



**2013**

**ANNUAL REPORT**

**Member Communities**

Crown Point, Dyer, East Chicago, Highland, Hobart,  
LaPorte County, Lowell, Munster, Schererville and Whiting

BRINGING ETHICS AWARENESS AND TRAINING TO OUR COMMUNITIES

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# SHARED ETHICS ADVISORY COMMISSION

## 2013 Annual Report

We are pleased to submit this annual report to our member communities pursuant to Article 6 (c) of the Interlocal Agreement that established the Shared Ethics Advisory Commission (Commission). The Commission's principal activities during the calendar year 2013 are summarized in the following paragraphs of this report.

### Commission Structure and Organization

During 2013, the Commission continued its active programs of municipal employee training and community engagement, always with the goal of heightening awareness of ethical issues in local government. Important to achieving our mission is effective organization of our activities. The following paragraphs summarize 2013 efforts to maintain and enhance the Commission's structure and organization.

*Additional Member Communities:* We were pleased to welcome three new member communities -- Hobart, Lowell and LaPorte County. These communities have all indicated their desire to be fully engaged and have already been active participants in our programs. At year end, the City of Gary was completing the process to become a full member. With these four new communities, the Commission now has eleven members, all of whom are listed on the cover sheet of this report. In addition, the Town of Ogden Dunes has expressed a desire to affiliate with the Commission in some form. With only two full time employees, formal membership does not seem appropriate to their leadership. However, they have indicated an interest in participating in some of our training programs on a fee for service basis.

*New Commissioners:* With the addition of our new members, we gained new Commissioners, Rev. Jamie Ward from Hobart, Marcia Carlson from Lowell and Chuck Oberlie from LaPorte County. Each of these individuals is already contributing valuable insights. A fourth new Commissioner, Rev. Art Burkman, was appointed to fill the Highland vacancy. He too is a valued addition. Schererville's long time representative Tom Dykiel resigned in mid-2012 because of his relocation to southern Indiana. Pending the appointment of his replacement, Schererville Town Manager Bob Volkmann has been attending Commission meetings as a non-voting observer. A complete list of Commission members as of December 31, 2013 can be found in Appendix A.

*Commissioners Reappointed:* Terms for some Commissioners come due each year. In 2013, the following Commission members' terms expired and all three were reappointed: Brian Lowry (Whiting), Richard Maroc (Munster), and Anna Rominger (at large).

*Website:* Our website was launched in the Spring of 2012 and was greatly enhanced during 2013. Member communities were encouraged to establish a link to our site. Commissioner Patricia Earnest serves as chair of the subcommittee to monitor and update the site. Ms. Earnest is a retired librarian and has relevant experience with website content. The fact that we had no difficulty obtaining the domain name we sought ([www.sharedethics.com](http://www.sharedethics.com)) may be an indication

of the uniqueness of our multi-community approach to ethics training. During 2013, our site had 43,313 visitors and 6142 unique IPs, or on average about 17 per day.

*Branding:* The Commission decided that it would be beneficial to have a logo designed that would capture our mission in an easily identifiable manner. Several designs were reviewed and a final decision was made approving the logo shown on the cover sheet of this report. In addition, it was felt that we needed a tag line and the Commission approved the wording suggested by Commission Vice President Anna Rominger. “Bringing Ethics Awareness and Training to Our Communities.” Stationery has been printed and signage purchased for display at our events.

*Commission Leadership:* Calvin Bellamy and Anna Rominger were re-elected to serve as Commission President and Vice President. Shared Ethics Officer Joseph Pellicciotti and all Commissioners serve as unpaid volunteers.

*Commission meetings:* The Commission meets approximately every other month at the Munster Town Hall, generally at 8:30 a.m. In 2013, the Commission met on January 24<sup>th</sup>, March 27<sup>th</sup>, June 4<sup>th</sup>, August 14<sup>th</sup>, and October 30<sup>th</sup>. Ad hoc subcommittees met at numerous other times throughout the year.

### **Funding Issues**

Because of the Commission’s increased training activities, the budget reserve built up over the years is being used to supplement current receipts from member community dues. Additional membership will help provide resources, but the Commission has reported to the Board of Delegates (our fiscal body) concern that in a couple of years our expenses could exceed our resources. The Commission has presented the following options to the Board of Delegates for background consideration without asking for any immediate action:

- Conserve resources by holding board and commission training in one year and the train-the-trainer program in the following year. If new communities continue to join, this option would probably require us to host a train-the-trainer in the Fall of 2014 and under this scenario, the next board and commission training would be delayed until the late Spring of 2015. Both training sessions were provided in the Fourth Quarter of 2013.
- Create a new fee category for larger entities. Our top assessment is reached for entities with 150 or any greater number of employees. That top category was established because our first several members were smaller communities. Of the early communities, Schererville might have had the largest number of fulltime employees at around 165. So for several years, having the top category kick in at 150 employees made sense. More recently, East Chicago, Hobart, Lowell and LaPorte County have joined. Gary is expected to complete its membership shortly. Except for Hobart and Lowell, the other new members have significantly more fulltime employees than other members -- hundreds more, in fact. Obviously, communities with large workforces generate a greater call on Commission resources.
- Cap the number of employees from any one community who can attend our events without charge. Beyond that number, we could charge whatever our incremental cost

might be for that event (e.g. supplies, meal expense, professional trainer fees). This may be a more acceptable option than creating a new pricing category for larger entities. However, it might also cause our larger communities to limit attendance of their employees and officials which would not be good.

