERVICES

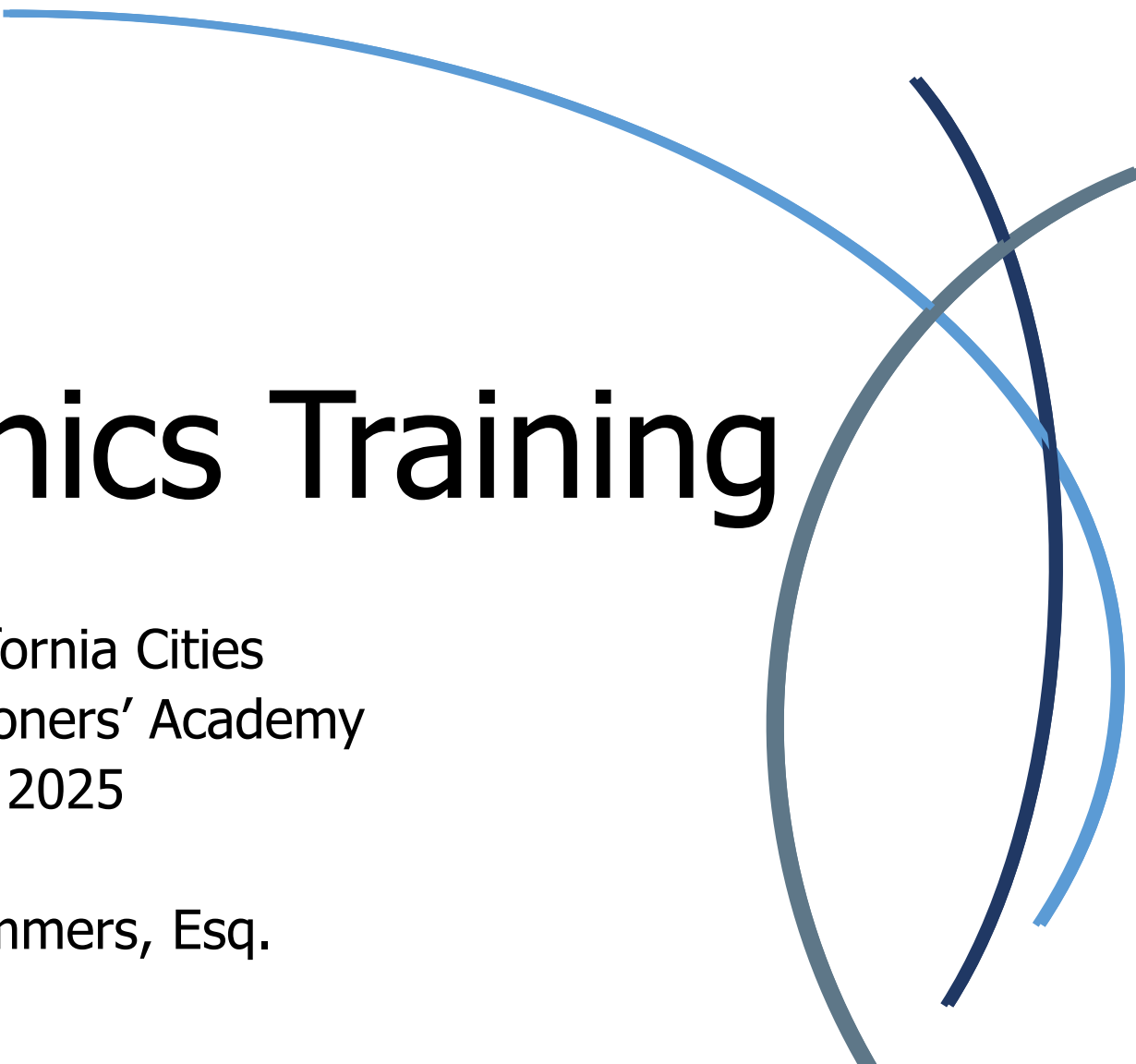


Our mission is to help local government leaders **navigate complexity**,
increase capacity & build trust in their communities

AB 1234 – Ethics Training

League of California Cities
Planning Commissioners' Academy
March 5, 2025

Matthew T. Summers, Esq.



COLANTUONO
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Why are We Here?

- State law requires certain local officials to receive two hours of ethics training every two years.
- This requirement applies to elected and appointed officials who receive either compensation for their public services or reimbursement for their expenses
- The contents of this training comply with the State's requirements and satisfy your ethics training requirement

Objectives

- To keep you out of trouble!
- Earn a certificate/ensure compliance with mandatory ethics education
- To familiarize you with the laws that govern public service
- And most importantly to ensure public trust in the political process

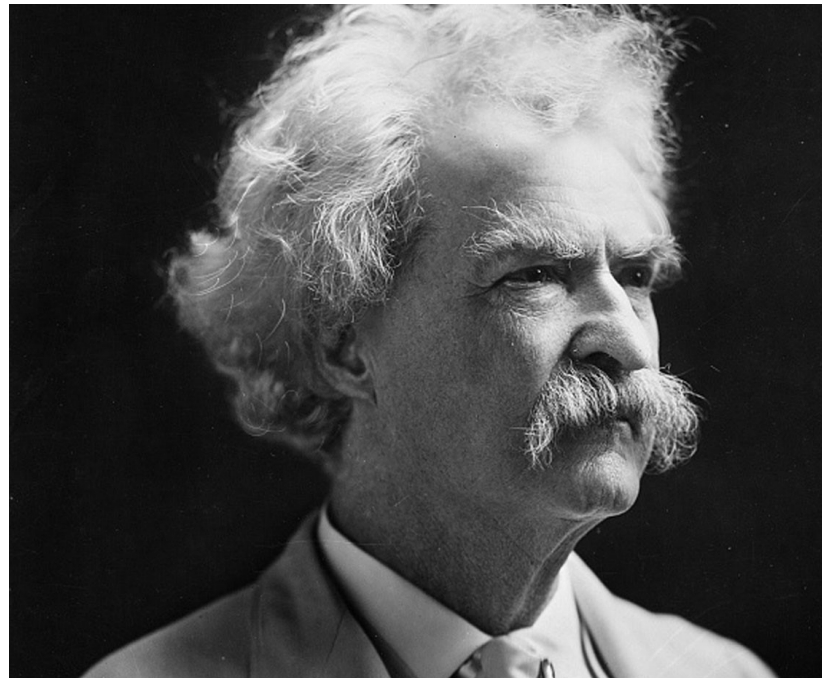
What We Will Cover

- Conflicts of Interest
- Political Reform Act
- Constitutional Issues
- Competitive Bidding Requirements
- Transparency Laws
- Fair Decision Making and Processes

Conflict of Interest

“Always do right – this will gratify some and astonish the rest.”

