



“... and Other Duties as Required”: Talking to Non-Clients

Wednesday, May 17, 2023

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“...And Other Duties As Required”: Talking to Non-Clients

Wednesday, May 17, 2023

**Attorney Development and Succession Committee
League of California Cities
Spring 2023 City Attorneys Department Conference**

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INTRODUCTION

A core function of the city attorney is advising staff, boards, commissions, and city councils that are part of the client municipal entity. A natural adjunct of these attorney-client communications are the city attorney's communications with third parties. These third parties include, for example, developers, constituents, vendors, and other public agencies. Attorney communications with third parties present special challenges and call for a different set of skills than communicating with the client. While such third-party interactions are not limited to development projects and proposals that come before the city, those circumstances offer a particularly wide range of third-party contacts and communications that city attorneys deal with. This is the context selected by the Attorney Development and Succession committee to identify and highlight essential skills for communicating with non-clients.

Through a series of call-in questions and accompanying panel discussions, the presentation addresses different ways that city attorneys interact with entities and persons outside of the city, in the context of a hypothetical transactional matter (e.g., a proposed development). Specifically, the program addresses the essential skills that city attorneys need to effectively interact with developers and their counsel, members of the public, and the media.

In addition to addressing political, legal, and strategic considerations involved in these interactions, the program tangentially addresses the strain arising from interactions with these various third parties under challenging and stressful circumstances. The program offers some strategies for maintaining a professional and emotional balance.

Each discussion segment begins with the moderator in the guise of a "radio host" briefly discussing with a "caller" a conundrum in which a city attorney interacts with a third party, involving the issues outlined below. The panelists will then discuss the issues and share their strategies for steering through them. For purposes of this paper, the term "city attorney" refers to a city attorney, assistant city attorney, or deputy city attorney, as applicable, as these situations can be experienced by everyone in the office.

Developers and their Counsel:

- interactions before project approval vs. after
- interactions when projects are denied
- administrative record considerations

The Media:

- maintaining client confidentiality
- deciding who "speaks" for the city

Members of the Public:

- keeping your cool during public meetings
- fielding complaints
- appearance of being too “project friendly”

Maintaining Resilience:

- public discourse has become more confrontational, and technology makes it easier to target city attorneys and public officials
- acknowledgement of the professional and personal toll of these interactions, suggested strategies, and resources

Panelists will discuss the challenges that city attorneys may face when project developers submit written statements or assertions that are inaccurate, misleading, or inflammatory, either in whole or in part, either before or during a meeting, including addressing concerns and issues relating to the administrative record. Project opponents may also submit such written statements, and the city attorney will need to determine what, if anything, should be addressed, refuted, or corrected in writing prior to the meeting, keeping administrative record considerations in mind. If a developer’s project is denied during or at the conclusion of the administrative process, or may be anticipated to be denied, different communications strategies may be called for.

Project opponents may also be confrontational and may view the city as favorable to developers rather than citizens or special interest groups. Panelists will discuss approaches and strategies that can be employed. Some of these strategies involve working with city staff and officials before a public meeting at which a controversial project will be considered. Other strategies may be used during the meeting itself, to avoid disruptions and ensure the people’s business is done.

The media, including social media, can be utilized by opponents or proponents of any given issue. The challenges for city attorneys relating to the First Amendment and the media will also be considered. Panelists will discuss the importance of deciding who speaks for the city, and how to interact with members of the media. In today’s pluralistic media environment, interactions with newspapers, social media, and bloggers call for different strategies.

This paper offers tips and suggestions on the tools and strategies covered in each segment and provides links to public-domain resources relating to the topics, as well as on stress reduction and resilience building for attorneys.

Essential Skills Subcommittee
Attorney Development and Succession Committee
City Attorneys Department
League of California Cities

CALL #1 – COMMUNICATIONS WITH DEVELOPERS’ COUNSEL

The processing of development entitlements for a project will often involve the city attorney’s office prior to the hearing itself. We encounter various levels of experience and expertise in the applicant pool; some developers will engage their counsel early on, and for those with experience in developing projects it may be easier to communicate and secure agreement on fundamental issues of a legal nature. In some instances, it merely leads to entrenched, hardened positions early on, for counsel unwilling to entertain a view that differs from that which is favorable to their client. In those situations, it may be necessary to advise the client by means of a confidential memorandum of the issues that they may face during the course of a hearing, and how reactions or responses may affect the legal position of the city in the event of a challenge.

