

Council Meeting of
October 18, 2011

Honorable Mayor and Members
of the City Council
City Hall
Torrance, California

Members of the City Council:

**SUBJECT: Torrance Election and Candidates Ethics Committee -
Accept final report, approve recommendations for an Ethical Campaign
Program for Candidates for Elective Office, and adopt RESOLUTION.**

RECOMMENDATION

Recommendation of the Torrance Elections and Candidate Ethics Committee that City Council:

1. Accept and file the Election and Candidates Ethics Committee final report;
2. Approve the voluntary Ethics Training for Candidates for Elective Office program, direct the City Manager to implement the program for the 2012 Municipal Election and allocate the remaining \$6,000 of the Committee's budget for the implementation of the program; and
3. Adopt a **RESOLUTION** that amends the Code of Ethics title page and the Commitment to Integrity statement to include "Candidates for Elective Office," adopts the Ethics Policy for Candidates for Elective Office, and adopts Guidelines for Clarifying Your Role as a Candidate.

FUNDING

Not to exceed \$6,000. Funding is available in the Council Election and Candidates Ethics Committee Operating Budget.

BACKGROUND/ANALYSIS

The Election and Candidates Ethics Committee was appointed by City Council in January 2011 and conducted their first meeting in February 2011. Since their first meeting, the Committee has gathered information and deliberated on an ethics program for candidates for elective office. Attached for City Council consideration is the Committee's final report and recommendations.

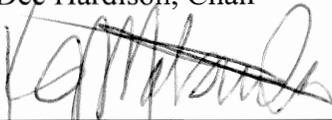
The Committee will provide a brief presentation to your Honorable Body at the October 18, 2011 City Council meeting. Committee Members and City staff will be available should there be any questions or requests for additional information.

Respectfully submitted,

ELECTION AND CANDIDATES
ETHICS COMMITTEE



Dee Hardison, Chair



Kristin J. Matsuda, Member

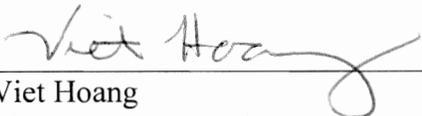


Keith Montoya, Member

Noted:



LeRoy J. Jackson
City Manager

By 

Viet Hoang
Management Associate

Attachment:

- A) Report to the Torrance City Council: Recommendations for an Ethical Campaign Program for Candidates for Elective Office
- B) Resolution

City of Torrance

Election and Candidates Ethics Committee

**REPORT TO THE TORRANCE CITY COUNCIL:
RECOMMENDATIONS FOR AN ETHICAL CAMPAIGN PROGRAM FOR
CANDIDATES FOR ELECTIVE OFFICE**

OCTOBER 18, 2011

Dee Hardison, Committee Chair
Kristin J. Matsuda, Committee Member
Keith Montoya, Committee Member

INTRODUCTION

The Torrance Election and Candidates Ethics (ECE) Committee was created by City Council on January 25, 2011 and was charged with producing materials to support ethical conduct of candidates in their campaigns for elective office. Specifically, the Committee was assigned to transmit a recommendation containing the following elements to City Council:

1. A candidate's ethics policy statement;
2. A candidate's voluntary ethics agreement, with which candidates can pledge compliance at the beginning of the campaign process;
3. A proposed structure for a voluntary candidate's training program as an extension of the orientation and training provided by the City Clerk; and
4. A recommendation of ethics guidelines for Commissioners who become candidates for elective office during their appointment as a Commissioner.

The following report and recommendations address the above assignments. Because the proposed candidate's voluntary ethics agreement (Assignment 2) is referenced in the proposed candidate's ethics policy statement (Assignment 1), this report will address the voluntary ethics agreement first.

The ECE Committee would like to acknowledge the contributions of several former committees to this report, including the Torrance Blue Ribbon Committee on Ethics and Integrity, the City Council Ad Hoc Ethics Committee, and the Torrance Ethics and Integrity Committee. Their extensive research, thoughtful deliberation, and commitment to developing a meaningful ethics program provided a solid foundation for this Committee to carry out City Council's assignments.

CANDIDATE'S VOLUNTARY ETHICS AGREEMENT

The Torrance Blue Ribbon Committee on Ethics and Integrity was appointed by City Council in 2006 and was assigned the task of developing recommendations to establish a sustainable ethics program for the City. The Committee submitted their report to City Council on January 15, 2008, and the report included a Preamble to the Code of Ethics, Code of Conduct, Values, and Standards. At that same meeting, City Council accepted the report and assigned the review and study of the report to the City Council Ad Hoc Ethics Committee.

Subsequently, the Ad Hoc Ethics Committee recommended adoption of the Preamble, Code of Conduct, Values, and Standards as submitted by the Blue Ribbon Committee on Ethics and Integrity. In addition, the Committee developed an Integrity Statement to be signed by appointed and elected officials. City Council concurred with the recommendation and adopted the Code of Ethics for Elected and Appointed Officials and the Commitment to Integrity Statement (Attachment A) with a simple minute motion.

Code of Ethics for Elected Officials, Appointed Officials, and Candidates for Elective Office

The ECE Committee has identified that the Code of Ethics, including the Preamble, Code of Conduct, Standards, and Commitment to Integrity are applicable to elected and appointed officials, as well as candidates for elective office. In addition, the Commitment to Integrity statement already addresses candidates for public office. As such, the Committee recommends that the Code of Ethics be amended to reflect the inclusion of, "Candidates for Elective Office," in its title (Attachment B). Furthermore, the Committee recommends that the Commitment to Integrity statement be amended to reflect the proposed change in title (Attachment C).

Implementation Recommendations

The ECE Committee recommends introducing the Code of Ethics for Elected Officials, Appointed Officials, and Candidates for Elective Office at two key points:

1. **Ethics Training for Candidates for Elective Office:** Review the Code of Ethics and discuss how it differs from the Ethics Policy for Candidates for Elective Office during the training class. Provide the Code of Ethics as part of the "toolkit" for participants completing the training class.
2. **City Clerk:** All candidates meet with the City Clerk to review the campaign process. The meeting typically occurs before the opening of the official filing period. Provide the Code of Ethics as a handout, inform candidates that the code is voluntary to sign, and if the candidate chooses to abide by the Code, it may be returned to the City Clerk to be part of the candidate's public campaign record.

CANDIDATE'S ETHICS POLICY STATEMENT

Ethics Policy for Candidates for Elective Office

The ECE Committee recommends that City Council adopt the proposed Ethics Policy for Candidates for Elective Office (Attachment D). The expectations established in the policy mirror the values and standards already adopted by City Council in the Torrance Code of Ethics. The policy takes the values and standards one step further by making them relevant to campaigns, and has been written to provide specific, action-oriented strategies for candidates to run an ethical campaign. These strategies are referenced throughout the proposed voluntary training program for candidates for elective office, which will be discussed in detail in a subsequent section of this report.

Implementation Recommendations

The ECE Committee recommends introducing the Ethics Policy for Elective Office at two key points:

1. **Ethics Training for Candidates for Elective Office:** Review the Policy and discuss how it differs from the City's Code of Ethics during the training class. Provide the policy as part of the "toolkit" for participants completing the training class.
2. **City Clerk:** All candidates meet with the City Clerk to review the campaign process. The meeting typically occurs before the opening of the official filing period. Provide the policy as a handout and let candidates know that the policy will be discussed in greater detail at the Ethics Training for Candidates for Elective Office class.

PROPOSED STRUCTURE FOR A VOLUNTARY CANDIDATE'S TRAINING PROGRAM

The ECE Committee respectfully submits *Ethics Training for Candidates for Elective Office*, a voluntary training class for candidates for elective office. The class is designed to address the following participant learning objectives:

1. Be familiar with recurring campaign ethics problems locally and nationally, and identify how to avoid them in the future.
2. Recognize that, as a candidate, character is a conscious choice.
3. Understand the role and value of ethics in a campaign, and be able to apply the knowledge to the campaign.
4. Approach campaigns with civility and transparency (openness).
5. Recognize individual and team responsibility in the campaign process.
6. Have the resources to run an ethical campaign.
7. Appreciate the transition from candidate to office-holder.

In addition to course curriculum, the Committee has developed supporting material to be used as a supplement during and after the training class, and recommendations for implementing the program.

Ethics Training for Candidates for Elective Office – Training Class

Attachment E is the Leader's Guide for the Ethics Training for Candidates for Elective Office class, which includes the PowerPoint presentation and a sample script for the facilitator. The class is approximately 90 minutes, and is a combination of lecture, class discussions, and small group activities. The Committee acknowledges that the Leader's Guide includes a script that would be difficult to complete in 90 minutes; however, the intent is to provide the facilitator with enough information so that he/she may have some discretion in selecting material for the class.

The Committee recommends arranging the training classroom in "breakout style," where tables are arranged in rectangles, with four to six seats at each table. To maximize opportunities for campaign teams to practice solving problems with one another, it is recommended that members of the same campaign teams sit with one another.

Ethics Training for Candidates for Elective Office – Supporting Materials

In addition to a hardcopy of the PowerPoint presentation, to reinforce the concepts addressed during the training class, the Committee has developed a campaign “toolkit” with the following resources:

- Resources list for Candidates for Elective Office – Attachment F
- Foldout card of Reminders for Running an Ethical Campaign – Attachment G
- Code of Ethics for Elected Officials, Appointed Officials, and Candidates for Elective Office (with the ECE Committee’s proposed changes) – Attachments A, B and C
- Ethics Policy for Candidates for Elective Office – Attachment D
- Guidelines for Clarifying Your Role as a Candidate – Attachment H

Implementation Recommendations

Timing to Offer Training Class

Based on feedback from City Clerk Sue Herbers, the class is best offered following the closure of the nomination filing period and before the first candidate forum is conducted. Waiting for the class to be offered after the closure of the nomination filing period will guarantee that all candidates will be given an opportunity to attend the training. And offering the class prior to the first candidate forum will allow for candidates to put the training to use before the first official campaign event.

Ideally, so that the City Clerk’s Office has sufficient time to conclude the nomination filing period, the Committee recommends the class be offered between 10 and 15 days following its closure.

Participants

All candidates and members of their campaign teams will be invited to participate in this voluntary training program. In regards to campaign teams, both paid staff and volunteers will be encouraged to participate.

Training Facilitator

The Committee recommends that a professional trainer be used to facilitate the Ethics Training for Candidates for Elective Office class. In addition, the Committee recommends the City’s Staff Liaison to the ECEC serve as a co-facilitator. The professional trainer’s focus will be to engage the participants and facilitate learning. Staff’s focus will be to address campaign and City-related questions of participants.

Evaluation

The Committee recommends that a training evaluation survey be provided to participants following completion of the training class (Attachment I). Results will be used to improve future classes.

Continuity of Ethics Training for Candidates for Elective Office

In an effort to ensure improvement and continuity of the City's ethics program for candidates for elective office, the ECE Committee recommends that City Council establish an internal committee following the 2012 municipal election. The internal committee will consist of the professional trainer who facilitated the Ethics Training class, the City's staff liaison to the ECE Committee, and a City Councilmember who is not a candidate for the 2012 municipal election. The internal committee will have two primary responsibilities:

1. Review results from the training evaluation forms completed by participants and the 2012 municipal elections to identify improvements.
2. Update City's Ethics Training for Candidates for Elective Office program and material approximately 9 - 12 months before the 2014 municipal election.

RECOMMENDATION OF ETHICS GUIDELINES FOR COMMISSIONERS WHO BECOME CANDIDATES FOR ELECTIVE OFFICE

City Council originally assigned the ECE Committee to develop ethics guidelines for Commissioners who become candidates for elective office during their appointment as a Commissioner. The primary benefit of establishing guidelines is to clarify roles of candidates during an election campaign, helping the public separate a candidate's campaign activities from his/her official capacities as an appointed official. Upon further discussion, the Committee identified this benefit could be applied to all candidates for elective office, including currently elected officials, as well as those who might not be appointed or elected officials.

Guidelines for Clarifying Roles for All Candidates

The ECE Committee believes that guidelines for candidates to clarify their role during election campaigns are applicable to all candidates. As such, the Committee recommends City Council adopt *Guidelines for Clarifying Your Role as a Candidate* (Attachment H). These guidelines provide four strategies for candidates to maintain a separation between their role as a candidate from other roles in which they may serve. In addition, the guidelines provide relevant examples of how candidates who are currently appointed or elected officials, or candidates who are not appointed or elected officials, might use the guidelines during their campaign.