- Mark Twain



Conflict of Interest Outline

1. Government Code § 1090
2. Political Reform Act
3. Common Law Bias / Due Process Requirements
4. Nepotism
5. Incompatible Offices
6. Government Code § 1126



Government Code § 1090

Public officials “shall not be financially interested in any contract made by them in their official capacity, or by any body or board of which they are members.”



Government Code § 1090

- Absolute prohibition on financial interests in contract made by public official or the board of which the official is a member
- Prohibition applicable, despite:
 - Objectively fair and reasonable contracts
 - Contracts let to lowest bidder
 - Official abstains from participation



Government Code § 1090

What Constitutes “Making a Contract”?

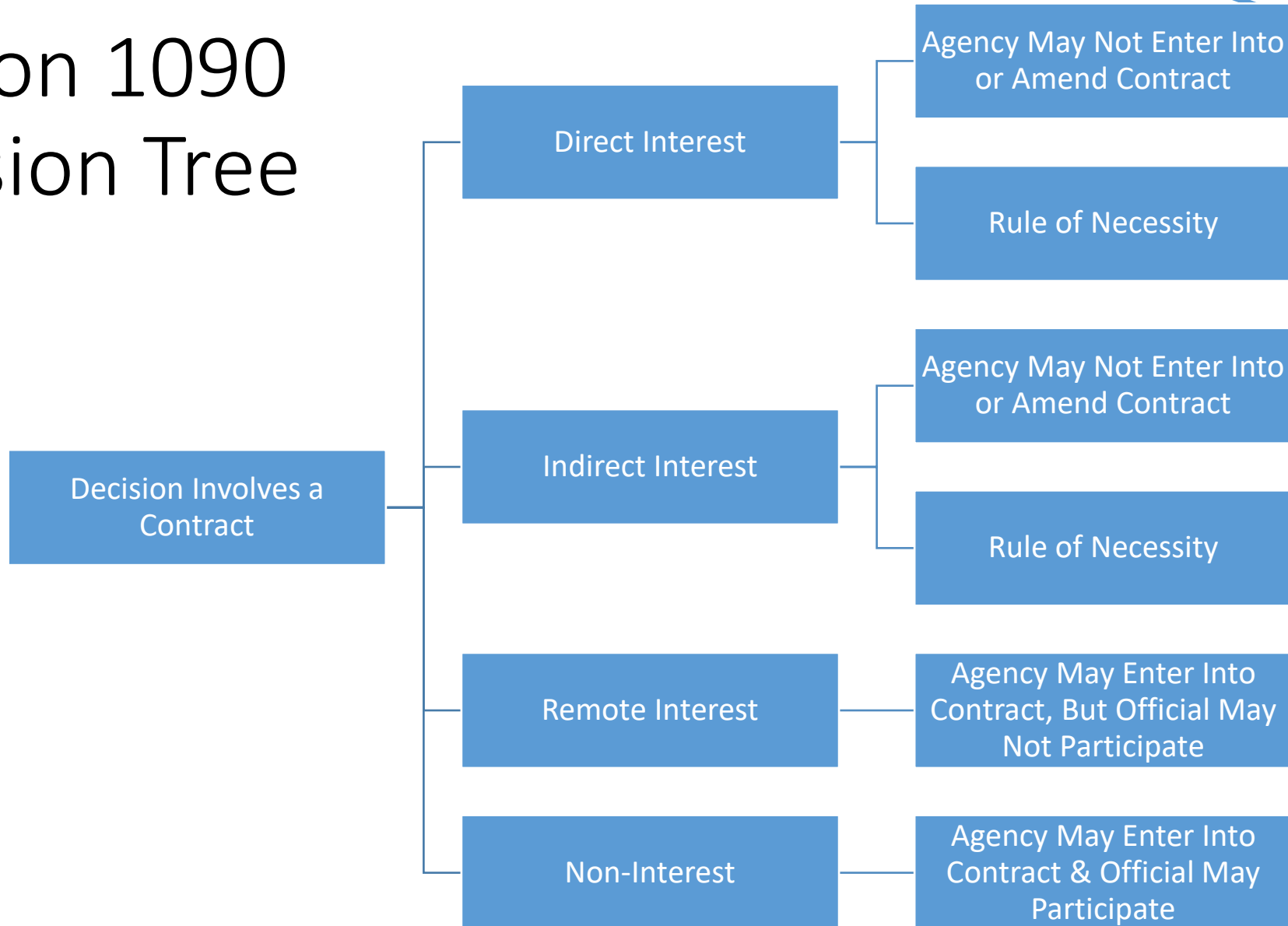
- Voting to approve
- Designing specifications
- Preliminary discussions
- Negotiating
- Actual signing of contract
- For consultants: Entering into contracts on matters when previously provided design or other services

(People v. Superior Court (Sahlolbei) (2017) 3 Cal.5th 230)

Gov't Code § 1090 Exceptions

- The Remote Interest Exception
 - Disqualifies official, but board may act
 - Example: Conflicted member is an officer/employee of a non-profit
- The Non-interest Exception
 - The financial interest “doesn’t count” and is ignored
 - Example: Conflicted member is an unpaid officer of a non-profit
- The Rule of Necessity
 - Non-statutory rule applicable only in very limited circumstances