For developers who do not have retained counsel, and who believe for whatever reason that it is unnecessary for them to secure the services of their own counsel, the city attorney’s office may be asked to assist with explaining legal requirements, particularly with respect to conditions of approval, CEQA requirements and mitigation measures, or some aspect of housing legislation. The developer might expect the city attorney’s office to explain legal requirements, and/or to prepare necessary documentation. To the extent the developer seeks to rely on the city staff and city attorney’s office, they should tell the developer (sometimes more than once) that staff and the city attorney represent the city, and not the developer, and reiterate that if the developer desires legal advice the developer will need to secure developer’s own counsel.

Both developers and their counsel may lose sight of the fact that communications between the city and the developer are not privileged unless and until a project is approved, and that anything they generate may be provided in response to a Public Records Act request and may also appear in the administrative record for the proceedings. A reminder is often in order; including a reminder that video conferencing mechanisms where chat or other transcription features are employed will also constitute public record documents.

Practice Pointers

1. Whether to respond to developer’s emails before the hearing on the project; possible approaches
 - a. Remind staff (and the developer and/or developer’s counsel if necessary) that the common interest privilege does not attach until a project has been approved (see references to *Ceres* case, below)
 - b. Advise staff that Zoom call chats and other forms of recordation of video communications are public record and may be required to be included in response to a Public Records Act request, and/or in the administrative record

- c. The city attorney or staff may need to respond in writing to clarify and/or provide corrections for the administrative record, at least as to factual issues that may have been misrepresented
 - d. Respond in writing only to the effect that the city attorney will follow up, to avoid inclusion of the city attorney's analysis in administrative record, which could be used to challenge the project decision
 - e. Go old school; pick up the phone and call developer or their counsel to discuss legal issues
 - f. Provide city staff with pertinent points and accompanying legal analysis, which they can include in agenda report and the administrative record
2. Establish consistent ground rules and protocols on what is best handled by way of email or letter vs. telephone calls, video conference, and in-person meetings
 3. Communicate internally to determine whether a response should come from the city attorney or department staff; often the tone of a discussion or issue shifts when the message is delivered by an attorney
 4. The city attorney may need to delve into the conditions of approval and provide analysis to staff as to the legal requirements and/or permissible parameters for such conditions with respect to a particular application
 5. In certain circumstances, it may be necessary to prepare an analysis for staff's use in light of the possibility/probability of subsequent litigation when project developers are clearly adverse to the city (e.g., Housing Accountability Act).
 6. Interactions with the developer if the planning commission denies the project, despite meeting legal standard
 - a. The city attorney may consider discussing potential project modifications and/or concessions with staff prior to consideration of the project by the city council; such an approach would need to include evaluation of whether the scope of such revision would require return to the planning commission for consideration pursuant to Government Code §65857
 - b. Following discussion with staff, the city attorney may discuss with developer's counsel possible options for modifications/concessions to project before project consideration by the city council, subject to the caveat noted above

- c. The city attorney may invite the developer's counsel to offer its legal opinion and objections to the planning commission decision to be analyzed by the city attorney and considered by the city council

Further Resources

- Scope of Materials and E-Mails in the Administrative Record in CEQA and Other Writ Cases
<https://www.cacities.org/Resources-Documents/Member-Engagement/Professional-Departments/City-Attorneys/Library/2014/2014-Spring-Conf/5-2014-Spring-Holly-Whatley-Scope-of-Materials-and>
- Existence and Scope of the Common Interest Privilege Before and After Ceres
<https://www.cacities.org/Resources-Documents/Member-Engagement/Professional-Departments/City-Attorneys/Library/2014/2014-Spring-Conf/5-2014-Spring-Sarah-Owsowitz-Existence-and-Scope-o>
- Tips for Dealing with Difficult People:
<https://www.lawpracticetoday.org/article/tips-dealing-difficult-people/>
- Who is the client?
https://www.calbar.ca.gov/Portals/0/documents/rules/Rule_1.13-Exec_Summary-Redline.pdf
- Practicing Ethics – A Handbook for Municipal Lawyers (Chapter 1: Defining the Client & Chapter 7: Duty of Confidentiality)
[https://www.calcities.org/docs/default-source/city-attorneys/practicing-ethics---a-handbook-for-municipal-lawyers-\(revised-2nd-edition-2020\).pdf?sfvrsn=3c4d92d4_1](https://www.calcities.org/docs/default-source/city-attorneys/practicing-ethics---a-handbook-for-municipal-lawyers-(revised-2nd-edition-2020).pdf?sfvrsn=3c4d92d4_1)

CALL #2 – TALKING TO THE MEDIA

Media requests for information are often directed to councilmembers, who may feel pressured to respond. Development projects, potential and existing litigation, personnel matters, or matters relating to law enforcement, will often lead to media requests for comment, and the attendant possibility of the disclosure of sensitive or confidential information. City attorneys generally will seek to avoid having individual councilmembers commenting on such matters, which can be difficult for electeds to understand or comply with, as they may feel they were elected to communicate with and answer questions from the constituents they see at community events and other public venues.