Implementation Recommendations

The ECE Committee recommends introducing these guidelines at three key points:

1. **Ethics Training for Candidates for Elective Office:** Provide these guidelines as part of the "toolkit" for participants completing the Ethics Training for Candidates for Elective Office training class.
2. **City Clerk:** All candidates meet with the City Clerk to review the campaign process. The meeting typically occurs before the opening of the official filing period. Provide these guidelines as a handout and let candidates know they will be discussed in greater detail at the Ethics Training for Candidates for Elective Office class.
3. **Commissioner Certification Training:** Before a Torrance resident may be appointed to serve on a City Commission, Committee or Advisory Board, he/she must complete the City's two-hour certification class. In addition, every two years, currently appointed officials are required to be recertified with the same class. Provide these guidelines during the certification class, so existing and potential appointed officials know what may be expected of them.

COMMITTEE RECOMMENDATIONS TO CITY COUNCIL

The Election and Candidates Ethics Committee respectfully recommends that City Council adopt a resolution that:

1. Amends the *Code of Ethics* title page and the *Commitment to Integrity* statement to include “Candidates for Elective Office;” and
2. Adopts the *Ethics Policy for Candidates for Elective Office*; and
3. Adopts *Guidelines for Clarifying Your Role as a Candidate*.

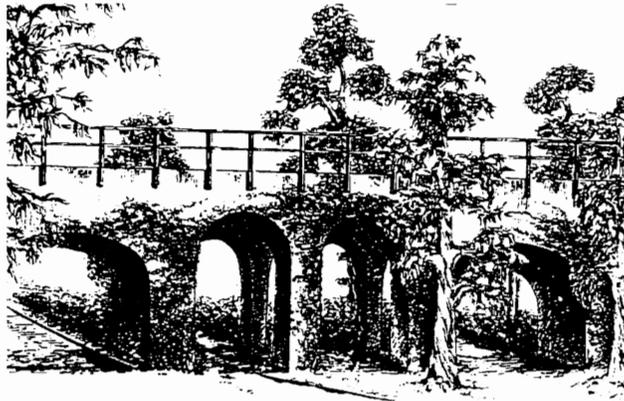
In addition, the Election and Candidates Ethics Committee respectfully recommends that City Council:

1. Approve the voluntary *Ethics Training for Candidates for Elective Office* program, direct the City Manager to implement the program for the 2012 Municipal Election and allocate the remaining \$6,000 of the Committee’s budget for the implementation of the program.

ATTACHMENTS

- Attachment A: Code of Ethics for Elected and Appointed Officials, Adopted April 1, 2008
- Attachment B: Code of Ethics for Elected Officials, Appointed Officials, and Candidates for Elective Office Title Page (Proposed)
- Attachment C: Commitment to Integrity statement (Proposed)
- Attachment D: Ethics Policy for Candidates for Elective Office (Proposed)
- Attachment E: Leader's Guide, Ethics Training for Candidates for Elective Office (Proposed)
- Attachment F: Resources for Candidates for Elective Office (Proposed)
- Attachment G: Foldout Card of Reminders for Running an Ethical Campaign (Proposed)
- Attachment H: Guidelines for Clarifying Your Role as a Candidate (Proposed)
- Attachment I: Training Evaluation Form (Proposed)

City of Torrance
Code of Ethics
For Elected
and
Appointed Officials



Adopted April 1, 2008

Preamble

“The ethical person should do more than he is required to do and less than he is allowed to do.”

*Michael Josephson
Founder of the Josephson Institute of Ethics*

Ethical behavior is the cornerstone for all aspects of city government. The Torrance City Council reinforces the City’s commitment to ethical government by adopting the letter and spirit of this Code of Ethics. It was built around the values that have been embraced by those devoted public servants who have served the public so well. The Code’s aim is to affirm an identity of Excellence and Integrity for our City’s government through our citizens, our employees and our dealings with other communities.

The Code provides guidance in making the right ethical decisions in the conduct of City business. It goes beyond the many laws, rules and regulations that already exist. This Code takes Torrance to the next level of public trust by providing standards of conduct expected of those engaged in City business.

The Code applies to all who represent our City’s government. It includes all elected and appointed officials, citizens campaigning for elective office, city employees and others who participate in city government. As representatives of the City, all are required to subscribe to and understand how the Code applies to them. All must agree to practice the values expressed in the Code in day-to-day service to the City.

Code of Conduct

This Code of Conduct provides a framework for making ethical decisions. It should assist people in doing the right thing by identifying not just appropriate behavior but also actions to be avoided.

This framework is expressed in the Values and Standards, which follow.

Values

Honesty

Respect

Responsibility

Transparency

Trust

Standards

Honesty

- I am committed to doing the right thing.
- I speak the truth – even if it is uncomfortable – I am sincere, candid and keep confidences.
- I make decisions based solely on the best interests of the City of Torrance and recuse myself at any instance of potential conflict.

Respect

- I treat my fellow officials, staff and the public with courtesy, compassion and civility, even when we disagree on what is best for the community.
- I actively listen, ask questions, seek diverse opinions and participate in value-added discussion for the purpose of consensus building.
- I respect the right of all employees and the public to fair treatment and equal opportunity, free from discrimination or harassment of any sort.
- I accept individual differences and beliefs without prejudice and judge others based on their character, ability and conduct.
- I gain personal value by respecting others' ideas, diversity, skills and knowledge.

Responsibility

- I take responsibility for my actions regardless of their outcome.
- I am a prudent steward of public resources and consider the impact of my decisions on the City and the community.
- I prepare for meetings, read provided material, research issues and make informed decisions.
- I encourage others to act responsibly by the example I set.
- I never excuse or ignore inappropriate activities.

Transparency

- I will be open in all activities in which I am engaged, making every attempt to keep the public aware.
- I will not maintain nor support any hidden agenda and my decisions/ actions will be based solely on the merits of the matter before me.
- I understand that public perception is important and recognize that I am ethically bound to do more than is required of me and less than is allowed by law.
- I will view my conduct through the eyes of those watching my actions to build and maintain the public's confidence.

Trust

- I will ensure that all my communications, interactions and transactions are open, honest, accurate and have the best interest of the City and the residents in mind.
- I will be fair, impartial and equitable when making decisions, avoiding the temptation to favor those who have supported me and disfavor those who have not.
- I will uphold the public trust by never using City assets, information or relationships for personal gain.

Commitment to Integrity

As a Public Official, elected or appointed, and/or as a candidate for public office or a member of a Board or Commission, I agree to uphold and operate by the Code of Conduct and Code of Ethics for elected and appointed officials adopted by the City Council and sign my name below with full understanding of the expectations that the Citizens of Torrance hold for me.

I will conduct myself according to the Values outlined in the Code of Ethics as I carry out business for the City, represent the City to the public and in my workings with other elected and appointed officials both within the City of Torrance and with other Agencies;

I will embrace the Standards included in the City of Torrance Code of Ethics and use them as guiding principles to assist me in conducting myself as a representative of the City of Torrance;

I am committed to acting with Honesty and integrity;

I will treat people with Respect;

I will take Responsibility for my actions;

I will act with Transparency as I do the City's business;

I will uphold the public Trust.

I have received and read the City of Torrance Code of Ethics for Elected and Appointed Officials and fully understand the principles as set forth and agree to abide by them.

Signed this date _____

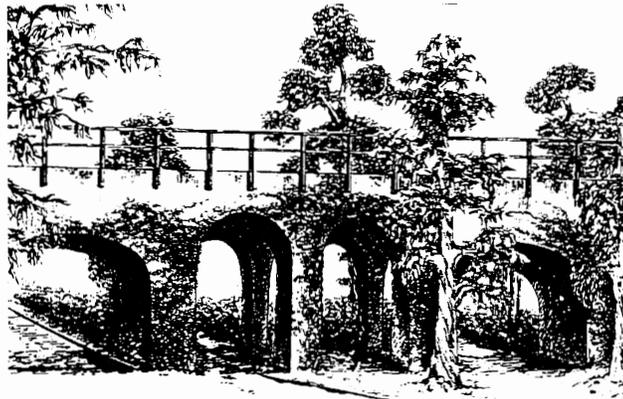
by (print and sign)

Name of Office _____

City of Torrance

Code of Ethics

~~For Elected
and
Appointed Officials
For~~
Elected Officials
Appointed Officials
Candidates for Elective Office



Adopted April 1, 2008
Amended by Resolution ----- October 18, 2011

Commitment to Integrity

As a Public Official, elected or appointed, and/or as a candidate for public office or a member of a Board or Commission, I agree to uphold and operate by the Code of Conduct and Code of Ethics for elected and appointed officials adopted by the City Council and sign my name below with full understanding of the expectations that the Citizens of Torrance hold for me.

I will conduct myself according to the Values outlined in the Code of Ethics as I carry out business for the City, represent the City to the public and in my workings with other elected and appointed officials both within the City of Torrance and with other Agencies;

I will embrace the Standards included in the City of Torrance Code of Ethics and use them as guiding principles to assist me in conducting myself as a representative of the City of Torrance;

I am committed to acting with Honesty and integrity;

I will treat people with Respect;

I will take Responsibility for my actions;

I will act with Transparency as I do the City's business;

I will uphold the public Trust.

I have received and read the City of Torrance Code of Ethics for ~~Elected and Appointed Officials~~ Elected Officials, Appointed Officials, and Candidates for Elective Office and fully understand the principles as set forth and agree to abide by them.

Signed this date _____

by (print and sign)

Name of Office _____



CITY OF TORRANCE

ETHICS POLICY FOR CANDIDATES FOR ELECTIVE OFFICE

The City of Torrance identifies with excellence and integrity, and deserves the very best ethical behavior not only from its public officials, but from those seeking to hold public office in the City. The City expects that, at all times, its candidates will be ethical in word as well as deed, upholding the highest moral character and fostering the public trust. Candidates will be held accountable by the Torrance voters. Therefore, candidates for elective office in the City of Torrance are expected to:

Be Responsible

First and foremost, candidates are expected to educate themselves on how to run an ethical campaign. They are expected to follow the *City of Torrance Code of Ethics for Elected Officials, Appointed Officials, and Candidates for Elective Office*. Additionally, candidates are expected to abide by all state and local rules regarding campaign fundraising, advertising and participation.

Be Honest and Trustworthy

Candidates are expected to tell the truth about themselves as well as the truths about opponents that are important for voters to know. Candidates should focus on issues relevant to Torrance, and never try to confuse or mislead voters. Candidates are expected to keep their promise to conduct an issue-oriented, honest, fair and respectful campaign.

Be Respectful

Candidates should treat opponents with dignity and respect; in other words, point out differences between themselves and opponents that are relevant to the political office, fight fairly, and avoid demeaning or irrelevant personal attacks. Candidates are also expected to publicly and forcefully criticize unfair, dishonest or disrespectful attacks on other candidates from any source.

Be Transparent

Candidates should take responsibility for all statements and materials distributed on the candidate's behalf. They should also take responsibility for any mistakes they make or mistakes made by volunteers or consultants.

Section: Welcome

Outcomes: To understand the purpose of Ethics Training for
Candidates for Elective Office class

Presenters: Facilitator
Mayor Frank Scotto

Time Period: 5 Minutes

Materials Needed: Folders with materials for each participant

Ethics Training for Candidates for Elective Office

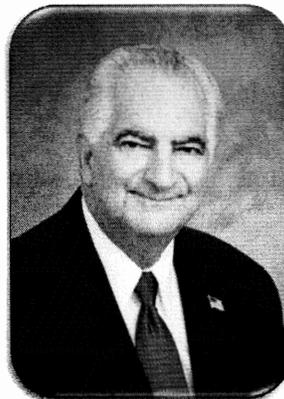
City of Torrance
Draft Version for
City Council Consideration
October 11, 2011

-
- I. Welcome
 - a. Welcome participants as first group of candidates for elective office to complete Ethics Training
 - b. Length of class is 90 minutes
 - c. Review materials provided to participants
 - i. Material is for participants to keep – can write on material
 - ii. Material can be duplicated for campaign use

 - II. Purpose of training
 - a. Discuss that before the purpose of the ethics training can be discussed, important to understand background
 - b. Introduce Mayor Scotto

Welcome from the Mayor

Mayor Frank Scotto



-
- I. Welcome
 - a. Thank participants for voluntarily participating in today's Ethics for Candidates for Elective Office Training class
 - b. Acknowledge that they are first group of candidates to complete class
 - II. Why Torrance has Ethics Training for candidates
 - a. Commitment made by the Mayor during the election campaign six years ago
 - b. Recommendation of the Blue Ribbon Committee
 - i. Committee established to develop a sustainable ethics program for City
 - ii. Recommendation included ethical practices for campaign conduct
 - c. Two subsequent committees continued work of Blue Ribbon Committee, resulting in today's training
 - III. Value of Ethics Training in the City of Torrance
 - a. Community expectations – Blue Ribbon Committee and two Ethics Committees based their recommendations on expectations of the Community
 - b. Public perception
 - i. Voters' perception is that behavior demonstrated during campaign is indicative of behavior as an office holder
 - ii. Past campaigns show voters in Torrance reject unethical campaign practices
 - IV. Turn presentation back to Facilitator

Purpose of Training

Purpose of the Ethics Training for Candidates for Elective Office is to provide candidates and their campaign teams with the tools to run an ethical campaign and still win!