Section 1090 Decision Tree



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Government Code § 1090

Harsh Consequences

- Contract is void and unenforceable
- Agency may keep benefit of the contract
- Official must disgorge any monies
- Violation is a **felony**
 - Fine,
 - Imprisonment,
 - Lifetime ban from public office

Political Reform Act v. Common Law

- The Political Reform Act – Public Officials are disqualified from participating in governmental decisions in which they have financial interest
- Common Law – prohibits officials acting in their own interests at the expense of the public's interest
- Perceptions vs. requirements

Conflict of Interest under PRA: Basic Rule

“A **public official** ... has a prohibited conflict of interest and **may not make, participate in making, or in any way use or attempt to use his or her official position to influence** a governmental decision when he or she knows or has reason to know he or she has a disqualifying financial interest. A public official has a **disqualifying financial interest** if the decision will have a **reasonably foreseeable material financial effect**, distinguishable from the effect on the public generally, directly on the public official, or his or her immediate family, or on any financial interest.”

- Cal. Code Regs, tit. 2, § 18700 (emphases added)

Does the Political Reform Act Apply?

Public Official

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graph TD; A[Public Official] --> B[Governmental Decision]; B --> C[Financial Interest];
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Governmental Decision

Financial Interest

“Public Official” Defined

- Persons who are members, officers, employees, or consultants of a public agency
- Consultants who serve in a staff capacity by contract, or make decisions on behalf of the public agency

Who is a “Public Official”?



87200 Filers



Designated Public Servants



Consultants who serve in a staff capacity by contract, or make decisions on behalf of the public agency

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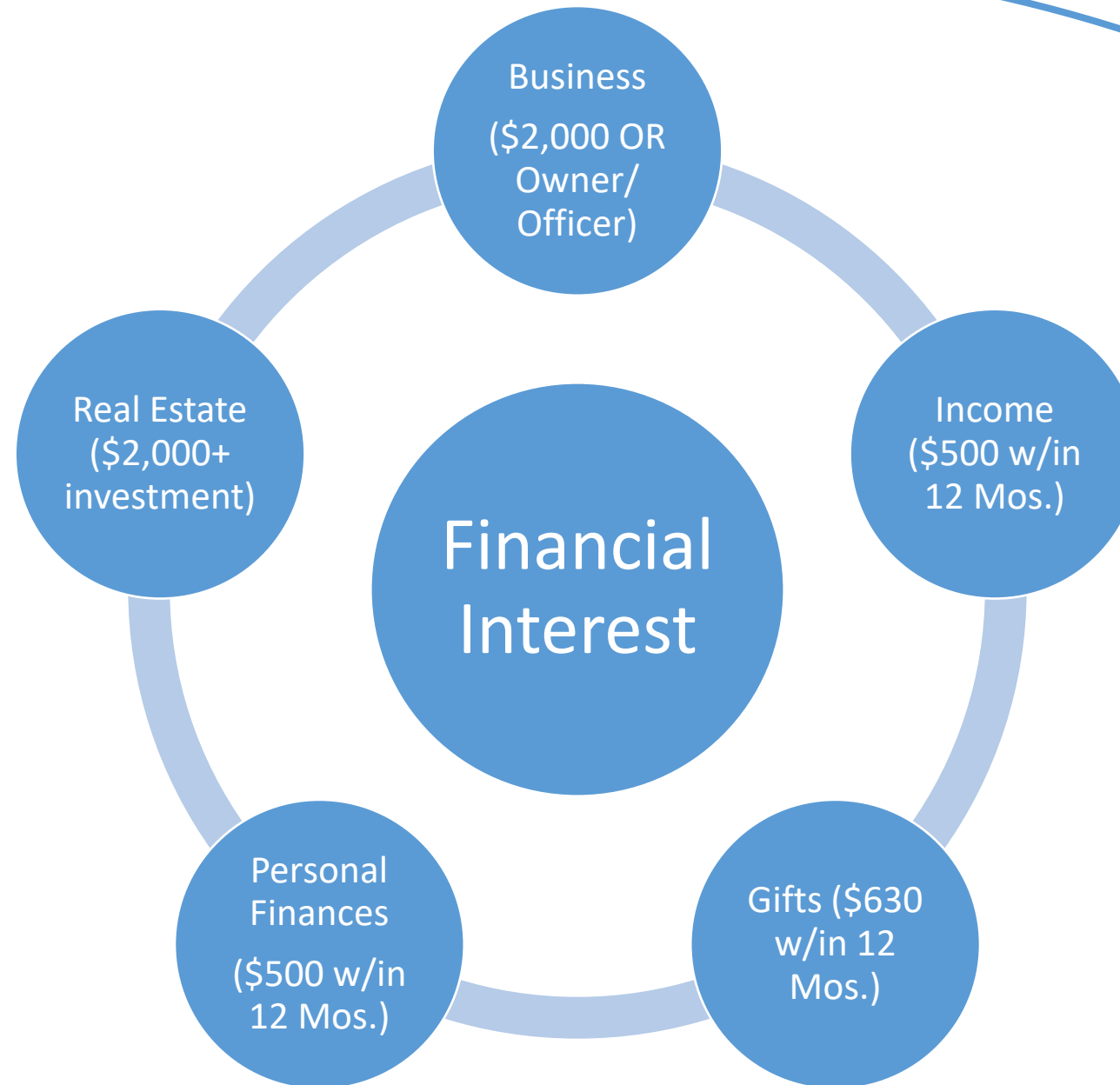
Making or Attempting to Influence a Governmental Decision

- Very broad and includes:
 - Voting
 - Discussing
 - Lobbying
- Applies to any use of your government position to affect any governmental decision.

“Financial Interests” Defined

- Personal finances and finances of immediate family member (spouse/partner/dependent child)
- Business entity with investment of \$2,000 or more
- Real property valued at \$2,000 or more
 - Leases too, but under a special rule
- Source of income of \$500 or more in past 12 months
- Business entity as director, officer, partner, trustee, employee, or management position
- A donor, intermediary, agent for a gift or gifts over \$630 in past 12 months

What is a “Financial Interest”?