Councilmembers may also have different views from the city attorneys and/or their elected colleagues with respect to any given sensitive matter. If there is a social media policy or an ethics policy, those should be reviewed and shared in advance. It may be desirable or necessary for the city attorney and/or the Public Information Officer (PIO) to prepare a number of talking points that are geared to avoid disclosing privileged and/or confidential information and will effectively communicate the city's position on the matter, as well as identify issues and areas of concern that should be avoided if at all possible. For cities that do not have a PIO, it may fall to the city attorney, who is often viewed as a de facto PIO.

For purposes of this presentation, although censurable conduct may be engaged in by a councilmember, that is an internal issue and not the focus of the presentation, which looks to outside communications.

Practice Pointers

1. Who speaks for the City? Understand that elected representatives may feel an obligation to speak to, or on behalf of, their constituents, which may pose a concern with respect to sensitive or confidential matters, the public disclosure of which may lead to further legal issues
 - a. Ideally a single point person will be identified for communications (see 3, below)
 - b. If that is unacceptable to the council, consider the preparation of talking points that could serve to focus and limit council responses on issues of interest to the media
 - c. For electeds who wish to express their own views on matters that are not confidential, suggest that they first convey the city's official position, if there is one
 - d. If you are assisting as outside counsel in a litigation matter, refraining from comment and referring the media to the city attorney could be appropriate
2. Is there a city social media policy or ethics policy that may bear on the communications issue? If so, review with and attempt to guide city representatives into compliance with the same
3. Why should a city have a spokesperson?
 - a. As a public figure, what you say in public – during city council or community meetings, community events, and on social media platforms - can be used against you or the city

- b. A PIO exists to represent the city. Many large departments that have frequent incidents (police, fire, and public utilities departments or districts) may also have a PIO
 - c. PIOs are not necessarily subject matter experts, but they serve to manage the information between the media and the city. As a situation or information develops, the city manager, city council, or department head may be able to truthfully say that they weren't aware of the facts, did not know all the details, etc.
 - d. An experienced PIO will create a strategy on key information to share and relay, and help train the media not to seek out information from other city sources. PIOs are expected to respond to the media within 20 minutes, even if is to relay that they are working on getting details
 - e. For agencies that do not have a PIO, the city attorney may become a de facto PIO.
4. Be mindful of the goals and/or practices of (some, not all) media outlets:
- a. A newsworthy soundbite from a high-profile person (such as a council member, city manager, department head, union representative, policy maker)
 - b. Potential preference for speaking with someone who is not used to dealing with the media
 - c. An attempt to secure more information than the person wished to impart
 - d. Use of key words that can be sensationalized
 - e. Material that is actually used may be only a snippet of what the interviewee actually conveyed, regardless of the intent behind the statements
 - i. With so many people getting their news online, some reporters and journalists may be tracked, paid, or assigned more stories based on the number of clicks their articles receive.
 - f. Reporters differ in their level of experience and by medium (radio vs. television vs. print vs. blogs). Most large networks and print publications value credibility and will fact-check, which is not always the case for smaller publications and blogs with fewer resources and, arguably, less accountability

5. General Media Tips and Pitfalls

- a. PIOs may recommend that you refrain from saying “no comment,” but not to be afraid to say that you don't know.
- b. It is okay to let the media know that now is not a good time: say you're heading to a meeting and find out when is a good time to call them back. Use those few minutes to contact the PIO and seek advice on how to respond. Most media will expect the designated PIO to provide the follow-up call. PIOs usually operate 24/7 and should be available to assist and provide guidance
- c. Safe Phrases to Use:
 - i. The information is developing, please contact the city's PIO for the latest update
 - ii. We are still assessing the situation
 - iii. We don't have all the facts, too soon to tell