- Seek corporate underwriting, perhaps developing yearlong sponsorships. We would make just one request in exchange for the company's logo displayed at all of our events. Some may question the appropriateness of partnering with other entities that might at some point have their own ethical practices questioned.

- Seek foundation support. There may only be a limited number of granting foundations interested in ethics in government, but it seems worth at least a conversation with Legacy Foundation, which has a group of grant writers it has identified who are available to local non-profits at a reasonable cost. Legacy also administers grants for the Knight Foundation. Another local foundation might be the Anderson Foundation. Yet another possibility is the White Family Foundation, though they tend to provide only matching grants. Perhaps the ONE REGION initiative could provide some limited funding. After all, ethics in local government is a quality of life issue. A long shot might be the Lilly Endowment.

The Commission will continue to explore funding options and will communicate regularly with the Board of Delegates. We will have a specific recommendation before lack of funding jeopardizes our training activities.

### **2013 Training**

Of course, training is the heart of the Commission's mission. We have developed four training courses of various lengths plus a twelve minute interactive video which we purchased and distributed to our member communities. We depend on each member community to identify a small number of their employees whom we prepare as ethics trainers. They then conduct training at least every other year among their co-workers. In addition, the Commission itself conducts or organizes certain training activities for target groups of public employees and officials. In 2013, our direct training activities included the following:

*Department Head Training:* On April 17<sup>th</sup>, the Commission hosted a training session specifically for department heads. In addition to discussion of work place ethics challenges, the goal of this training was to emphasize the important role department heads have in creating and nurturing an ethics **culture** in their area of responsibility.

*Board and Commission Training:* On September 30<sup>th</sup>, the Commission hosted almost 200 individuals from member communities for instruction and table discussion on ethical issues facing Board and Commission members. This program was facilitated by David Limardi of the International City/County Management Association. As a previous city manager, he had many firsthand experiences to relate. People from different communities were seated together and given a case study to discuss. We felt mixing communities was the best way to obtain a variety of perspectives. We hosted a similar event in 2012 and it also was well received.

*Train the Trainers:* On November 18<sup>th</sup>, we hosted a half-day training session for our community-designated trainers at the Hobart Police Substation at Southlake Mall. Because we had three new member communities and also because present member communities had identified some new trainers, the Commission felt it was particularly important to host a train the trainer program. Experienced trainers were also invited to participate. Based on feedback from this session, our train-the-trainer program seemed to be well received, though some of the trainers would like to have additional copies of the twelve minute video. We are looking into the cost of acquiring more copies of this copyrighted item.

*Employee Survey:* In the last quarter of 2012, we asked each member community to distribute a twelve-question ethics survey to all their employees. This survey had several purposes: (1) raise awareness of the Commission and ethical issues among rank and file employees in our member communities, (2) seek employee views on the broad subject of municipal ethics in their community, (3) learn what employees consider to be the most pressing ethics issues they face in their workplace, and (4) determine whether our training is effective by comparing differences in responses from those who have been trained and those who had not received our training.

A total of 1276 surveys were distributed to the fulltime employees of member communities. We were pleased by the high rate of response – 565 returned or 44 percent. Retired Indiana University Professor Richard Hug analyzed the responses. His statistical analysis was used as the basis of a report with overall recommendations and recommendations specific to each member community in the Spring of 2013. The Commission decided to distribute the report to every municipal and county government in our three county service area. A complete copy of the report can also be found on our website.

This is the second time we have conducted an employee ethics survey. The first time was in 2009, and we will conduct another similar survey in late 2015, using the interim to examine the possibility of utilizing a more automated response system.

*Training Monitoring:* In December, a form was distributed to all community trainers to be used to report the date of and number of employees present at each training session. Previously, we have relied on more general reports of training activity. It was thought that a more formal reporting system might help trainers recognize the need for additional training if the number of participants is less than the entity's fulltime workforce.

### **New Community Recruitment**

Yearlong efforts were made to increase the number of member communities. As noted above, we can celebrate the addition of Hobart, Lowell and LaPorte County and the membership-in-process of the City of Gary. This is the second year in a row that new members have joined the Commission. But we are also disappointed that others have not yet addressed the matter or have decided against joining.

Various reasons have been cited for not joining and some are discussed in the next section of this report. One issue that has not been raised in our presence, but may be an unspoken concern, relates to the time commitment. In joining the Commission, a community commits to giving two or three employees enough release time to be trained by the Commission as ethics trainers. In

addition member communities are indicating their willingness to devote whatever time is required to provide ethics training to every one of their fulltime employees. Because this is the heart of what the Commission is trying to achieve, simple membership will not be meaningful without the firm commitment to providing the time necessary to support this effort.