“Reasonably Foreseeable”: Determining Disqualifying Conflict of Interest

- Explicitly Involved: Named party or subject of governmental decision, e.g., license, permit, entitlement, or contract
- Not Explicitly Involved: Realistic possibility and more than hypothetical or theoretical
- “Whether the public official has the type of financial interest that would cause a similarly situated person to weigh the advantages and disadvantages of the governmental decision on his or her financial interest in formulating the position.”

4-Step Test: Is the Interest Disqualifying?

Is there a reasonably foreseeable effect on the financial interest?

Is the effect material?

Is the effect indistinguishable from the effect on the public generally?

Is there an exception that applies?

“Material”: Determining Disqualifying Conflict of Interest

- Depends on the type of financial interest involved in the governmental decision
- Generally: Means “important enough to matter”
 - “A reasonably prudent person” would conclude the decision would change the value of the business or entity
 - “One penny rule” no longer applies
- Public official may not participate in governmental decision affecting real property within 500 feet of his or her real property **without written clearance from FPFC**

“Indistinguishable from Public Generally”: Determining Disqualifying Conflict of Interest

- Effect of governmental decision on public official’s financial interest is not unique compared to effect on a significant segment of the public
- “Significant segment” includes:
 - 25% of businesses or entities in the jurisdiction
 - 25% of all real property in the jurisdiction
 - 25% of all individual’s in the jurisdiction
 - 15% of residential real property in jurisdiction, if applicable
- And no disproportionate effect on public official’s financial interest
- Exception: Assessments, taxes, fees, rates, charges that apply equally to public official’s financial interest or entire jurisdiction

Conflicts Under the Levine Act (SB 1439)

- Campaign contribution of more than \$500 from a party or participant in a proceeding involving a license, permit, or other entitlement for use
- “[A]ll business, professional, trade, and land use licenses and permits and all other entitlements for use, including all entitlements for land use, all contracts (other than competitively bid, labor, or personal employment contracts), and all franchises.”

Conflicts Under the Levine Act (SB 1439)

- New Rules:
 - While proceeding is pending and for 12 months following “final decision,” cannot accept, solicit, or direct contribution of more than \$500 from party of participant
 - Cannot make, participate in making, or attempt to influence decision in a proceeding involving a license, permit, or other entitlement for use if willfully or knowingly received contribution of more than \$500 from party or participant
- Can return contribution within 30 days from the time the officer knows, or should have known, about the contribution and proceeding involving a license, permit, or other entitlement for use

What To Do If There Is a Conflict

- **Publicly identify** each financial interest on the record after agenda item announced and before consideration
- **Recuse yourself** from participation in discussion and refrain from attempting to influence
- **Abstain** from voting
- **Leave the room** while the item is discussed (unless on consent calendar or another exception applies)

Conflict of Interest

How to Obtain Advice

- Agency Attorney
- Own attorney
- 1-866-ASK-FPPC
- FPPC Advice Letters



Violations & Fines of the PRA

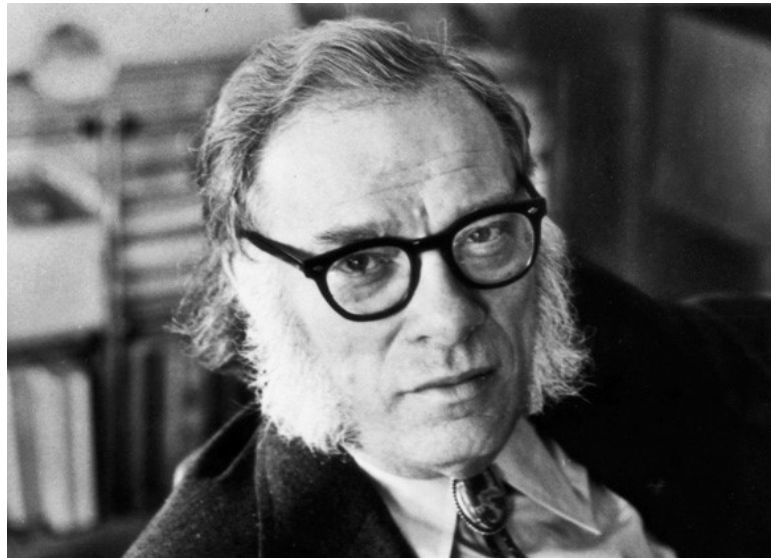
- Criminal
- Civil (fines!)
- The Court of Public Opinion
- Decision could be invalidated



Common Law Bias/Due Process

“Never let your sense of morals get in the way of doing what is right.”

- Isaac Asimov



Common Law Bias/Due Process

- Public officials cannot use their official position for private benefit.
- Due process in an administrative hearing demands an appearance of fairness and the absence of even a *probability* of outside influence on the adjudication.
- Doesn't preclude holding opinions; just participation by someone with a closed mind as to a quasi-judicial decision.

The Appearance of Bias

- How it may look to others ...



Nepotism

- For example:



Nepotism

- No specific state laws concerning nepotism.
- May be affected by “income” interest under Political Reform Act or definition of “family” under Political Reform Act.
- Local agency may draft anti-nepotism policy.
- Federal funding requirements.
- New “Remote Interest” Under Gov. Code Section 1090 – child of public official is officer/director/owner of vendor

Due Process

- Constitutional guarantee that citizens may not be deprived of:
 - Life
 - Liberty (good reputation, incarceration)
 - Property (civil service job, real or personal property)
- Without “due process.”

Due Process

Requires:

- Notice of the intended action;
- Opportunity to prepare;
- Opportunity to be heard; and
- Fair and impartial hearing.

Incompatible Offices



“One cannot serve two masters.”