6. How to Respond in an Interview:

- a. Always assume that whatever you say, regardless of whether it is being recorded, will be used.
- b. How did you feel today's event went?
 - i. Response - I'm disappointed we did not get a resolution to the issue
 - ii. What will be printed - Council member _____ is "disappointed" at his/her/their colleagues
 - iii. What you could have said - I think today's event was disappointing in that we did not get to a resolution.
- c. Instead of answering the question - respond with what *you* want to relay
 - i. Always identify 2-3 points you want to convey
 - ii. Make each statement stand on its own

7. Seeking to avoid journalist release of confidential information

- a. Establish good relationship with local journalists to request retraction of unintended disclosure of private or confidential information (may be easier to accomplish in smaller cities)
 - b. Establish strong internal policies and training for city staff and elected officials regarding the use of email, text message, and other electronic communications (even on personal devices) that may be subject to PRA or subpoena disclosure
8. Seeking to remove an online social media post
- a. First Amendment protections will apply if the councilmember uses their social media account to communicate official agency business, which may create a designated/limited public forum
 - i. If there are public comments or reactions relating to the post, then more likely that First Amendment protections apply
 - ii. First Amendment prohibition against government taking actions that infringe upon citizen's fundamental speech rights does not apply to private parties, such as social media companies like Facebook. But a local agency's request of Facebook to remove a post may be deemed to be a "state action" and could cause potential First Amendment liability for Facebook as well as the local agency related to removal of a post
 - iii. A court order can be issued to social media platforms to remove postings that are deemed illegal, or which violate specific laws or policies. However, under the Communications Decency Act (47 U.S.C. § 230), social media platforms, as a third-party to a proceeding and publisher of user-generated content, are currently immune from a court order to remove the content, even if the content is deemed illegal

9. Steps to Seek Removal of Online Post

- a. Facebook will remove content that users post on their platform if the content violates Facebook's Community Standards - <https://transparency.fb.com/policies/community-standards/>
 - i. One of Facebook's policies is based on removal of "private and personal information" or "private information obtained from illegal sources."

- b. To report content, use the report link near the content itself. You can also report through Facebook’s Help Center. (See <https://www.facebook.com/help/1380418588640631>.) A person can report content only if they have a Facebook account. (See https://www.facebook.com/help/408955225828742?helpref=about_content.)

10. AB 587 (Bus. & Prof. Code §§22675 -22681) effective Jan. 1, 2023

Social media platform companies are required to disclose their content moderation policies and to submit semiannual reports detailing their moderation activities. Social media companies that generate more than \$100 million in gross revenue must publicly post their content moderation policies and semiannually report data on their enforcement of the policies to the attorney general. Violation of AB 587 will be a civil penalty not to exceed \$15,000 per violation per day.

Further Resources

- Social Media and Public Agencies: Legal Issues
https://www.ca-ilg.org/sites/main/files/file-attachments/3_-_social_media_paper_110813_0.pdf
- Navigating Social Media: “You Are What You Tweet”
https://www.calcities.org/docs/default-source/planning-commissioners-academy---session-materials/you-are-what-you-tweet-an-official-survival-guide.pdf?Status=Master&sfvrsn=5bf84d18_3
- Media Relations Tips for Newly Elected Officials
https://www.ca-ilg.org/sites/main/files/file-attachments/media_relations_tips_for_newly_elected_officials_march_2014_0.pdf?1395707392
- Ethics of Speaking One’s Mind
<https://www.westerncity.com/article/ethics-speaking-ones-mind>
- Short Sound Bite Secrets
https://www.ca-ilg.org/sites/main/files/file-attachments/short_sound_bite_tipsheet_january_2013_3.pdf?1498252437
- Guiding Legislative Bodies Through Trial: City and Trial Attorney Perspectives (see in particular Part V: “The nature of litigation and communications with the media”)
https://www.cacities.org/Resources-Documents/Member-Engagement/Professional-Departments/City-Attorneys/Library/2016/2016-Annual/10-2016-Annual_Arce_Walter_Guiding-Legislative-Bod

CALL #3 – TALKING TO MEMBERS OF THE PUBLIC

Both in-house and contract city attorneys have a unique opportunity to build and maintain trust in local government through their relations with the community. And we all need to use this opportunity to maximum advantage in this time when so many Californians have lost trust in local government and government workers.

We can do our part to build and maintain trust in part by vigilantly safeguarding the processes that allow community members to participate in and monitor their local government. We can also explain our roles as process guardians (not policy makers) and respond to general inquiries about process, the Brown Act, and the Public Records Act. We can also let everyone know that, although our offices do not provide civil representation or legal advice to members of the public, we do share information about local law. After all, our local laws apply in our communities, so let those in our communities know and better understand what those laws provide.