-
- I. Thank Mayor for remarks
 - II. Ice Breaker (Optional) – Birthday Game
 - a. Have all training participants stand in a straight line
 - b. Once in line, have them re-arrange the line so that they are in line by their birthday, with January 1 on one end and December 31 at the other end, but no talking or writing anything down is permitted
 - c. When everyone is in line, have participants introduce themselves with their name and birthday
 - III. Purpose of training
 - a. Read slide to participants
 - b. Emphasis is on “still win”
 - i. Campaigns can sometimes take a tone of “do whatever it takes to win”
 - ii. No one can guarantee being ethical will lead to a successful campaign – but based on this community’s expectations, not doing the right thing is a sure way to not win
 - iii. Ultimately, those who run an ethical campaign can claim a personal victory, even if they do not win the election
 - IV. Public participation (Only if members of the public are observing the training class)
 - a. Acknowledge that there are members of the public who are observing
 - b. Emphasize that this training class is intended for candidates and their teams and relates to the campaign – their participation is priority
 - c. Public is invited to observe

- V. This class establishes a basic foundation for campaign ethics
- a. Candidates and their teams are encouraged to use other resources to help run an ethical campaign
 - b. Resource list will be provided at end

Notes to Facilitator:

- Ice Breaker should take no more than 3 minutes; however, it is optional and should only be completed if enough time is available to cover all material.
- This training class is open to the public to attend and observe. Because the training class is intended for candidates and their campaign teams, and because the material and activities are specific to the campaign, the focus will be on candidates and their teams. The public is welcome to stay to observe, but will not be participating in group activities and discussion.

Objectives of Training

1. Be familiar with recurring campaign ethics problems locally and nationally, and how to avoid them in the future
2. Recognize that, as a candidate, character is a conscious choice
3. Candidates will understand the role and value of ethics in a campaign, and be able to apply the knowledge to their campaign.

-
- I. At the end of today's training, your community hopes candidates walk away with seven key outcomes
 - II. First Objective: Be familiar with recurring problems locally and nationally, and how to avoid them in the future
 - a. Later in the presentation, participants will work in groups to discuss case studies based on realistic events
 - III. Second Objective: Recognize that, as a candidate, character is a conscious choice
 - a. It is up to candidates and their teams to consciously choose to run an ethical campaign – and to reinforce the choice throughout the campaign with their actions
 - b. Participants have already taken the first step towards this conscious choice – by attending this voluntary training
 - IV. Third Objective: Candidates will understand the role and value of ethics in a campaign, and be able to apply the knowledge to their campaign

Objectives of Training (cont'd)

4. Candidates will approach their campaigns with civility and transparency (openness).
5. Candidates will recognize individual and team responsibility in campaign process.
6. Candidates will have the resources to run an ethical campaign.
7. Candidates will appreciate the correlation between candidate and office-holder.

-
- I. Fourth Objective: Candidates will approach campaigns with civility and transparency
 - a. Civility means showing respect for all other candidates and the public and transparency means making campaign decisions that the candidates would be comfortable with the public knowing
 - II. Fifth Objective: Candidates will recognize individual and team responsibility in campaign process
 - a. Ethics does not pertain to just the candidate – those who work and volunteer on the campaign team directly represent the candidate and have a responsibility to make a conscious choice to be ethical, too
 - III. Sixth Objective: Candidates will have the resources to run an ethical campaign
 - a. In addition to the information in the presentation, participants will also receive tools that will help them run an ethical campaign
 - IV. Seventh Objective: Candidates will appreciate the correlation between candidate and office-holder
 - a. The campaign is just the start – the goal is to serve in public office, where the expectations of ethical behavior are equally as great

Today's Agenda

1. Welcome
2. Definition of Ethics
3. Ethics in the Public Sector
4. Ethical Campaigns in the City of Torrance
5. Ethics of the Campaign Team
6. Applying the Concepts
7. Ethical Campaign Toolkit
8. Closing

-
- I. Now that participants know what to expect, briefly review the agenda

Section: Definition of Ethics

Outcomes: To have a similar definition of ethics for the purpose of this class; to recognize individual and team responsibility to ethics in campaign process; to recognize that, as a candidate, ethical character is a conscious choice

Presenter: Facilitator

Time Period: 5 Minutes

Materials Needed: Flip Chart Paper
Magic Markers

DEFINITION OF ETHICS

“An ethical person should do more
than he’s required to do and less than
he’s allowed to do.”

-Michael Josephson

-
- I. In this first section, focus is on a broad look at ethics
 - II. Definition of Ethics
 - a. So that we all have a common reference point, let’s start with a basic definition of “ethics”

Ethics, Defined

Ethics is a standard set of rules and principles guiding one to be correct and fair to all concerned.

For candidates running for office, “all concerned,” includes the public, voters, campaign workers, City staff and opponents.

-
- I. Numerous definitions of “ethics,” but all seemed to have similar elements
 - a. All referenced a set of rules or principles or a system
 - b. All identified that these rules and principles guide action or conduct or behavior
 - c. All identified that the desired action or behavior is right, or fair, or correct to others
 - II. Read definition of ethics for this presentation
 - a. To put it context of campaigns, focus of “all concerned” includes the public, voters, campaign workers, City staff and opponents
 - III. Ask question: What do you think about this definition of “ethics?”

Notes to Facilitator:

- Discussion on definition of ethics is not necessarily to reach agreement on one definition, but rather to reach consensus from all participants that, “while it is not perfect, I can live with it.” Definition will be used as a springboard to the remainder of the presentation.

Why do people not behave ethically?

-
- I. Ask question: So if the definition of “ethics” seems pretty basic, why do you think people not behave ethically?
 - a. Facilitator records responses on flip chart paper
 - b. Facilitator should listen for:
 - i. Power and money
 - ii. Lack of information, incorrect information
 - iii. Value the “win” more than integrity
 - iv. Poor judgment
 - v. Peer pressure

Notes to Facilitator:

- When brainstorming why people do not behave ethically, responses can be related to campaign and non-campaign situations. If participation is slow, start by probing for non-campaign responses.

Reasons People Do Not Behave Ethically

- Power and money
- Lack of information, incorrect information
- Value the “win” more than integrity
- Poor judgment
- Peer pressure
- Other reasons

-
- I. Reasons people do not behave ethically
- a. Power & money: Some people think because they wield power, either by title or influence, they are not held to the same ethical standards as others. Others see opportunity to make money and will do whatever it takes, irrespective of ethics.
 - b. Lack of information or incorrect information: Sometimes unethical behavior occurs because people make decisions without having enough information or correct information.
 - c. Value the “win” more than demonstrating high integrity: Sometimes, people place greater value on reaching their desired outcome over behaving ethically. We see it the sports arena – people playing less than fair to win the game. We see it at work – people taking credit for other people’s work to get a promotion. And we see it in campaigns – people behaving unethically to win an election.
 - d. Poor judgment: As funny as it sounds, some people may have lived their whole life thinking their actions are completely ethical, when they really are not. But no one has ever addressed the issue, so they are not aware. Other times, people might make unethical decisions because they are put in a new situation and are not sure how to handle it.
 - e. Peer pressure: Peer pressure can be perceived, where people want to fit in with others by engaging in unethical behavior or simply “looking the other way” not to make waves. Other times, peer pressure can be real – others may coerce unethical behavior, or blatantly threaten.
 - f. Other reasons

II. Classroom environment versus reality

- a. In a sterile environment like this training class, it is easy to think we always act with the highest ethics. But the reality is, making unethical decisions is pretty common. Students cheat on exams, applicants exaggerate resumes, people distort facts to suit their situation.
- b. The focus of this class is to encourage candidates and their teams to have a conversation on how to run an ethical campaign.
- c. Again, in this sterile environment, it is easy to give the “correct” responses -- but the ultimate test is when we are out in the real world, if we are willing to do the right thing, even when it is not in our own self-interest.

Notes to Facilitator:

- Reasons listed as to why people do not behave ethically are just examples – there are plenty of other reasons not identified. Goal of this slide is to encourage participants to identify drivers of unethical behavior, moving them from describing what unethical behavior “looks like” to the reasons that might cause unethical behavior.

Ethical Character, defined

Ethical character is the ability to do the right thing under trying circumstances.

-
- I. “Character” is often associated with ethics
 - a. Character tends to be tangible because it describes ethics in actionable words
 - b. Read definition of “ethical character”

 - II. For help in coming up with specific actions, presentation will focus on Michael Josephson
 - a. Renowned lecturer on training and ethics
 - b. Josephson institute’s mission: “To improve the ethical quality of society by changing personal and organizational decision making and behavior”
 - c. Character Counts is key Josephson program and trains students, business people and community leaders on principles of character
 - d. Character Counts has six pillars of characters

What Makes Ethical Character?

The Six Pillars of Character[®]

- Trustworthiness
- Respect
- Responsibility
- Fairness
- Caring
- Citizenship

*The Six Pillars of Character is a registered trademark of Josephson Institute.
www.JosephsonInstitute.org*

-
- I. Trustworthiness
- a. Be honest – do not deceive, cheat, or steal
 - b. Be reliable – do what you say you'll do
 - c. Have courage to do the right thing
 - d. Build a good reputation
 - e. Be loyal – stand by your family, friends and country
- II. Respect
- a. Treat others with respect – follow the Golden Rule
 - b. Be tolerant and accepting of differences
 - c. Use good manners, not bad language
 - d. Be considerate of the feelings of others
 - e. Don't threaten, hit or hurt anyone
 - f. Deal peacefully with anger, insults and disagreements
- III. Responsibility
- a. Do what you are supposed to do
 - b. Plan ahead
 - c. Persevere: keep on trying!
 - d. Always do your best
 - e. Use self-control, be self-disciplined
 - f. Think before you act – consider the consequences
 - g. Be accountable for your words, actions and attitudes
 - h. Set a good example for others

IV. Fairness

- a. Play by the rules
- b. Take turns and share
- c. Be open-minded; listen to others
- d. Don't take advantage of others
- e. Don't blame others carelessly
- f. Treat all people fairly

V. Caring

- a. Be kind – be compassionate and show you care
- b. Express gratitude
- c. Forgive others
- d. Help people in need

VI. Citizenship

- a. Do your share to make your school and community better
- b. Cooperate
- c. Get involved in community affairs
- d. Stay informed – vote
- e. Be a good neighbor
- f. Obey laws and rules
- g. Respect authority
- h. Protect the environment
- i. Volunteer

VII. Observations about the Six Pillars

- a. Parallels lessons often taught in grade school – good character is foundational for life, not just campaigns
- b. Descriptions of each pillar use simple words – again underscoring the simplicity of good ethical character
- c. Trustworthiness, Respect and Responsibility are often associated with discussions of ethics – this presentation covers them, too
- d. Fairness, Caring, and Citizenship are not as often associated with ethics, but when you hear description of those pillars, it makes sense for good character

Notes to Facilitator:

- The Six Pillars of Character include extensive behaviors associated with each pillar. Adjust length discussion based on available time. Pillars #1 - #3 are covered in other sections, so if time is limited, focus on Pillars #4 - #6.

Section:	Ethics in the Public Sector
Outcomes:	To recognize individual and team responsibility to ethics in campaign process; to appreciate the transition from candidate to officer-holder; to understand voter expectations and perceptions and to recognize how candidates can fulfill these expectations through ethical actions
Presenter:	Facilitator
Time Period:	10 Minutes
Materials Needed:	None

ETHICS IN THE PUBLIC SECTOR

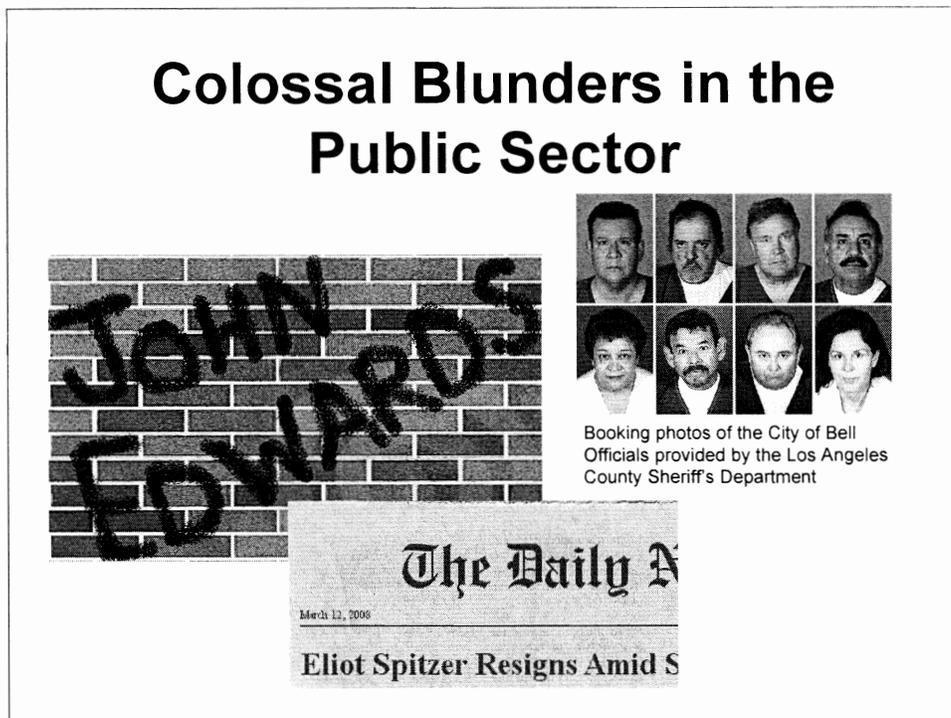
“Ethics is knowing the difference
between what you have a right to do
and what is right to do.”