Incompatible Offices

- Exists if any significant clash of duties exists between the offices, if the dual holdings would be improper because of public policy, or if one officer exercises supervisory, auditory or removal power over the other.
- Examples: water district director and city council position; school board member and city council member
- Offices are incompatible when one:
 - Audits, overrules, or removes members of the other
 - Possibility of a significant clash of duties or loyalties
 - Public policy considerations make it improper
- Does not apply to an employment position
- Forfeit the first office upon acceding to the second

Government Code § 1126

- “[A] local agency officer or employee shall not engage in any employment, activity, or enterprise for compensation which is inconsistent, incompatible, in conflict with, or inimical to his or her duties as a local agency officer or employee or with the duties, functions, or responsibilities of his or her appointing power or the agency by which he or she is employed.”
- Agency must provide “anti-moonlighting” policy.

Other Political Reform Act Issues

- Statements of Economic Interest (Form 700s)
- Gifts
- Travel Payments
- Honoraria
- Mass Mailing

Statement of Economic Interest

- All local agencies adopt conflict of interest codes.
- Requires disclosure of personal financial interests to:
 - Alert official to a personal, financial interest that might be affected
 - Inform the public about potential conflicts of interest

The image shows a sample of California Form 700, Schedule A-2, titled "SCHEDULE A-2 Investments, Income, and Assets of Business Entities/Trusts (Ownership Interest is 10% or Greater)". The form is divided into two main sections: "BUSINESS ENTITY OR TRUST" and "BUSINESS ENTITY OR TRUST". Each section contains fields for Name, Address, and various financial disclosures. The form is titled "CALIFORNIA FORM 700" and "SCHEDULE A-2 Investments, Income, and Assets of Business Entities/Trusts (Ownership Interest is 10% or Greater)".

Gift Restrictions

- “What you get free costs too much.”
 - Jean Anouilh



Gift Restrictions

- No local elected office holder, candidate for local elected office, or designated employee of a local agency may accept any gift or gifts from a **single source** aggregating in excess of \$630 (1/1/25 – 12/31/26)
- Gifts aggregating \$50 or more in the reporting period must be disclosed on a Form 700
- Practice Tip: Ask the value of all gifts, so you can properly track and report them.

Gift Restrictions

Is it a gift?

- A “payment made by any person of any thing of value when the official does not provide full consideration for the value of the benefit received.”
- Rebates
- Gifts to Family (unless no business before official in 12 months prior or foreseeable future + established)

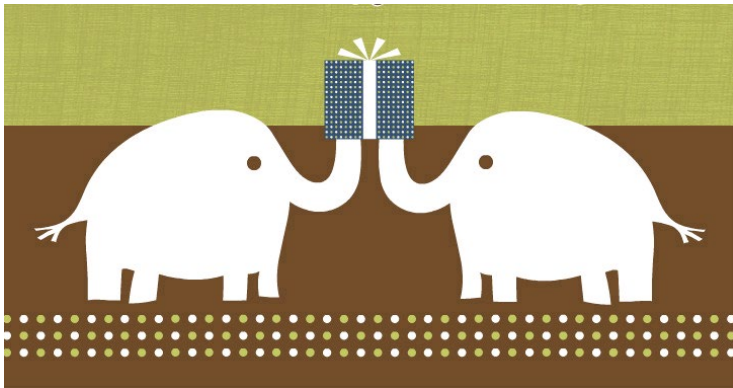


Exceptions to Gift Restrictions



When is a gift not a gift?

- Informational material (electronic media ok).
- Home hospitality.
- Gifts from family (expanded to include more distant relations and former family)
- Reciprocal gifts (between friends during special occasions; \$630; not lobbyists)



Exceptions to Gift Restrictions

- Ceremonial Role (2 tickets to entertainment event)
- Gambling, Prizes, Raffles (must report as income; not because of official status)
- Gifts for Attending Wedding
- Bereavement Gifts (typically provided)
- Acts of Neighborliness (free ordinary services polite people provide without charge)
- Dating (unless lobbyist or matter pending before agency)
- Gifts of Human Compassion (Charity from within social circle to offset medical or living expenses when in need)

Exceptions to Gift Restrictions

- Gifts from Close Friends (“long term, close personal friendship, unrelated to the official’s position with the agency”)
 - But be careful. Mayor of San Francisco was required to pay \$23,000 partly for accepting gift from close friend who was also City employee
- Catch all Exemption: If it is clear that the gift is not from a lobbyist or someone who was attempting to influence the official’s official position, then the gift is exempt.

Gifts of Travel

- Not Reportable, unlimited
 - Ride-sharing, training paid for by government, government travel, bona fide business travel for official's private business (not speeches), certain campaign travel.
- Reportable, unlimited
 - USA governmental travel; Presentation at conference, paid by charity or foreign government; Travel directly related to official business paid directly to agency
- Reportable and limited

Gift Restriction Summary



Gifts aggregating \$50 or more in the reporting period must be disclosed on a Form 700



Gifts aggregating \$630 or more in the reporting period from a single source are a conflict of interest



Return to donor within 30 days



Donate to a charity, but can't claim as a tax deduction

Travel Payments: Article XII, § 7

A transportation company may not grant free passes or discounts to anyone holding an office in this State; acceptance of a pass or discount by a public officer, other than a Public Utilities Commissioner, shall work a forfeiture of that office.



Honorariums



- No local elected office holder, candidate for local elected office, or designated employee, including Commissioners, may accept any honorarium.
- “Honorarium” means a payment for a speech given, article published, or attendance at any public or private conference, convention, meeting, social event, meal, or like gathering.

Mass Mailing Restrictions

Items prepared or mailed at state or local public expense may not:

- Feature an elected officer affiliated with the agency; or
- Include the name, photograph, or other reference to an elected officer if the item is prepared in coordination with the elected officer.

Applies if 200 pieces or more by mail



Exceptions to Mass Mailing Rule



Press Releases



Inter/Intra-Agency
Communications



Payment/ Collection
of Funds



Letterhead/Roster
Listing



Essential Program
Mailings



Legal Notices



Directories



Meeting Notices

Other Restrictions

- Gifts of Public Funds
- Extra Compensation
- Bribery
- Embezzlement
- Due Process

Gifts of Public Funds

All expenditures of public funds must be for a public purpose.

- Cal. Const., Art. XVI, Section 6



- Does the expenditure serve the public interest?