Of course, there is a downside to visibility, in particular for in-house city attorneys. Because we are constant fixtures in the community, in-house attorneys may become lightning rods on certain community issues with significant legal ramifications. For instance, a neighborhood group may blame one of us because the city "allowed" another adult entertainment venue to open near their homes. Or the business community may blame the city attorney for resisting its proposal for a law banning panhandling in the downtown. We can deal with these challenges by providing clear, concise explanations of the law and our roles in a non-defensive manner. That is, we can explain that as the city's attorney we do not advance or oppose policies. Rather, as in these examples, we are simply discharging our duty to uphold the Constitution. And, further to the examples noted above, we can offer the council the option of considering an ordinance establishing time, place and manner restrictions on adult entertainment and panhandling.

Again, it may be advisable to establish flexible procedures or protocols covering how and when we will participate (or not) in community meetings, and our availability to meet with community representatives. We must then explain those protocols and take care to treat all groups and similarly situated community members equally.

Practice Pointers

1. Particularly when facing a hearing on a potentially controversial project, seek to prepare staff and the board or commission chair or mayor on how to deal with acrimonious public comments, so they are better equipped to maintain objectivity/non-bias

- a. Provide analysis to staff before the meeting regarding applicable legal standards and factual findings to be established relating to consideration of the project
 - b. Provide legal options and analysis of potential risks if the project decision conflicts with any legal standard and/or requirement
 - c. Remind the governing body (in particular, the board or commission chair or mayor) of the applicable legal standard prior to or at the meeting
 - d. Be aware of public perception and political climate, but maintain objectivity
2. Possible approaches to address and interact with the public during the meeting
- a. The city attorney may remind the public of legal standard (so the client is not forced to do so) in a respectful manner, but not directly respond to public comments
 - b. In some cases, it may be appropriate for the city attorney to refrain from interjecting
 - c. Listen carefully, and respond to the substantive points and core concerns being raised rather than to the emotional overlay or tone accompanying the points
 - d. Have certain generic comments prepared to be used to de-escalate a situation, such as “[t]his is a new area of law, and there is not a great deal of case law that addresses this particular topic” or directly reference the applicable code section modified by the State Legislature; for example, “[w]e understand the concerns and frustrations being expressed by residents of the area, but the state’s legislation does not permit the city to deny a housing project of this nature or to reduce the density unless it finds that the development would have specific adverse effects on public health or safety that cannot feasibly be mitigated (GC § 65589.5(j)(1)), and any findings an agency may make to that effect would be subject to challenge under a standard of review which is more difficult to sustain than the usual standard for review of agency determinations,” or with respect to CEQA, for example, “under the Housing Accountability Act legislation, inconsistency between the Zoning Ordinance and General Plan is deemed not to be an environmental impact.” The Housing Accountability Act also provides other quotable restrictions or mandates with respect to agency findings, depending on the sensitivities raised by the project under review

- e. Suggest a continuance if further research is required on any given point or, for example, to accommodate negotiations with developer as to a particular condition or requirement desired by the city and/or neighbors, subject to the restrictions of Government Code § 65857
- f. Remind the board or commission of Brown Act limitations if a discussion veers into items not listed on the agenda and is not limited to brief response or directives to staff. Often in response to public comment, council and commission members will want to engage in substantive discussion and potential action on topics outside the noticed agenda items. The city attorney should provide a reminder that members of the public were not given notice of the discussion and potential action and recommend issuing a directive to staff to agendize the item(s) for a future meeting if additional discussion is desired.
- g. If necessary, remind the board or commission chair or the mayor that a warning is needed before anyone who is disrupting the meeting sufficiently to the extent that it prevents the conduct of the meeting can be ejected. Consider a recess to see if tempers cool; if they do not, consider adjournment of the meeting (to either a date certain or as may be noticed in future, depending on the actions being considered).