-Potter Stewart

-
- I. Next section of presentation transitions from broad discussion on ethics and moves it into public sector
 - a. Reminder that campaign is just the process to reach the ultimate goal of serving in a public office
 - b. This section starts off with three examples, all colossal blunders when it comes to ethics

Notes to Facilitator:

- Potter Stewart was an Associate Justice of the U.S. Supreme Court from 1915 – 1985.
- It is likely that only one of the three blunders can be fully addressed. The Elliot Spitzer “blunder” receives priority, as he was never charged with misuse of public funds or other criminal activities. Of the three examples, only Spitzer’s “blunder” was purely ethical in nature, and underscores that ethics can be compromised even when no laws or regulations are violated.



- I. First colossal blunder – Elliot Spitzer
- a. Article by Paul Harris, correspondent for *The Observer*, summarizes Spitzer’s rise and fall well. Read: “Bronx-born Eliot Spitzer won himself a national reputation as the ‘Sheriff of Wall Street.’ He was New York’s tough-talking Attorney General, who fought banking corruption, enforced environment law and won rights for low-paid workers. He used that fame to enter politics and in 2006 became governor of New York: a perfect springboard for the White House. Spitzer could have made history. Instead he left office in disgrace three years ago amid a flood of tabloid headlines that recounted salacious details from his repeated use of a high-end escort service. Spitzer – never charged with any crime -- was dubbed the ‘Luv Guv,’ and forced into a political wilderness at a time when his expertise would have been uniquely valuable in the face of the worst fiscal crisis since the Depression. Rarely in American politics was a fall from grace so spectacular, so complete and so clearly down to a self-inflicted human flaw.”
 - b. A telling part of the Spitzer story is his introspective analysis of what happened. On the question of whether opposing-party members or unhappy bankers were out to ruin his career, Eliot Spitzer replied, “I point the finger only at myself for having given them the ammunition to do it . . . I am responsible for what I did . . .”
 - c. During his announcement resigning his post as Governor, Spitzer said, "I cannot allow for my private failings to disrupt the people's work. Over the course of my public life, I have insisted– I believe correctly– that people take responsibility for their conduct. I can and will ask no less of myself. For this reason, I am resigning from the office of governor.”

II. Group Discussion

- a. Ask: Prior to the revelation of his involvement in the escort service, Mr. Spitzer appeared to have a promising political career. And in hindsight, Mr. Spitzer takes full responsibilities for his actions, so obviously he knows his conduct was wrong. Given all of this, why do you think Mr. Spitzer would jeopardize his future by getting involved with a sex ring?
 - i. Listen for reasons previously discussed on slide, “Reasons people do not behave ethically?”
- b. Ask: Prosecutors in charge of this case announced that Spitzer would not face criminal charges for his involvement in the sex ring, citing that they found no evidence of misuse of public funds. In effect, his ethical failures were isolated to his private life. So, what do you think are Mr. Spitzer’s chances of running for President or any other political office?
 - i. Probe respondents with, “Why do you say that?”
 - ii. This consistency between public and private life will be discussed on subsequent slides

III. Impact of poor ethical choices is expansive

- a. Family – picture of tearful wife says it all
- b. Career – as participants have stated, his political career is over
- c. Opportunity to impact future – while Spitzer could have offered his financial expertise during America’s economic downturn, the trust public has for him is gone

IV. Two other situations come to mind when we think of recent colossal blunders in the public sector

- a. John Edwards: As you probably remember, Mr. Edwards’ indictment alleges he conspired to violate federal campaign-finance laws, made false statements to the Federal Election Commission, and accepted and received illegal campaign contributions that he later used to defray the expenses of his mistress, who gave birth to the child Mr. Edwards denied fathering for two years, before he admitted it in 2010. Similar to Mr. Spitzer, Mr. Edwards’ alleged legal violations and his poor choice in ethics have damaged his family life, his career, and his opportunity to impact the future.
- b. City of Bell: And right in our own backyard, we all know the story about the City of Bell. Eight City officials were charged with misappropriating more than \$5.5 million from the small, working-class town. When it comes to ethics, do you think it matters whether the alleged misappropriation of public funds occurred in a working class community versus an affluent community?
 - i. Listen for: Unethical behavior is still unethical behavior, irrespective of who it impacts.
 - ii. Discussion might go in the direction that the elected and appointed officials took advantage of a community that was not as engaged in the civic process as other cities. That point is valid; however, conclusion should still be that unethical behavior is still unethical behavior.

Notes to Facilitator:

- Link responses to question on why the person behaved unethically to responses in previously discussed reasons that people do not behave ethically.
- Responses to question on person's chances for winning future elections are a preview to "Voter Expectations & Perceptions Equal Candidate Aspirations."

Voter Expectations & Perceptions Equal the Candidate's Aspirations

1. Voters expect you to be an open book
2. Voters expect consistency – be ethical in private life and public life (not a Jekyll & Hyde)
3. Voters expect you to accept personal responsibility for perceptions and reality (not assign blame elsewhere)
4. Voters expect honesty (not shifty behavior and certainly not a cover-up)

-
- I. Those three examples lead to next part of presentation
 - a. Three examples give glimpse into what voters expect of office-holders and their perception of how their elected officials should conduct themselves
 - b. None of these expectations should surprise you – it's probably what you expect in your own elected officials, too
 - c. Purpose of this list is to remind you that as candidates of office, these qualities voters expect of elected officials should be what you aspire to demonstrate during your campaign
 - d. The expectations on the next two slides come directly from our Torrance community, through the efforts of the ethics committees the Mayor previously discussed. We will also be reviewing ideas on how you, as candidates, can translate these voter expectations into action. Some of these ideas have come from the City of Santa Clara, which has an outstanding ethics program that is regarded as a leader of aspirational ethics program in City government. At the end of this presentation, a resource list will be provided with information on accessing Santa Clara's program.
 - II. Voters expect you to be an open book
 - a. City of Bell is a good example – contracts were approved that should have gone through the public process, an opportunity for the public to voice their opinion
 - b. Public process is in place for open and transparent decision-making
 - c. Ask: Can I have one example of how candidates can demonstrate openness during the campaign?
 - d. One way to be open with your campaign is by ensuring all marketing material you put out clearly identifies that it comes from you, and that campaign committees that you control are identified as such

- III. Voters expect consistency – be ethical in private life and public life
- a. Elliot Spitzer is a key example of Jekyll and Hyde
 - b. As we discussed, even though he was never charged of a crime, he will probably never have public support to run for office, again – the public expects this consistency between public and private life
- IV. Voters expect you to accept personal responsibility for perceptions and reality, and to not assign blame elsewhere
- a. It's easy when things are going smoothly, but when things are not going well, the public pays extra attention to your actions. If a mistake is made, take responsibility, correct the mistake, and make sure it doesn't happen, again. That includes things that might happen unintentionally, too – the public has a perception of what happened, and it is your responsibility to address it.
 - b. Keep in mind this applies to your whole campaign – volunteers and staff acting on your behalf are still your responsibility; if they make a mistake, take ownership as though you made the mistake.
- V. Voters expect honesty
- a. Honesty applies not only to you, but to your opponents – an ethical candidate always tells the truth about him/herself and his/her opponents.
 - b. Taking that principle one step further, not only do ethical candidates tell the truth about their opponents, they only tell truths that are important for voters to know. The differences they point out are relevant to political office.

Notes to Facilitator:

- Some ideas in this section of how to apply principles to the campaign are included in the “Ethics Self-Evaluation for Candidates,” which will be distributed later in the presentation.
- Link previously discussed Michael Josephson’s Six Pillars of Ethical Character and the three examples of public officials not behaving ethically with these aspirations.

Voter Expectations & Perceptions Equal the Candidate's Aspirations (cont'd)

5. Voters expect trustworthiness
 - a. Are you (and your team) worthy of voters' trust?
 - b. Will you maintain that trust while in office?
6. Voters expect you to uphold these aspirations, and the law (not to abuse the system once you become a part of it)
 - a. Will the voter's needs and circumstances be respected and addressed (not taken advantage of)?

-
- I. Voters expect trustworthiness – not just during the campaign, but when you are in office, too
 - a. “Trustworthiness” can sometimes be used as an all-encompassing word. Michael Josephson has some specific actions that can be associated with trustworthiness in his Six Pillars of Ethical Character.
 - i. Have the courage to do the right thing
 1. A great idea to put this in place while you are campaigning is by publically and forcefully criticizing unfair, dishonest or disrespectful attacks on other candidates, irrespective of the source of the attacks
 - ii. Josephson also talks about being reliable to demonstrate trustworthiness – doing what you say you'll do
 1. When it comes to your campaign, do you start your campaign promising to conduct a responsible, respectful, issues-focused, and transparent campaign, and then do you follow through with your promise, even when the competition becomes tough?
 - iii. Josephson links trustworthiness with being loyal to family, friends and country
 1. What would your friends and family say of the actions you take during your campaign?
 - II. Lastly, voters expect you to uphold these aspirations and the law, respecting and addressing their needs and circumstances – not taking advantage of them
 - a. The City of Bell is a painful example of this point. As we discussed earlier, even if it had happened in a city like Beverly Hills, the actions of the elected and appointed officials would be equally as unethical. Every community has its own needs and voters expect office holders to be respectful of these needs.

- b. Ask: Are any of these aspirations reasonable for voters to expect? Are these aspirations in line with your own expectations for your elected officials at the local, state and national level?
 - i. Probe: Why or why not?
- c. As mentioned before, all of you have taken the first step in running an ethical campaign – by attending this class and hearing what the community expects of you. In just a bit, you'll have an opportunity to find out more the City's Code of Ethics for Elected Officials, Appointed Officials, and Candidates for Elective Office, the City's Ethics Policy for Elective Office Candidates. And at the end of today's presentation, candidates will have an opportunity to sign the voluntary Ethics Policy.

Notes to Facilitator:

- Some ideas in this section of how to apply principles to the campaign are included in the “Ethics Self-Evaluation for Candidates,” which will be distributed later in the presentation.
- Link previously discussed Michael Josephson's Six Pillars of Ethical Character and the three examples of public officials not behaving ethically with these aspirations.

Section:	Ethical Campaigns in the City of Torrance
Outcomes:	To have resources to run an ethical campaign; to understand the role and value of ethics in a campaign and to be able to apply the knowledge to candidate's campaign
Presenter:	Facilitator
Time Period:	10 Minutes
Materials Needed:	City of Torrance Code of Ethics Ethics Policy for Candidates for Elective Office

ETHICAL CAMPAIGNS IN THE CITY OF TORRANCE

“There is no such thing as a minor
lapse of integrity.”

-Tom Peters

-
- I. Next section of presentation transitions from a discussion of ethics in the public sector and campaigns in general, and brings it home to Torrance

Notes to Facilitator:

- Tom Peters is an author on leadership and business management practices. His work focuses on quality and organizational effectiveness. Notable books include *In Search of Excellence* and *Thriving on Chaos*.