Misuse of Public Resources

- **Rule:** No use of public funds or resources for personal, non-public purposes, including campaigns.
- **“Public Resources”**
 - staff time,
 - office equipment,
 - supplies,
 - excludes incidental, or
 - minimal uses.



Misuse of Public Resources

- **Penalties:** disqualification from office, jail, civil penalties up to \$1,000 / day plus 3x the value of the unlawful use.
- **Tip:** Ensure that expense or use is consistent with adopted agency policy or practice.

Extra Compensation

- Extra compensation paid to employees after services have already been rendered is generally prohibited.
 - Cal. Const. art. XI, § 10(a)
- **Exception:** When retroactive compensation is paid to employees pursuant to terms of newly negotiated MOU covering the period for which retroactive compensation is being paid



Bribery

- Penal Code § 68:
 - “Every officer...who asks, receives, or agrees to receive, any bribe, upon any agreement or understanding that his or her vote, opinion, or action upon any matter then pending, or that may be brought before him or her in his or her official capacity” is guilty of bribery
 - Penalties: prison, fine, loss of office, barred from office for life



Bribery

- Crime to solicit, receive or agree to receive a benefit in exchange for one or more official actions
- Benefit is broadly construed
 - Jobs
 - Campaign Contributions
- State Law prohibits public officials from trading votes with one another (if you scratch my back...)

Embezzlement

- Penal Code § 424 & Gov't Code § 8314:
 - Personal use, private loan, refusal to turn over public money
 - Campaign or electoral use of public property
- Penalties: prison, loss of office, barred from office for life
- “Incidental and minimal use” is not a violation

Questions?



Competitive Bidding Requirements

Bidding requirements for public works projects

- “Public works projects” is defined as: “[A]n agreement for the erection, construction, alteration, repair, or improvement of any public structure, building, road, or other public improvement of any kind.” (PCC, § 1101.)
- Specific requirements for different types of special districts –
 - Public Utility Districts (PCC, §§ 20190, et seq.)
 - Community Services Districts (PCC, §§ 20680, et seq.)
 - Principal acts

Competitive Bidding Requirements

Many special districts have adopted Uniform Public Construction Cost Accounting Act (the “Act”)

- Applies to all “public projects” as defined in PCC section 22002
- Three levels of competitive bidding:
 - Contracts \$60,000 and less: by force account, negotiated contract, or purchase order
 - Contracts \$60,001 to \$200,000: Informal bidding
 - Contracts \$200,001+: Formal bidding

Competitive Bidding Requirements

Rejecting All Bids:

- If bids are unacceptable, all bids may be rejected.
- The board may conclude (by a 4/5 vote) that the project can be performed more economically by:
 - day labor;
 - agency employees; or
 - open market purchase of materials and supplies.
- No further bidding to construct the project

Competitive Bidding Requirements

General exceptions to competitive bidding:

- Emergency: By a four-fifths vote that an emergency exists
- Supplies, equipment and (non-public works) services:
 - State law requires adopted policy (including bidding regulations)

Competitive Bidding Requirements

Warning:

- Before engaging in any contracting activity, research and confirm the governing regulations.
- Note: Competitive bidding laws are not the same as prevailing wage laws, and many special districts (especially water districts) have more flexibility

Competitive Bidding Requirements

Violations of Competitive Bidding Laws:

- Contact is void and illegal;
- Contract cannot subsequently be ratified; and
- Contractor has no right to reimbursement for service or materials furnished, even if they were rendered in compliance with contract requirements.



The Brown Act

“Government ought to be all outside and no inside.”

- Woodrow Wilson



Purpose of the Brown Act

“All meetings of the legislative body of a local agency shall be open and public, and all persons shall be permitted to attend any meeting of the legislative body of a local agency, except as provided in this chapter.”



Legislative Body

- City Council, Board of Supervisors, District Board
- Any committee created by formal action of the City Council, BOS, or Board (ordinance, resolution, minute action)
- Any committee created by a committee
- Standing Committees
- Not ad hoc committees

What is a Meeting?

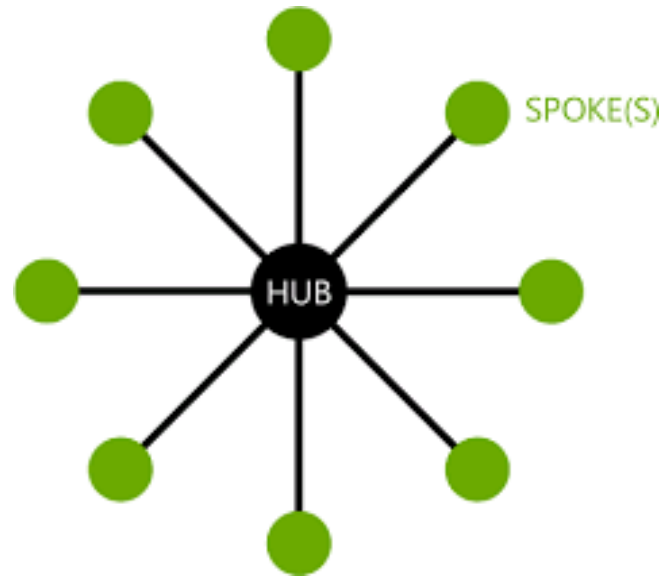
“Any congregation of a majority of the members of a legislative body at the same time and place, to **hear, discuss, or deliberate** upon any item that is within the subject matter jurisdiction of the legislative body or the local agency to which it pertains.”

What is a Meeting?

Any use of a **series of communications** of any kind, directly or through intermediaries, to discuss, deliberate, or take action on any item of business that is within the subject matter jurisdiction of the legislative body.

Serial Meetings

- Daisy Chain
- Hub and Spoke
- Serial Briefings
- Email



Exceptions to the Scope of the Meeting Definition

- Individual Contacts
- Conferences
- Community Meetings
- Meetings of another Legislative Body
- Social or Ceremonial Occasions

Teleconferencing

- Audio or video or both connecting locations;
 - The notice and agenda identify the remote location;
 - Agenda posted at remote location, which is accessible to the public;
 - All votes are by roll call;
 - All locations comply with the Brown Act, including allowing public participation;
 - A quorum participates from within the jurisdiction
- ** Special rules under AB 361 relax all of this ****

Teleconferencing under AB 2449

- Remote participation under the following circumstances:
 - Just Cause
 - Caregiving
 - Illness
 - Mental or physical disability
 - Official business travel
 - Emergency Circumstances
 - Physical or medical emergency
- Agency may still use previous rules.