Further Resources

- Dealing with Emotional Audiences:
https://www.ca-ilg.org/sites/main/files/file-attachments/everyday_ethics_emotional_audiences7-2013.pdf?1442364939
- Free Speech vs Hate Speech
Practical Guidelines for Managing Public Forums:
<https://www.ca-ilg.org/sites/main/files/file-attachments/free-speech-vs-hate-commission-guidelines-12.12.2013.pdf?1442364939>
- Beyond the Usuals
Ideas to Encourage Broader Public Engagement in Community Decision Making:
https://www.ca-ilg.org/sites/main/files/file-attachments/beyond_the_usuals_8_15.pdf?1477947600
- Dealing with Deeply Held Concerns and other Challenges to Public Engagement Processes:
https://www.ca-ilg.org/sites/main/files/file-attachments/deeply_held_concerns.pdf?1497552740

- Everyday Ethics for Local Officials - Dealing With a Grandstander:
https://www.ca-ilg.org/sites/main/files/file-attachments/resources_Everyday_Ethics_Aug02_0.pdf?1497552868
- Stepping Into the Evolving Role of the City Attorney: Executive Management Team Member, Crisis Manager, Legal Advisor and Team Builder – What Roles Can or Should You Play? (see in particular p. 9: “Opportunities and Challenges with the Community”)
<https://www.cacities.org/Resources-Documents/Member-Engagement/Professional-Departments/City-Attorneys/Library/2012/Spring-2012/5-2012-Spring-Carvalho-Guinn-Moutrie-Stepping-Into>
- Dealing With Difficult Situations at City Council Meetings: Legal and Practical Considerations for City Attorneys
https://www.cacities.org/Resources-Documents/Member-Engagement/Professional-Departments/City-Attorneys/Library/2013/2013-Spring-CLE/5-2013-Spring-Michael-Jenkins_David-Kahn-Dealings

Mindfulness and Resilience – Further Resources

- Competency and Mindful Lawyering
<https://www.cacities.org/Resources-Documents/Member-Engagement/Professional-Departments/City-Attorneys/Library/2021/21-Spring/5-2021-Spring;-Fingerman-Competency-and-Mindful-La.aspx>
- High-Tech Intimidation, Stress, and the Public Official
https://www.cacities.org/Resources-Documents/Member-Engagement/Professional-Departments/City-Attorneys/Library/2016/2016-Annual/10-2016-Annual_Carlton_High-Tech-Intimidation-th
- CA Lawyers Association: Mental Health Wellness Strategies for Attorneys
<https://calawyers.org/california-lawyers-association/wellness-strategies-for-mental-health-issues-among-attorneys-and-legal-professionals/>
- ABA Resources on Attorney Wellness, Mindfulness, and Work-Life Balance
https://www.americanbar.org/groups/lawyer_assistance/resources/lawyer_wellness/

A separate Resources Index, presented with these materials, is provided for Department members who may wish to have the resource available on work laptops or binder, or otherwise available in an abbreviated format.

ESSENTIAL SKILLS: TALKING WITH NON-CLIENTS

RESOURCES INDEX

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2.	League of California Cities	<u>Existence and Scope of the Common Interest Privilege Before and After Ceres</u>
3.	ABA - Law Practice Today	<u>Tips for Dealing with Difficult People</u>
4.	State Bar of California	<u>Who is the client?</u>
5.	League of California Cities	<u>Practicing Ethics – A Handbook for Municipal Lawyers (Chapter 1: Defining the Client & Chapter 7: Duty of Confidentiality)</u>
6.	Institute for Local Government	<u>Social Media and Public Agencies: Legal Issues</u>
7.	League of California Cities	<u>Navigating Social Media: “You Are What You Tweet”</u>
8.	Institute for Local Government	<u>Media Relations Tips for Newly Elected Officials</u>
9.	Western City Magazine	<u>Ethics of Speaking One’s Mind</u>
10.	Institute for Local Government	<u>Short Sound Bite Secrets</u>
11.	League of California Cities	<u>Guiding Legislative Bodies Through Trial: City and Trial Attorney Perspectives (see in particular Part V: “The nature of litigation and communications with the media”)</u>
12.	Institute for Local Government	<u>Dealing with Emotional Audiences</u>
13.	Orange County Human Relations Commission via Institute for Local Government	<u>Free Speech vs Hate Speech, Practical Guidelines for Managing Public Forums</u>
14.	Institute for Local Government	<u>Beyond the Usuals, Ideas to Encourage Broader Public Engagement in Community Decision Making</u>

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16.	Institute for Local Government	<u>Everyday Ethics for Local Officials - Dealing With a Grandstander</u>
17.	League of California Cities	<u>Stepping Into the Evolving Role of the City Attorney: Executive Management Team Member, Crisis Manager, Legal Advisor and Team Builder – What Roles Can or Should You Play? (see in particular p. 9: “Opportunities and Challenges with the Community”)</u>
18.	League of California Cities	<u>Dealing With Difficult Situations at City Council Meetings: Legal and Practical Considerations for City Attorneys</u>
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21.	California Lawyers Association	<u>Mental Health Wellness Strategies for Attorneys</u>
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