TMC Sections Relevant to Elections

- Ordinance No. 3698, TMC 17.1.6
Regulates Cash Campaign Contributions
- Ordinance No. 3699, TMC 17.1.7
Regulates Disclosure of Late Campaign Contributions
- Ordinance No. 3700, TMC 17.1.8
Regulates the Identification of Senders of Campaign Information

-
- I. Ordinances related to elections and campaigns can be found in the Torrance Municipal Code
- a. By now, most candidates already met with the City Clerk to be properly oriented to the municipal election process; if not, will be meeting with the City Clerk soon
 - b. Information on the next three slides have been presented to you or will be presented to you by the City Clerk, so this is a quick review
 - c. Questions should be directed to City Clerk's Office
 - d. Information on how to access the Torrance Municipal Code will be provided on the resource list at the end of the presentation
- II. Ordinances
- a. Ordinance Number 3698 is covered in 17.1.6 of the Torrance Municipal Code and regulates cash campaign contributions
 - b. Ordinance Number 3699 is covered in 17.1.7 of the Torrance Municipal Code and regulates disclosure of late campaign contributions
 - c. Ordinance Number 3700 is covered in 17.1.8 of the Torrance Municipal Code and regulates the identification of sends of campaign information

Notes to Facilitator:

- If participants have questions regarding ordinances or sections of the Torrance Municipal Code, they should contact the City Clerk's Office. Contact information for the City Clerk will be provided on the resource list at the end of the training class.

TMC Sections Relevant to Elections

- Ordinance No. 3701, TMC 18.1.3
Prohibits Use of City Buildings and Equipment
for Political Fundraising
- Ordinance No. 3702, TMC 14.4.4
Relates to Post Employment Restrictions of
Department Heads and Other Designated
Employees

I. Ordinances (continued)

- a. Ordinance Number 3701 is covered in 18.1.3 of the Torrance Municipal Code and prohibits use of City buildings and equipment for political fundraising
- b. Ordinance Number 3702 is covered in 14.4.4 of the Torrance Municipal Code and relates to post employment restrictions of Department Heads and other designated employees

Notes to Facilitator:

- If participants have questions regarding ordinances or sections of the Torrance Municipal Code, they should contact the City Clerk's Office. Contact information for the City Clerk will be provided on the resource list at the end of the training class.

Consequences of Ordinance Violations

- Charter Section 727(B)
Ordinance Violation: Misdemeanor or Infraction

-
- I. Related to ordinances are consequences of violations
- a. Ordinances, very simply, are rules that bear a consequence if they are broken. Charter Section 727(B) tells you what those consequences are. At the City, violations of the Torrance Municipal Code are treated as misdemeanors unless the violation is specifically identified as an infraction at the time of ordinance adoption. Misdemeanors are punishable by a fine not to exceed \$1,000 or imprisonment not to exceed 6 months, or both.

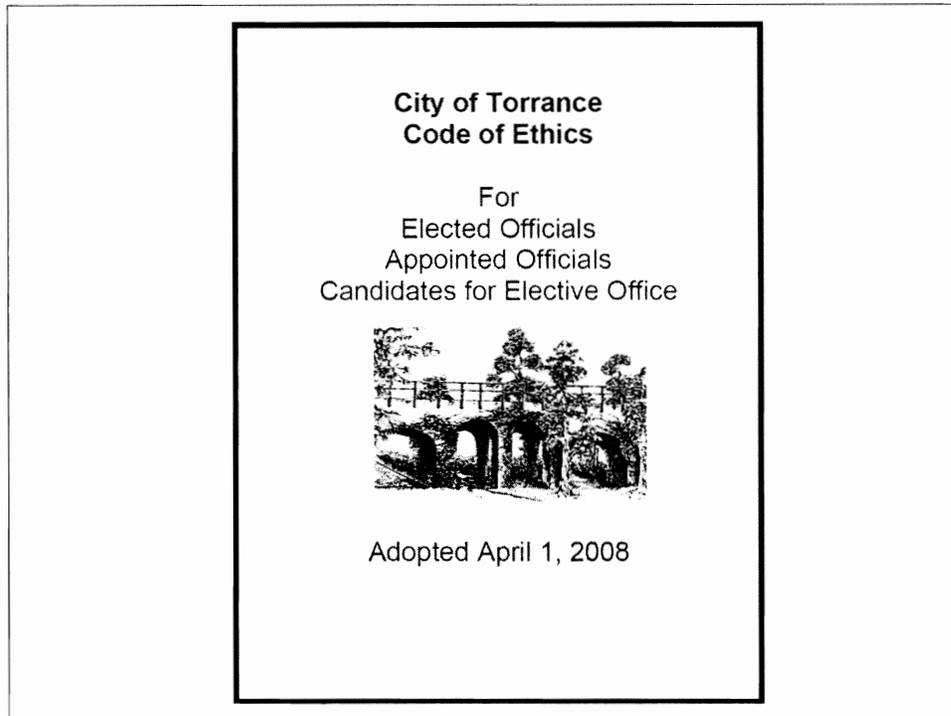
Notes to Facilitator:

- If participants have questions regarding violations of ordinances, they should contact the City Attorney's Office.

“It is curious – curious that physical
courage should be so common in the
world, and moral courage so rare.”

-Mark Twain

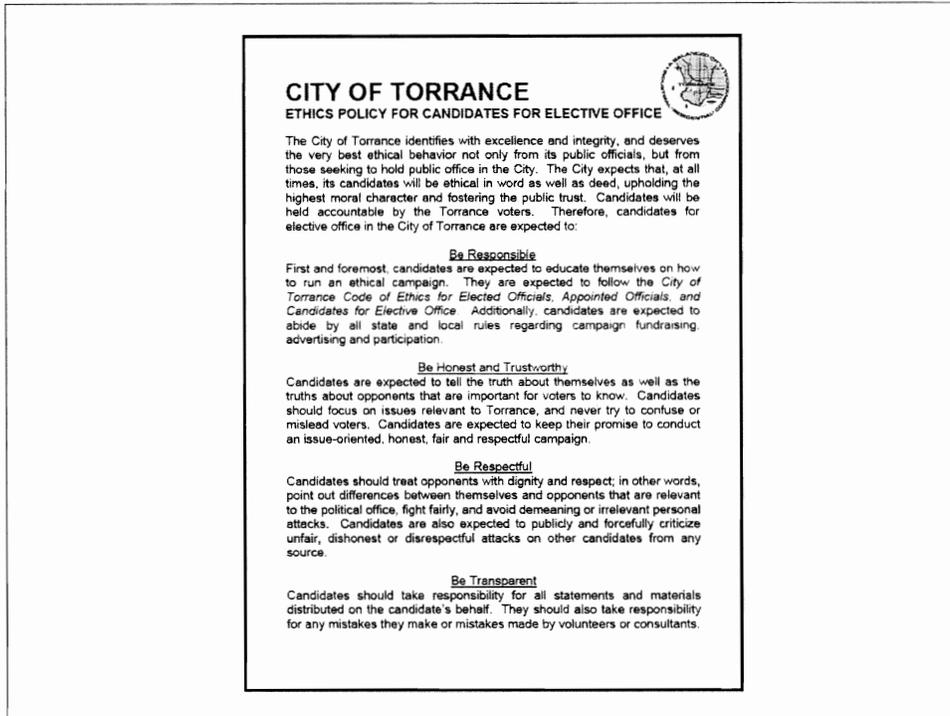
-
- I. The community’s expectation of you, as a candidate, and as a prospective office holder, goes beyond abiding by the rules
- a. The ordinances we reviewed are just a baseline – what you’re legally required to do
 - b. Torrance expects you to go beyond – that’s the aspirational ethics focus of today’s training
 - c. Read quote from Mark Twain



-
- I. Community's expectations of ethical behavior can be found in the City's Code of Ethics
 - a. Adopted by City Council on April 1, 2008 for Elected and Appointed Officials
 - b. Modified by City Council on _____ to include Candidates for Elective Office
 - c. Important to remember that this code was adopted and modified by City Council on behalf of the community – this is what is expected
 - II. Facilitator should distribute Code of Ethics
 - III. Purpose of Code of Ethics
 - a. Provides guidance in making right ethical decisions in conduct of City business
 - b. Goes beyond laws, rules and regulations, by providing standards of conduct expected of those engaged in City business
 - IV. Contents of Code of Ethics
 - a. Code of Conduct – provides framework for making ethical decisions
 - b. Framework is in values and standards
 - c. Five values – mirrors the material already discussed
 - i. Honesty
 - ii. Respect
 - iii. Responsibility
 - iv. Transparency
 - v. Trust
 - d. Standards then define specific behaviors for each value

Notes to Facilitator:

- The Election and Candidates Ethics Committee will recommend to City Council modifying the Code of Ethics to include Candidates for Elective Office in September/October 2011. Depending on City Council action, this script is subject to change.
- In the list of resources, which will be provided at the end of the class, directions are provided so that participants can view the City Council meeting at which the Code of Ethics was adopted. This might help give participants additional context about the Code.



- I. Ethics Policy for Candidates for Elective Office
 - a. In addition to the City's Code of Ethics, the Ethics Policy for Candidates for Elective Office was created to address the community's expectations of those running for office
- II. Facilitator should distribute Ethics Policy for Elective Office Candidates
- III. Differences between Code and Ethics
 - a. You might be wondering why they City has both a Code of Ethics and an Ethics Policy for Elective Office Candidates
 - b. The purpose for the Ethics Policy is to address specific behaviors as it relates to running for office
 - c. Code of Ethics takes a broad approach to ethics when engaging in City business
 - d. But they aren't two independent documents. The next slide highlights how they actually complement one another.

Notes to Facilitator:

- The Election and Candidates Ethics Committee will recommend to City Council adopting the Ethics Policy for Candidates for Elective in September/October 2011. Depending on City Council action, this script is subject to change.

<p style="text-align: center;">Values (from Code of Ethics)</p> <ul style="list-style-type: none"> • Honesty • Respect • Responsibility • Transparency • Trust 	<p style="text-align: center;">CITY OF TORRANCE ETHICS POLICY FOR CANDIDATES FOR ELECTIVE OFFICE </p> <p>The City of Torrance identifies with excellence and integrity, and deserves the very best ethical behavior not only from its public officials, but from those seeking to hold public office in the City. The City expects that, at all times, its candidates will be ethical in word as well as deed, upholding the highest moral character and fostering the public trust. Candidates will be held accountable by the Torrance voters. Therefore, candidates for elective office in the City of Torrance are expected to:</p> <p style="text-align: center;"><u>Be Responsible</u></p> <p>First and foremost, candidates are expected to educate themselves on how to run an ethical campaign. They are expected to follow the City of Torrance Code of Ethics for Elected Officials, Appointed Officials, and Candidates for Elective Office. Additionally, candidates are expected to abide by all state and local rules regarding campaign fundraising, advertising and participation.</p> <p style="text-align: center;"><u>Be Honest and Trustworthy</u></p> <p>Candidates are expected to tell the truth about themselves as well as the truths about opponents that are important for voters to know. Candidates should focus on issues relevant to Torrance, and never try to confuse or mislead voters. Candidates are expected to keep their promise to conduct an issue-oriented, honest, fair and respectful campaign.</p> <p style="text-align: center;"><u>Be Respectful</u></p> <p>Candidates should treat opponents with dignity and respect; in other words point out differences between themselves and opponents that are relevant to the political office, fight fairly, and avoid demeaning or irrelevant personal attacks. Candidates are also expected to publicly and forcefully criticize unfair, dishonest or disrespectful attacks on other candidates from any source.</p> <p style="text-align: center;"><u>Be Transparent</u></p> <p>Candidates should take responsibility for all statements and materials distributed on the candidate's behalf. They should also take responsibility for any mistakes they make or mistakes made by volunteers or consultants.</p>
------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

- I. Code of Ethics and Ethics Policy Complement One Another
- a. The ethical behaviors identified in the Policy are similar to the values in the Code
 - i. Be responsible
 - ii. Be honest and trustworthy
 - iii. Be respectful
 - iv. Be transparent
 - b. Ethics Policy for Elective Office Candidate goes one step further to define expected ethical behaviors in terms of campaign actions
- II. Read *Be Responsible* bullet: “First and foremost, candidates are expected to educate themselves on how to run an ethical campaign. They are expected to follow the City of Torrance Code of Ethics for Elective Officials, Appointed Officials, and Candidates for Elective Office.”
- i. As you can see, the Ethics Policy for Elective Office Candidates sets the expectation that candidates will follow the Code of Ethics
- III. Remind participants that during their orientation with the City Clerk’s Office, they were informed that they could sign the Code of Ethics and return it to the City Clerk’s Office to be part of their campaign’s public record.

Section:	Ethics of the Campaign Team
Outcomes:	To recognize individual and team responsibility in the campaign process
Presenter:	Facilitator
Time Period:	15 Minutes
Materials Needed:	Flipchart Paper

ETHICS OF THE CAMPAIGN TEAM

“Character is like a tree and reputation
like a shadow. The shadow is what we
think of it; the tree is the real thing.”