Teleconferencing under AB 2449

Certain rules apply:

1. Quorum's physical location open to the public
2. Hear, observe, and address the legislative body
3. Audio and visual technology
4. Disclose other individuals
5. Limited use

Agendas and Public Comment

- Agenda must be posted 72 hours (regular meeting) in advance with brief description of each item of business
- Limited to agendized items unless special circumstances justify addition to agenda
- Every agenda must allow comment on items on the agenda prior to action
- Regular agendas must allow comment on items not on the agenda but within agency's jurisdiction ("Public comment")

Agendas and Public Comment

- “Briefly respond” to comments or questions or to report on individual activities
- Agendize for subsequent discussion
- Special circumstances
 - Emergencies (floods, fires, strikes)
 - Subsequent need (2/3 vote)



Closed Sessions



- Limited topics, typically limited to Board and necessary staff
- Specified agenda format and “reporting out” requirements
- Don’t go into closed session without legal assistance
- Don’t disclose closed session confidences

Dealing with the Public

- Public right to photograph and record (audio/video)
- Reasonable time, place, and manner restrictions permitted



Enforcement

- Court of Public Opinion
- Written notice and opportunity to cure
- Civil Action
- Criminal Action



Brown Act Conclusion

- **Complicated details, but simple general rule**
 - Do the public's business in public
 - Remember it's all about transparency
 - Give the public notice and an opportunity to participate
- **When in doubt, ask for help**

California Public Records Act

“A popular government, without popular information, or the means of acquiring it, is but a prologue to a farce or a tragedy; or, perhaps, both.”

- Pres. James Madison



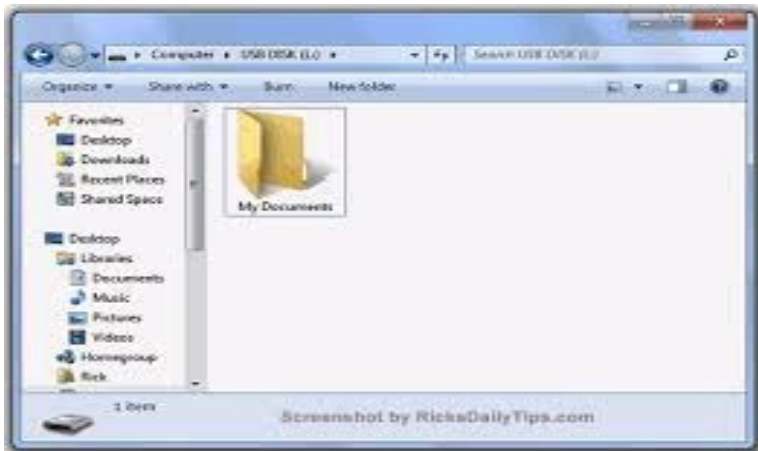
California Public Records Act

Purpose:

“In enacting this chapter, the Legislature, mindful of the right of individuals to privacy, finds and declares that access to information concerning the conduct of the people’s business is a fundamental and necessary right of every person in this state.”

California Public Records Act

- “Any writing
- containing information relating to the conduct of the public’s business
- prepared, owned, used, or retained by any state or local agency regardless of physical form or characteristics.”



- Employment contracts specifically included
- Includes emails, even if on personal email account if concerning public business

Retention and Destruction

- Your Agency may have a records retention policy.
- Typically, records must be:
 - Preserved for period specified by policy
 - Destroyed only after approval by designated persons, including the Board Secretary and General Counsel

Public Records Requests

An agency must:

- Make records available for inspection during business hours
- Redact confidential portions so balance can be made available
- Provide copies “promptly” at cost if “reasonably identifiable”
- Respond within 10 days of request unless “unusual circumstances” justify up to 14 more days

Exemptions from Duty to Disclose

- “Preliminary drafts, notes or memoranda ... not retained ... in the ordinary course of business, provided that the public interest in withholding those records clearly outweighs the public interest in disclosure.”
- Pending litigation
- “personnel, medical or similar files, the disclosure of which would constitute an unwarranted invasion of personal privacy”
- Documents of agency contractors that are not by contract owned by the agency

More Exemptions from Duty to Disclose

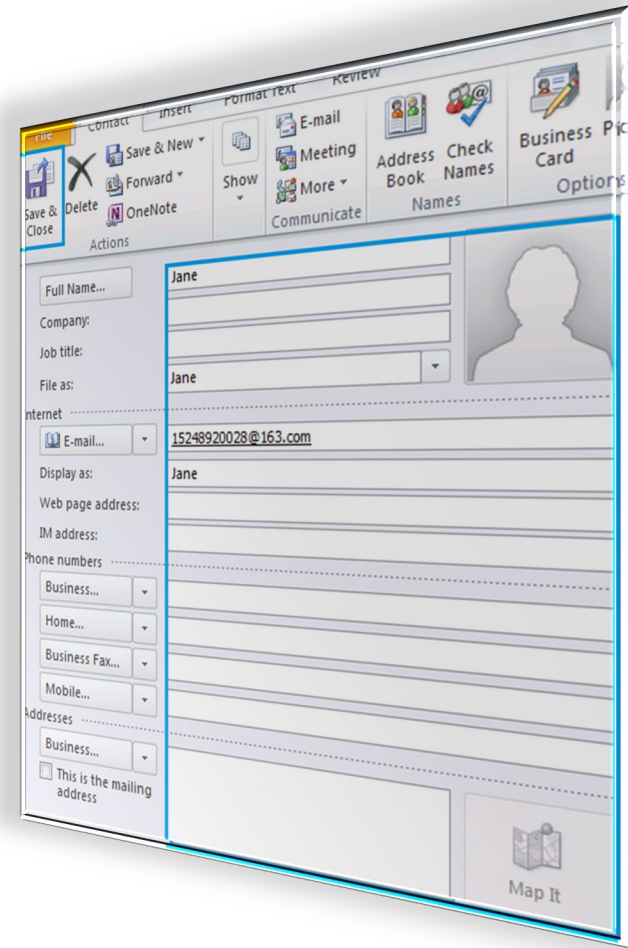
- Real estate appraisals
- Taxpayer data received in confidence
- Records protected by legal privilege (attorney client, work product, etc.)
- Security assessments
- General balancing exception:
 - “Public interest served by not disclosing the record clearly outweighs the public interest served by disclosure.”



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Public Officials' Home Address and Phone Number

“No state or local agency shall post the home address or telephone number of any elected or appointed official on the Internet without first obtaining the written permission of that individual”



Duty to Assist Requestor

The agency will:

- Assist requester to identify records responsive to request
- Describe the medium and location in which records exist
- Provide suggestions to overcome “any practical basis for denying access.”
- Or provide index of records (if an Index exists can provide and let requester identify the records they want)

Electronic Records

The agency:

- Must make electronic records available in electronic format
 - In any format used by the agency
 - In any format in which agency holds it
- May recover only direct cost of duplication
- Requester pays hardware and software costs for unusual formats
- No duty to compromise computer system security



Remedies

- Requesters can sue to challenge denial
- Burden is on the agency to justify withholding records
- Agency has no right of appeal; review is by discretionary writ
- Agency pays legal fees on loss
- Agency wins fees only if suit is “clearly frivolous”

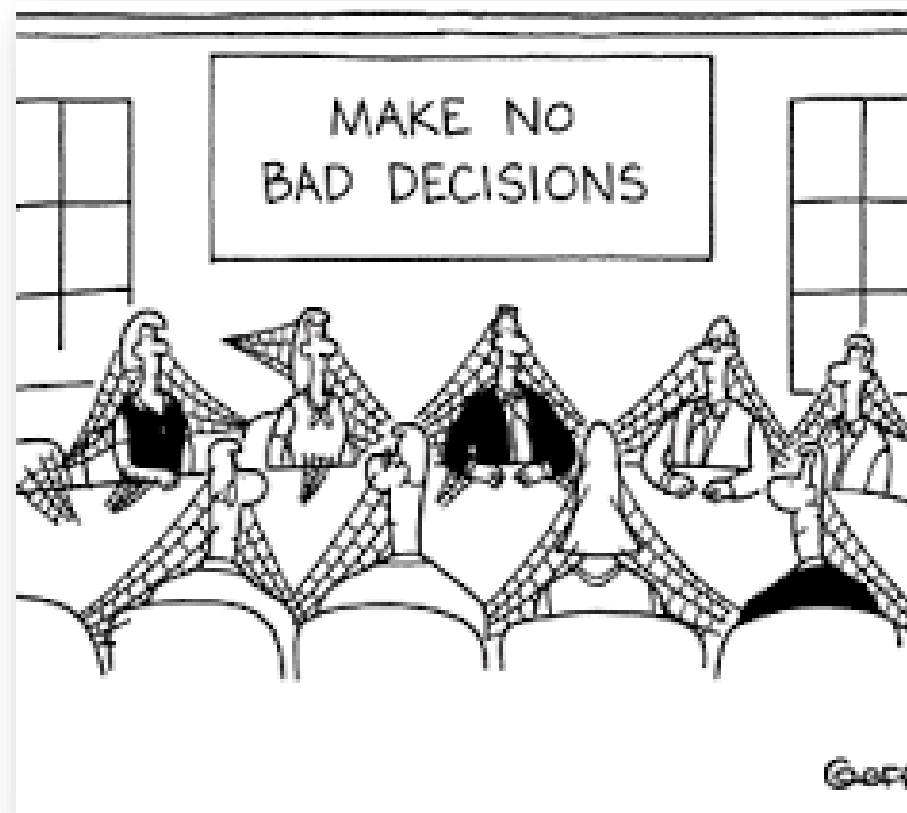
Recommendations

- Don't create unhelpful records
- Copy staff on all items provided to entire legislative body
- Don't retain records without a reason
- Segregate exempt from non-exempt records
- Segregate personal from public
- Be careful with email and texts

Ethical Decision-Making

“Whenever two good people argue over principles, they are both right.”

- Marie Ebner von Eschenbach



General Thoughts on Ethical Decision-Making

- Is the action legal?
- Does it meet your own sense of right and wrong?
- Is it good public policy?
- Is it consistent with the agency's or the community's values?
- Does it comply with the Golden Rule?



General Thoughts on Ethical Decision-Making

- Don't be afraid to invite ethics into the room
- There is often more than one “right” answer and it is okay to disagree about what is right or wrong
- The Institute for Local Government has good resource materials at <https://www.ca-ilg.org/>
- General Counsel is also here for you as well

Conclusion

“Management is doing things right; leadership is doing the right things.”

- Peter Drucker



Questions and Answers



Colantuono, Highsmith & Whatley, PC

<https://chwlaw.us>

NORTHERN CALIFORNIA:

Grass Valley

420 Sierra College Drive, Suite 140
Grass Valley, CA 95945-5091
Phone (530) 432-7357
Fax (530) 432-7356

Sacramento

555 University Avenue, Suite 275
Sacramento, CA 95825
Phone (916) 400-0370

Sonoma

670 West Napa Street, Suite F
Sonoma, CA 95476
Phone (707) 986-8091
Fax (707) 938-7221

SOUTHERN CALIFORNIA:

Pasadena

790 E. Colorado Blvd., Suite 850
Pasadena, CA 91101-2109
Phone (213) 542-5700
Fax (213) 542-5710

Orange County

7545 Irvine Center Drive, Suite 200
Irvine, CA 92618
Phone: (949) 545-9051
Fax: (213) 542-5710

COLANTUONO
HIGHSMITH
WHATLEY, PC