-Abraham Lincoln

-
- I. Ethics of the campaign team
 - a. Ask participants to raise their hands if they are a volunteer or a staff member of a campaign
 - b. Remind volunteers and staff members that they are the face of the campaign – that they have just as much opportunity (and responsibility) to ensure an ethical campaign
 - c. Campaign team includes volunteers, staff members and contractors that are used
 - II. Candidates set tone for all campaign staff, volunteers and contractors
 - a. This section is also designed for candidates – strategies will be given to help candidates understand how to create a culture of ethics during the campaign process

Notes to Facilitator:

- Depending on how the candidate chooses to operate his/her campaign, a position in one campaign might be on a volunteer basis, while in another campaign, it is a paid or consultant position.
- Examples of contractors that might be used during campaigns are vendors that provide “robo-calls” to disseminate information, and vendors that post campaign signs.

Campaign Team Member Role and Strategy

- Support and defend candidate's high ethical standards
- Comply with all laws and regulations
- Inform candidate of any wrongdoing, either by opposition or within candidate's own team
- Be trustworthy and honorable
- Be responsible

-
- I. Most important role of campaign team is to support and defend candidate's high ethical standards
 - a. Because you are in the community, you are the face of the campaign. Some people in the community might even feel more of a connection with you than with your candidate.
 - b. You're primary role is to represent your candidate's high ethical standards through your actions and words

 - II. Your role is also to comply with all laws and regulations. Rules pertaining to campaigns are not just for candidates – they apply to everyone involved in the campaign.

 - III. Inform candidate of any wrongdoings
 - a. Keep in mind it is virtually impossible for your candidate to be aware of everything that is happening in your campaign, as well as the campaign of the other parties
 - b. You are the ears for what is happening in the field
 - i. Let your candidate know when you see unethical behavior happening in your campaign, or in the campaign of other candidates
 - ii. One of the reasons identified earlier for why people do not behave ethically is that they may feel pressure – by alerting your candidate to unethical behavior, he or she can correct it before it influences others to behave unethically, too.

 - IV. Be trustworthy and honorable
 - a. Earlier when discussing what voters expect of candidates and officer holders, we defined trustworthiness as having the courage to do the right think, about doing

what you'll say you'll do, and about being loyal to family, friends and country. The same holds true for the entire campaign team.

- b. One aspect of loyalty to make especially clear to the campaign team – you've joined the campaign and your candidate believes that you are loyal to him/her. Being ethical is letting your candidate know if you are ever unable to continue supporting him/her.

V. Be responsible

- a. Going back to Josephson's Six Pillars of Ethical Character, he defines responsibility as thinking about your act and considering consequences. Your strategy as a campaign team member is to be proactive, plan ahead, and keep the community at the forefront of your mind.
- b. Josephson also defines being responsible as setting a good example for others to follow. This is especially true if you have worked on campaigns in the past – less seasoned campaign staff and volunteers are looking to you to help define behavior that is acceptable.

Notes to Facilitator:

- Learning moment should be the expectations of campaign staff and volunteers mirrors the expectations of candidates. The difference may be that campaign staff and volunteers might see more or hear more because they are on the front lines. They are in a powerful position to represent the campaign.

Campaign Team Member Role and Strategy (cont'd)

- Respect and be polite to the public, opposition, and other team members
- Understand actions taken for ethical misconduct
- Be aware of overworking to the point of being ineffective – take care of yourself and take a break if needed
- Should it happen, lose well – be gracious in defeat and be generous in spirit to the victor

-
- I. Respect and be polite to the public, opposition, and other team members
 - a. This strategy is pretty straight forward – however, it worthy of a reminder for all campaign team members to demonstrate respect to everyone, especially the opposition.
 - II. Understand actions taken for ethical misconduct
 - a. Earlier sections of the training have already discussed remedies for misconduct
 - b. As team members, keep in mind that consequences for ethical misconduct go beyond legal remedies – ethical misconduct of the team results in damaged reputation of the candidate
 - c. Ethical misconduct also results in damaged reputation of campaign team members
 - III. Be aware of overworking
 - a. As simple as it sounds, it can be easy to forget to take care of yourself during the campaign
 - b. As volunteers and staff members, you want to see your candidate win. It is naturally to have an adrenaline rush, especially towards the final stretch of a campaign. An adrenaline rush can mask exhaustion. And of course, exhaustion can lead to you being ineffective. It can also lead you to make decisions that have not been well-thought out, or ones that are not ethical.
 - c. Pace yourself during the campaign and let your candidate know when you have reached your limit.

IV. Lose well

- a. Inevitably in elections, not everyone is going to win. Important to keep it in perspective and remember not all factors are in your control. What is completely in your control is how you react.
- b. Remember, your behavior towards the outcome of the election will be remembered by the public and the other candidates

Notes to Facilitator:

- Learning moment should be the expectations of campaign staff and volunteers mirrors the expectations of candidates. The difference may be that campaign staff and volunteers might see more or hear more because they are on the front lines. They are in a powerful position to represent the campaign.

Ethical Training Checklist for Staff Training

- ✓ Provide definition of ethics
- ✓ Share expectations relative to ethics (“no tolerance” policy)
- ✓ Provide team members with knowledge on how to respond to criticism
- ✓ Provide and Review Code of Ethics for Elected Officials, Appointed Officials and Candidates for Elective Office

-
- I. Next two slides shift from campaign team to candidate with a checklist of strategies for candidates to implement to ensure an ethical campaign
 - a. Candidates have a responsibility to create a culture of ethics for their campaign
 - b. Recommendation is that candidates are explicit with words and actions. It is easy to make broad statements about expecting everyone on the campaign team to be ethical. It is more effective to identify behaviors that are right and wrong. Similar to the contents of this training class, the standards in the Code of the Ethics, and the descriptions of the behaviors in the Ethics Policy – be clear about ethics.
 - II. Provide definition of ethics
 - a. As basic as that sounds, not everyone may understand what “ethics” means. More importantly, everyone is likely to define it differently. Share with your team your definition of ethics and that this is the definition you use for your campaign.
 - III. Share expectations relative to ethics
 - a. Once you’ve established a definition which “everyone can live with,” establish clear expectations for ethical behavior for your campaign
 - b. Again, using the Code of Ethics and the Ethics Policy as an example, define expectations. If you tell your team you want them to be honest, tell them what honesty in your campaign looks like. If you tell your team to be respectful of other candidates, tell them what respect looks like.
 - c. Hint to candidates – establishing a definition and expectations for ethics might seem imposing. Remember, you are only establishing ethical expectations for your campaign.

- IV. Provide team members with knowledge on how to respond to criticism
- a. During the campaign, it is likely your team members will hear criticism of you. Team members may not know how to respond. It is natural to be defensive, which sometimes can lead to poor campaign conduct.
 - b. Help team members understand parameters when it comes to criticism
 - i. Help team members understand difference between criticism that is issues-related, versus criticism that is unfounded or simply a personal attack
 - ii. Identify criticism to which they should or should not respond
 - iii. Remind team members to stick to facts, and to avoid hearsay and unsubstantiated claims
 - iv. Rather than provide information that may or may not be accurate, it is better to say, “I cannot answer that off the top of my head, but I am happy to verify the information and then get back to you.”
- V. Provide and Review Code of Ethics
- a. If you do choose to voluntarily sign the Code of Ethics, provide and review a copy of the Code to your team members to let them know of your commitment
 - b. Help your team make the connection that because you’ve made this commitment, their actions will reflect on your commitment

Notes to Facilitator:

- Code of Ethics document can be photocopied by candidates and distributed to team members.
- In the list of resources, which will be provided at the end of the class, directions are provided so that participants can view the City Council meeting at which the Code of Ethics was adopted. This might help give participants additional context about the Code.

Ethical Training Checklist for Staff Training (cont'd)

- ✓ Provide and Review Ethics Policy for Elective Office Candidates
- ✓ Provide list of ethics laws – at all levels of government

-
- I. Provide and Review Ethics Policy for Elective Office Candidates
 - a. Even better than providing just the Code of Ethics, provide and review the Ethics Policy
 - b. The Ethics Policy is specific to campaigns
 - II. Lastly, candidates should consider providing their team with laws that pertain with ethics and the remedies for violations of these rules and regulations
 - a. Torrance, LA County, and State of California
 - b. Purpose is not to intimidate, but to let campaign team know community takes violations seriously

Notes to Facilitator:

- Ethics Policy document can be photocopied by candidates and distributed to team members.

Pitfalls of Negative Campaigning

- Gossip and Whispering
- Name-calling
- Character assassination
- Innuendos
- Stereotypes
- Twisting facts
- Other means of portraying opponent negatively

-
- I. Pitfalls of Negative Campaigning
- a. Known by many names, including mudslinging and smear campaigning
 - b. Attempting to win an advantage by referring to negative aspects of an opponent or of a policy rather than emphasizing one's own positive attributes or preferred policies
 - c. In its broadest sense, the term covers any rhetoric which refers to an opponent, if only by way of contrast
 - d. Also include attacks meant to destroy an opponent's character
- II. Ask: It seems like most campaigns start off with the best of intentions of running a “clean” campaign that focuses on issues relevant to the race. Candidates will often make public declarations of this nature. Why do you think campaigns can sometimes go astray?
- a. Listen for:
 - i. Retaliation to others running a negative campaign
 - ii. Close race leads people to want to get ahead
 - iii. Some people simply have difficulty sticking to issues
 - iv. Some people simply do not care
- III. Ask: What are some pitfalls to negative campaigning to the overall race?
- a. Listen for:
 - i. Snowball effect – everyone starts engaging in negative campaigning
 - ii. Distracting to candidates and voters
 - iii. Difficult for voters to make decisions based on relevant issues
 - iv. Public may disengage in election, resulting in low voter turnout

- IV. Ask: What are some pitfalls to negative campaigning to candidates?
- a. Listen for:
 - i. Public will assume candidates will govern with similar behavior
 - ii. Even if candidate who negatively campaigns wins, he/she will have to work with a team who is aware of his/her behavior
 - iii. Future elections will be impacted
 - iv. As we have seen in our previous examples, poor ethical decisions do not just impact candidates, but their family and friends, too.
- V. Fair criticism versus negative campaigning
- a. Fair criticism is issues-based. Draws out information that helps voters make decisions.
 - b. Negative campaigning is irrelevant to elections. It can be making personal attacks, falsifying information, and twisting the facts.
 - c. On this slide are some common techniques for negative campaigning. Trainer to read each technique.
- VI. Overcoming Negative Campaigning
- a. Ask: What are some solutions to avoiding these negative campaigning techniques? If necessary, probe by asking for solutions for each technique. (“What is a solution to avoid gossip and whispering?”)
 - i. Listen for:
 1. Do not encourage the behavior by participating in it – if candidates hear false information or personal attacks, do not get involved
 2. Publicly and forcefully criticize unfair, dishonest, or disrespectful attacks from any source
 3. Stick with facts and issues relevant to the race
 4. Take the high road when it comes to respect, even if others do not
 - b. Facilitator should write ideas on flipchart paper

Notes to Facilitator:

- Solutions to avoiding negative campaigning should be linked to discussion held during the following sections: Candidate Aspirations, Six Pillars of Ethical Character, City’s Code of Ethics, and City’s Ethics Policy. When candidates identify solutions that come from these sections, acknowledge the section to help participants build mental connections.

Section:	Applying Ethical Concepts
Outcomes:	To be familiar with recurring campaign ethics problems locally and nationally and to be able to apply lessons learned in class to avoid the problems
Presenter:	Facilitator Participants
Time Period:	20 Minutes
Materials Needed:	Ethics Foldout Card Hardcopy of scenarios and questions Flipchart paper for each group Markers for each group

APPLYING ETHICAL CONCEPTS

“Relativity applies to physics,
not ethics.”
-Albert Einstein

-
- I. Next section we will apply concepts we've discussed by looking at scenarios
- a. For these scenarios, you will stay in your campaign teams to work through them – During campaign you will be facing challenges together, so to help reinforce group decision making process, you will stay in your campaign teams for this exercise
 - b. Work in teams – assign one person to write and one person to report back to the group, rotate function if possible
 - c. Participants have been given a lot of information regarding ethics in today's presentation. You are encouraged to frame responses using information we have already reviewed.

Notes to Facilitator:

- The number of scenarios to complete will depend on available time; however, it is important to complete at least the first three scenarios. The scenarios have already been arranged in this presentation according to priority:
 1. Senior discount
 2. Door hangars
 3. Proposed home remodel
 4. Background check
 5. Postage stamps
 6. Child discount

Checklist for Ethical Decision Making

1. Would your actions be the same if all the facts were published on the Internet?
2. Would you do the same thing if your family was watching?
3. Would you want someone to do the same to you?
4. What would happen if everyone did it?

I. Checklist for Ethical Decision Making

- a. Four simple questions to ask yourself when making a decision
- b. Checklist is used in Torrance University, which is City's learning academy for all City employees
- c. People at all levels find this tool useful

II. Example of how checklist is used – You get out to your car and realize the cashier at the grocery store has returned \$0.27 too much after you made a purchase

- a. Would your actions be the same if all the facts were published on the Internet? In this case, even if the facts were published on the Internet, most people wouldn't blame you for not returning the \$0.27. After all, it is just \$0.27.
- b. Would do the same thing if your family was watching? On this one, you might say that it depends on which family was watching. If it was your kids watching and you wanted to teach them right from wrong, you might go back in and return the money to set a good example. But if it was an adult friend, they might think it is a big deal.
- c. Would you want someone to do the same to you? Now this is where more people might start thinking twice. If you were the cashier and your change drawer was short by \$0.27, you'd have to account for it at the end of your shift. Putting it in that context, more people would probably return the excess change.
- d. What would happen if everyone did it? Now this is the question where most people would probably change their decision. This is where the potential for greater financial impact can be felt and people realize that whether it is a small amount of money or a significant amount of money, the ethical thing to do is to return the excess change to the cashier.

III. Relates back to City of Bell

- a. \$0.27 is a distracter – purposely picked a small number
- b. Irrespective of the specifics of the situation, the action was sill unethical. It may be easier to justify not returning \$0.27 because, “It’s only twenty-seven cents.” But the action is still unethical.

Group Discussion Ethical Scenario – General

You have been campaigning and on your way home, stop by the local Sizzler for dinner. The elderly couple in front of you asks for the senior discount. The waiter then asks you if you want one also. You are not old enough to be eligible for the discount.

-
- I. Group work – Review the scenario and go through the four step checklist for making ethical decisions
 - a. Respond to each of the four steps with an explanation of why you answered the way you did
 - b. Two minutes to complete your response

 - II. Facilitator rotates groups to respond to each question
 - a. Would your actions be the same if all facts were published in the Daily Breeze or on the internet?
 - b. Would you do the same thing if your family was watching?
 - c. Would you want someone to do the same to you?
 - d. What would happen if everyone did it?

Group Discussion Ethical Scenario – Campaign

During an election campaign, door hangers are delivered to Torrance residents. These door hangers include incorrect and misleading information about one of the candidates. The door hangers did not indicate who was responsible for putting them out. The likely council candidate stated that he knows nothing about the door hanger against his opponent.

-
- I. The next scenario will move to campaign ethics. As your group develops responses, feel free to use all of the resources we've discussed in this class.

 - II. Group work – Review the scenario and answer the following questions:
 - a. What ethical issues, if any, are involved with this scenario?
 - b. Let's say you are the candidate who has been attacked with incorrect and misleading information. What do you do? Why?
 - c. Let's say you are a candidate who is neither the source of the incorrect information, nor the target of the incorrect information. What do you do?
 - d. Let's say you are the "likely candidate" who distributed the door hangers, but you really didn't do it. What do you do?
 - e. Five minutes to complete your responses

 - III. Facilitator rotates groups to respond to each question
 - a. What ethical issues, if any, are involved with this scenario?
 - i. Listen for:
 1. Putting out incorrect and misleading information
 2. Not taking responsibility for information
 - b. Let's say you are the candidate who has been attacked with incorrect and misleading information. What do you do? Why?
 - i. Listen for:
 1. Respond to the incorrect and misleading information with facts
 2. Do not engage in additional negative campaigning
 - c. Let's say you are a candidate who is neither the source of the incorrect information, nor the target of the incorrect information. What do you do?

- i. Listen for:
 1. Do not repeat incorrect and misleading information
 2. Publically criticize dishonest attacks
 - d. Let's say you are the "likely candidate" who distributed the door hangars, but you really didn't do it. What do you do?
 - i. Listen for:
 1. Research to see if it is possible someone on your team might have distributed the door hangars. If so, take appropriate actions to remedy the dishonest attack.
 2. If you and your campaign did not have any involvement, publically criticize dishonest attacks.
- IV. Ask all participants: Let's say that as the candidate, you really didn't know about the door hangars; however, after some investigation on your part, you find out one of your volunteers distributed the door hangars. What do you do?
- a. Listen for:
 - i. Find out why he/she did it and address the problem. For example, perhaps he/she felt the expectation was to do "whatever it takes" to win. The underlying problem must be addressed.
 - ii. Regroup with the entire campaign team and reiterate your expectations of running an ethical campaign.

Group Discussion Ethical Scenario – Elected Official

A homeowner has filed plans for a major remodeling that will require a year of construction work. His next-door neighbor wants to block the work because of the length of time he and his family will deal with the dirt and noise. While it is a complicated project, it meets all City requirements. The neighbor and you have been close friends from high school, and he asks you to vote against the proposed remodeling.

-
- I. The next scenario moves from ethics as a candidate, to ethics as an elected official

 - II. Group work – Review the scenario and answer the following questions:
 - a. What ethical issues, if any, are involved with this scenario?
 - b. What is an ethical decision response to this scenario?
 - c. What is an unethical decision response to this scenario?
 - d. Five minutes to complete your responses

 - III. Facilitator rotates groups to respond to each question
 - a. What ethical issues, if any, are involved with this scenario?
 - i. Listen for:
 1. Lack of transparency if decision is rendered without disclosure of relationship
 2. Even greater ethical and legal issues if you render a biased decision
 3. Bonus answer: Violation of Code of Ethics' standard of trust (being fair, impartial and equitable)
 - b. What is an ethical decision response to this scenario?
 - i. Listen for:
 1. Let neighbor know that you will make a decision based on the merits of this case
 2. If you legitimately are able to render an unbiased decision, start by disclosing your relationship with neighbor during public hearing, then indicate you are able to make a decision based on merits of case, and then hear the case

3. If you cannot render an unbiased decision, disclose during the hearing and recues self
- c. What is an unethical decision response to this scenario?
- i. Listen for:
 1. Do not disclose discussion with neighbor or relationship with neighbor
 2. Render a decision based on relationship, not merits of case

Group Discussion

Ethical Scenario – Campaign

I am running for City Council. My Campaign Manager suggests I run a background check on my opponent to see if I can uncover information that can be used against her.

-
- I. Group work – Review the scenario and answer the following questions:
- a. What ethical issues, if any, are involved with this scenario?
 - b. What is an ethical decision response to this scenario?
 - c. What is an unethical decision response to this scenario?
 - d. Five minutes to complete your responses
- II. Facilitator rotates groups to respond to each question
- a. What ethical issues, if any, are involved with this scenario?
 - i. Listen for:
 1. Potential lack of transparency
 2. Focusing on differences that are not relevant to the office
 3. Focusing on information that is not important for voters to know
 4. Personal attacks may potentially come from this action
 5. Lack of trustworthiness
 - b. What is an ethical decision response to this scenario?
 - i. Listen for:
 1. Disregard campaign manager's advice and set expectations with him/her on running an ethical campaign
 2. Run campaign that focuses only on issues relevant to Torrance, and issues that will assist voters in making an informed decision
 - c. What is an unethical decision response to this scenario?
 - i. Listen for:
 1. Authorize campaign manager to uncover information
 2. Use personal information to negatively attach opponent
 3. Do not take responsibility for attacks

Group Discussion Ethical Scenario – Elected Official

As the Mayor, it is important that I conduct myself professionally, perform as a good role model and make good ethical decisions. I realize I made a judgment error by asking a City employee to purchase stationery and postage stamps using city funds in support of my re-election campaign.

-
- I. Group work – Review the scenario and answer the following questions:
- b. What ethical issues, if any, are involved with this scenario?
 - c. What is an ethical decision response to this scenario?
 - d. What is an unethical decision response to this scenario?
 - e. Five minutes to complete your responses
- II. Facilitator rotates groups to respond to each question
- f. What ethical issues, if any, are involved with this scenario?
 - i. Listen for:
 1. Potentially used position of power by asking staff to purchase stamps with City funds
 2. Misuse of public funds
 3. Bonus answer: violates Code of Ethics' standard of responsibility (prudent steward of public resources)
 - g. What is an ethical decision response to this scenario?
 - i. Listen for:
 1. Apologize to employee for putting him/her in position
 2. Reimburse funds to the City
 3. Write memo for employee's file indicating what happened and how the employee became involved
 4. Make sure it never happens again
 - h. What is an unethical decision response to this scenario?
 - i. Listen for:
 1. Use stamps for campaign
 2. Continue asking staff to purchase supplies using City funds

Group Discussion Ethical Scenario – General

You are registering your child for a City of Torrance summer camp. Your child is 13 but you would save money if you listed him as 11.

-
- I. Group work – Review the scenario and go through the four step checklist for making ethical decisions
 - a. Respond to each of the four steps with an explanation of why you answered the way you did
 - b. Two minutes to complete your response

 - II. Facilitator rotates groups to respond to each question
 - a. Would your actions be the same if all facts were published in the Daily Breeze or on the internet?
 - b. Would you do the same thing if your family was watching?
 - c. Would you want someone to do the same to you?
 - d. What would happen if everyone did it?

Section:	Ethical Campaign Toolkit
Outcomes:	To have the resources to run an ethical campaign
Presenter:	Facilitator
Time Period:	5 Minutes
Materials Needed:	Pack of Ethics Foldout Cards for campaign team Resource list <i>Win the Right Way</i> (to show, not distribute)

ETHICAL CAMPAIGN TOOLKIT

“Action indeed is the sole medium
of expression for ethics.”

-Jane Addams

-
- I. As stated earlier, one of the purposes of this class is to provide you with a campaign toolkit to help you make ethical decisions.

Your Campaign Toolkit

- Ethics foldout cards for campaign team
- *Win the Right Way*
- Resources list
- Today's material

-
- I. Ethical campaign toolkit
- a. To help you with your campaign, the City is providing you with some tools
 - b. First is a stack of Ethics foldout cards for you and your campaign team – candidates are encouraged to provide these cards, as well as an explanation of how to use the cards, to volunteer and staff. This is part of setting the expectation for your team.
 - c. Many of you have already met with the City Clerk in preparation for your campaign, so you may already have the resource, *Win the Right Way*. This guide is published by the Institute of Government Studies and provides advice and research on how to run a clean, honest, effective campaign.
 - d. Resource list – Today's class just barely touches the topic of ethics. You and your team are encouraged to continue learning and to help you the City is providing you with a resource list. These resources can help you better understand laws and regulations that pertain to campaigns. Some of the other resources on the list will help you specifically think through campaign ethics.
 - e. Today's presentation has also been provided to you in hardcopy format. You are encouraged to share the material with your campaign team. An electronic version of the presentation is available if you contact the Torrance City Manager's Office.

CLOSING

“The journey of a thousand miles
begins with one step.”

-Lao Tzu

-
- I. Thank you to participants for taking the first step in committing to running and ethical campaign

Notes to Facilitator:

- Lao Tzu is a mystic philosopher of ancient China. His work can be found in the Tao Te Ching, which led him to be traditionally considered the founder of Taoism.

Next Steps

1. Questions & Answers
2. Code of Ethics – Opportunity to Sign if Not Already Done So
3. Complete Training Evaluation Forms

-
- I. Questions & Answers
 - II. Code of Ethics
 - a. While you've taken your first step to publicly committing to running an ethical campaign by attending this class, the next step puts it in writing
 - b. If candidates have not already done so, they may sign the Code of Ethics and return to staff. Signed Codes may also be turned in at a later time to the City Clerk. Information on who has signed the Code of Ethics is public information.
 - III. Lastly, this is the first time this training class is being offered. Your open and honest feedback is critical to future classes. Please complete and return to staff.



INTEGRITY

"It is not what we profess in public, but where we walk and what we practice in secret that gives us integrity."

- Sir Francis Bacon

RESOURCES FOR CANDIDATES FOR ELECTIVE OFFICE

CITY OF TORRANCE RESOURCES

Torrance Municipal Code

The Torrance Municipal Code contains specific sections relevant to campaigns. These sections are 17.1.6 to 17.1.8 and comprise ordinances 3698, 3699, 3700 and 3701. The Torrance Municipal Code can be accessed by going to <http://www.torranceca.gov/1928.htm>, then clicking on the “Torrance Municipal Code” link on the menu on the left side.

DIVISION 1 – ADMINISTRATION	
CHAPTER 7 – CAMPAIGN CONTRIBUTION LIMITS	
ARTICLE 1 – GENERAL PROVISIONS	
Section 17.1.4	Limitations on Campaign Contributions
Section 17.1.5	Limitation on Loans
Section 17.1.6	Cash Contributions
Section 17.1.7	Late Contributions
Section 17.1.8	Identification of Senders of Campaign Information

DIVISION 1 – ADMINISTRATION	
CHAPTER 8 – USE OF CITY BUILDINGS AND EQUIPMENT	
ARTICLE 1 – GENERAL PROVISIONS	
Section 18.1.3	Prohibitions on making a contribution, or soliciting or accepting a contribution, or engaging in prohibited fundraising while on or in the property of the City

DIVISION 1 – ADMINISTRATION	
CHAPTER 4 – CIVIL SERVICE AND PERSONNEL	
ARTICLE 4 – DEPARTMENT HEADS DEFINED	
Section 14.4.4	Post employment restrictions on Department Heads and other designated employees

Report of the Blue Ribbon Committee on Ethics and Integrity, dated January 15, 2008

This report was submitted to Torrance City Council on January 15, 2008 and contains recommendations for ethical practices for all areas of governance, including campaign conduct. The report and the presentation the Committee made to City Council can be accessed online by visiting www.torranceca.gov/2372.htm, then selecting the option to view past agendas. A new window will open with archived City Council meetings. Open the “2008 List of Council Meetings” and select the January 15, 2008 meeting to view a video of the meeting, or to review the agenda and minutes.

Torrance City Clerk’s Office

3031 Torrance Boulevard
 Torrance, CA 90503
 (310) 618-2870

- Excellent resource for obtaining information on conducting a campaign in City of Torrance
- Can assist candidates understand legal requirements and ethical practices
- Torrance candidate filing and campaign finance for current and previous elections

City of Torrance Public Library

For locations and hours of operation visit www.torranceca.gov/Library/5516.htm or call the main library at (310) 618-5959

- Many books and periodicals that address the issue of ethics can be found at all of the Torrance Public Libraries
- To find more information, visit any Torrance Library location and ask at the service desk – a Librarian will be happy to help locate books, articles, and online resources

LOS ANGELES COUNTY RESOURCES**Los Angeles County Registrar of Voters**

12400 Imperial Highway

Norwalk, CA 90650

www.lavote.net

- Registrar-Recorder/County Clerk website contains extensive information about elections
- Wealth of information available, including candidate filing and campaign finance

Los Angeles County District Attorney**Public Integrity Division**

320 West Temple Street, Room 766

Los Angeles, CA 90012

(213) 974-6501

<http://da.co.la.ca.us/pid.htm>

- Public Integrity Division's ultimate goal is to increase the public's level of confidence in its elected and appointed officials
- Division is charged with investigating and prosecuting allegations of voter fraud, illegal voter registration practices, illegal campaign practices, illegal campaign contributions and falsification of candidacy papers

STATE OF CALIFORNIA RESOURCES**Fair Political Practices Commission (FPPC) Website**

www.fppc.ca.gov

- Provides numerous resources for candidates regarding legal requirements and all forms required for campaigning
- Allows for filing complaints of violations of the Political Reform Act
- Provides a link to ethics training, as required by AB1234

OTHER ORGANIZATIONS

City of Santa Clara

www.santaclaraca.gov

- The website includes a wealth of information on ethics and ethical decision making with material for elected and appointed City officials, City staff and City volunteers
- Santa Clara's Ethics & Values program can be accessed at www.santaclaraca.gov/index.aspx?page=405

California League of Women Voters

www.ca.lwv.org

- A nonpartisan political organization and encourages informed and active participation in government
- The website contains information to better understand the electoral process. The website also has links to other similar resources

Institute for Local Government (ILG)

www.ca-ilg.org

- The research and education affiliate of the California State Association of Counties and the League of California Cities
- ILG has ethics programs that promote public confidence and trust in local agency decision-making by helping local officials understand the unique legal and ethical obligations of being a servant

ADDITIONAL RESOURCES

Win the Right Way: How to Run Effective Local Campaigns in California

Christine Trost & Matt Grossman

Published in 2005 by Berkeley Public Policy Press

Institute of Government Studies

Berkeley, CA

Understanding the Basics of Public Service Ethics: Promoting Personal and Organizational Ethics

© 2009 by the Institute for Local Government

1400 K Street, Suite 205

Sacramento, CA 95814

Josephson Institute of Ethics

www.josephsoninstitute.org

FOLDOUT CARD OF REMINDERS FOR RUNNING AN ETHICAL CAMPAIGN

Outside

Inside

-
- What would happen if everyone did it?
 - Would you want someone to do the same to you?
 - Would you do the same if your family was watching you?
 - Would your actions be the same if all the facts were published on the internet?
- Checklist for Making Ethical Decisions**
-



CITY OF TORRANCE
**Reminders
 for Running an
 Ethical Campaign**

www.TorranceCA.Gov

Ethics Self-Evaluation for Candidates

Adapted from City of Santa Clara Vote Ethics program

- Do I always tell the truth about myself and my opponents?
 - Do I focus on issues relevant for Torrance?
 - Do I only tell truths about opponents that are important for voters to know?
 - Are the differences I point out between myself and opponents relevant to the political office?
 - Do I treat opponents with dignity and respect?
 - Do I fight fairly and avoid demeaning or irrelevant personal attacks?
 - Do I avoid intentionally confusing or misleading voters?
 - Do I clearly identify campaign committees that are controlled by me?
 - Do I take responsibility for all mistakes I make or mistakes made by my volunteers or consultants?
 - Do I publicly and forcefully criticize unfair, dishonest or disrespectful attacks on other candidates from any source?
 - Do I keep my promise to conduct a responsible, honest, trustworthy, respectful and transparent campaign?
-

Actual size of card unfolded: 3 ½ x 4 inches

Actual size of card folded: 2 x 3 ½ inches

GUIDELINES FOR CLARIFYING YOUR ROLE AS A CANDIDATE

During election campaigns (the time period between filing of nomination papers and the City election), it can be difficult for the public to separate your candidacy from the responsibilities you may have in your other capacities. These guidelines are recommendations on how you, a candidate for elective office, can respectfully maintain a separation between your role as a candidate, from the other roles in which you may serve.

Guidelines

1. Unless you have authorization to do so, represent only yourself at City events and public meetings, and not your Commission, the City Council, or other groups in which you are affiliated.
2. During public meetings, express comments that are relevant to the matter being considered, rather than policy statements that may appear to be political posturing.
3. At campaign events, ensure that you are not conducting official City business.
4. For those who currently serve in an appointed or elected capacity, during public meetings where you are serving in your official capacity, only discuss matters that are germane to your responsibilities. Do not engage in any campaign activities during your public meetings.

Putting the Guidelines into Practice

Examples of how these recommendations might help guide the actions of a candidate who **is not** currently an elected or appointed official:

- If you attend a City Council meeting, you may wish to express your opinion about an issue City Council is considering. You are certainly encouraged to express your opinion. To help the decision-making body understand your position, be sure your comments are focused on the issue at hand, rather than making policy statements. By making policy statements, it can appear that you are establishing a campaign position.
- If you are associated with a community organization (e.g. Homeowner's Association, non-profit group, etc.) represent only yourself when speaking at public meetings and City events unless you have received permission to represent your group. Make it easy for the public to recognize that you are only representing yourself.

Examples of how these recommendations might help guide the actions of a candidate who **is** currently an appointed or elected official:

- During your campaign, it is likely that you will have conversations with the public about your track record as an elected or appointed official. To ensure that you are not conducting official City business, you are encouraged to discuss only what you have done as a public official, not prospective actions as a current Commissioner or Councilmember.
- When discussing matters under your Commission or City Council's consideration, ensure that your remarks are relevant to the immediate decision. By making a statement regarding your beliefs about a policy, it can appear that you are establishing a campaign position.
- Ensure separation of your role as a public servant from your role as a candidate by avoiding any campaign activities or making any candidate statement during a public meeting.

EVALUATION FORM – DRAFT



COURSE: Ethics Training for Candidates for Elective Office
DATE:

Thank you for attending Ethics Training for Candidates for Elective Office. Your candid feedback about your experience in this training class will be used to improve future classes.

For the first three questions, please use a scale of 1 to 5, where five means “excellent” and one means “poor.” Please circle one number only.

- | | | | | | |
|-------------------------------------------------------------------------------------|---|---|---|---|---|
| 1. What is your evaluation of the training materials (handouts and toolkit)? | 5 | 4 | 3 | 2 | 1 |
| 2. What is your evaluation of the presenter? | 5 | 4 | 3 | 2 | 1 |
| 3. What is your overall evaluation of the training class? | 5 | 4 | 3 | 2 | 1 |

For the next question, please use a scale of 1 to 5, where five means “a great deal” and one means “not at all.” Please circle one number only.

- | | | | | | |
|------------------------------------------------------------------------------------------------------------|---|---|---|---|---|
| 4. To what degree has your knowledge of ethics and integrity improved as a result of this training? | 5 | 4 | 3 | 2 | 1 |
|------------------------------------------------------------------------------------------------------------|---|---|---|---|---|

Please explain your response: _____

5. Which topic(s) presented in this workshop will be most useful to your campaign? Please mark all that apply.

- | | |
|----------------------------------------------------------------------|--------------------------------------------------------------------|
| <input type="checkbox"/> Definition of Ethics (Pgs __ - __) | <input type="checkbox"/> Ethics of the Campaign Team (Pgs __ - __) |
| <input type="checkbox"/> Ethics in the Public Sector (Pgs __ - __) | <input type="checkbox"/> Applying the Concepts (Pgs __ - __) |
| <input type="checkbox"/> Ethical Campaigns in Torrance (Pgs __ - __) | <input type="checkbox"/> Ethical Campaign Toolkit (Pgs __ - __) |

6. Which topic(s) presented in this workshop will be least useful to your campaign? Please mark all that apply.

- | | |
|----------------------------------------------------------------------|--------------------------------------------------------------------|
| <input type="checkbox"/> Definition of Ethics (Pgs __ - __) | <input type="checkbox"/> Ethics of the Campaign Team (Pgs __ - __) |
| <input type="checkbox"/> Ethics in the Public Sector (Pgs __ - __) | <input type="checkbox"/> Applying the Concepts (Pgs __ - __) |
| <input type="checkbox"/> Ethical Campaigns in Torrance (Pgs __ - __) | <input type="checkbox"/> Ethical Campaign Toolkit (Pgs __ - __) |

7. Which topic(s) was missing from this workshop that should be added in the future?

8. What additional resources could be provided to you and your team to help ensure an ethical campaign?

9. Other comments or suggestions:

10. Please tell us about your participation in today's training class:

- I attended as a candidate for elective office. I attended as a team member of a candidate.

Thank you for your feedback!

RESOLUTION NO. _____

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF TORRANCE, CALIFORNIA, AMENDING THE CODE OF ETHICS TITLE PAGE AND THE COMMITMENT TO INTEGRITY STATEMENT, ADOPTING AN ETHICS POLICY FOR CANDIDATES FOR ELECTIVE OFFICE, AND ADOPTING GUIDELINES FOR CLARIFYING CANDIDATES' ROLES

WHEREAS the Torrance City Council created the Election and Candidates Ethics Committee on January 25, 2011 to produce certain materials that will support ethical conduct of candidates in their campaigns for elective office; and

WHEREAS the Committee reviewed material that has already been created for elected officials, appointed officials, and City employees; and

WHEREAS the Committee conducted extensive research and deliberated thoughtfully on an ethics program for candidates for elective office; and

WHEREAS the Code of Ethics for Elected and Appointed Officials that was adopted by minute order of the Torrance City Council on April 1, 2008 includes a preamble, code of conduct, standards, and commitment to integrity statement that are also applicable to candidates for elective office; and

WHEREAS the Committee has determined that the Code of Ethics, amended to include candidates for elective office, would best be memorialized by formal adoption of a resolution of the City Council; and

WHEREAS the Committee has recommended that adopting an ethics policy for candidates for elective office, which provides specific expectations of all candidates during an election campaign, would reinforce the Code of Ethics; and

WHEREAS the Committee has identified that establishing guidelines to clarify roles during election campaigns would benefit the community by distinguishing a candidate's role as an elective office seeker from other roles that he/she might serve;

NOW, THEREFORE, the City Council of the City of Torrance resolves as follows:

- (1) The *Code of Ethics* document and *Commitment to Integrity* statement shall be amended to include "Candidates for Elective Office;"
- (2) The *Ethics Policy for Candidates for Elective Office* is adopted; and
- (3) *Guidelines for Clarifying Your Role as a Candidate* is adopted.

A copy of the referenced documents can be found in the Election and Candidates Ethics Committee's *Report to the Torrance City Council: Recommendations for an Ethical Campaign Program for Candidates for Elective Office*, dated October 18, 2011.

INTRODUCED, APPROVED, AND ADOPTED this _____ day of _____, 2011.

Frank Scotto
Mayor of the City of Torrance

ATTEST:

Sue Herbers, CMC
City Clerk

APPROVED AS TO FORM:
JOHN L. FELLOWS III, City Attorney

by _____
Patrick Q. Sullivan,
Assistant City Attorney