The Commission has developed a multipage presentation package to explain to councils and mayors what the Commission does and what is expected of member communities. We are always willing to appear at any meeting to explain the Commission's story to interested communities, and we plan to be vigorous in the pursuit of new members in 2014.

So Why Isn't Every Community a Member? We are asked this question frequently by the general public. We can safely say it is not for lack of effort on our part. Every Lake County town or city has been approached at least once. Four public entities in Porter County including the county itself have been asked to consider membership. In LaPorte County, in addition to the county which joined in 2013, presentations have been made to the Mayors of the county's two largest communities.

Those choosing not to join offer a variety of reasons. The following are the most typical:

Membership Costs Too Much. We can certainly understand the tight budgetary situation confronting many communities. Naturally, vital health and safety issues must come first. On the other hand, we believe membership is very affordable. For small communities our fees are only a few hundred dollars per year. Our fees are based on the number of fulltime employees. For entities with more than 150 employees charges are currently \$2,500 for the first two years and \$1,500 annually thereafter. For small communities the fee is only \$250 per year. The Commission is an all-volunteer group. We have no salaries and no staff. One hundred percent of our \$30,000 budget goes for supplies and training. We believe we offer a very cost effective way to promote ethical decision making throughout Northwest Indiana. We also believe our multi-community approach is important for developing an area-wide ethics culture.

Ethics Can't Be Taught. Sometimes we are told that teaching ethics is a waste of time. Apparently, those holding this position believe ethics are determined at birth. Either you have ethics or you don't. We disagree completely. Ethics and ethical decision-making are learned skills that need to be taught and reinforced throughout life. At the same time, we readily recognize that what the Commission does is only part of the answer to developing an ethical culture, but we believe we are an essential piece of that puzzle.

We Learned Ethics from our Parents, at Church or in School. Those who use this reasoning appear to concede that ethics is something that can be taught and learned, but they seem to feel that the task has already been completed and no further learning is necessary. One public official noted that his community's employees are "...as ethical as you're going to get." The Commission on the other hand, believes ethics education is a lifelong process. In one sense, it is never done. Furthermore, we believe it is valuable to discuss ethical decision making in the specific context of the challenges facing public employees. These we do with our case studies.

Common Sense Guides Our Employees. One community has told us that ethics training is not necessary for their staff because they only hire people with “common sense.” We do not know if they believe their employees were born ethical or if they all had good parents, pastors and school teachers, but our experience in hosting ethical discussions based on case studies is that “common sense” isn’t always that common. People work in different communities and, as time goes by, those work forces develop their own culture. Sometimes these evolved-cultures teach employees a certain way of looking at situations which may not be the best practice. Our case-study approach helps employees work through situations that they might otherwise have acted on before thinking. We believe this manner of training has an important role in developing and maintaining a workplace ethical culture.

Bragging How Good We Are or Admitting We Have Ethical Problems. These are two opposite reasons. One community expressed reluctance to join because of the feeling that they would be considered “bragging” about how ethical they already are. Other communities have expressed the concern that by joining, they might be admitting that they have been doing something wrong and are trying to straighten out. To both of these lines of reasoning, we offer a simple analogy: Think of ethics training like you do safety training. It is something good for the community and good for the employee. Safety training does not imply that you have a safe or an unsafe workplace. It is something you do to help your workforce be at its best.

Blatantly Unconstitutional. This is the most unique reason we have encountered to date. In our several approaches to the Lake County Council, we have been told that our concept of ethical training is good, but that our Code of Shared Ethics and Values is blatantly unconstitutional because it is “vague.” Our Code, a copy of which is attached to this report as Appendix B, has been adopted by all eleven of the current members with no difficulties to date. The Code was drafted and/or reviewed by professors who deal with ethics at Calumet College, Indiana University Northwest and Purdue University Calumet. It was further reviewed by a prominent municipal law attorney who represents numerous public bodies in NWI. Finally, a subcommittee of professionals from the Commission itself refined and approved the final draft. This process was completed in 2012. Changes to the preamble, deletion of a final sentence and some wordsmithing throughout clarified that our Code is not an enforcement document. It is a philosophical statement of ethical principles on which our ethics training is based. Our training becomes more concrete through case studies but participants are challenged to work through the cases based on the core values of the Code. Ethics has many shades of gray and reasonable people can disagree on some of the finer points. Our Code encourages the thought process without listing a 101 dos and don’ts. If it is “vague,” it is intentionally so. Another presentation was made to the Council in early December 2013 but with the same result.

The Time Is Not Right or No Response at all. Sometimes communities say they might consider membership, but not right now. Other leaders do not respond to our telephone calls and/or e-mails when we request the opportunity to make formal presentations to their governing bodies. In both these instances, we can only speculate as to what their reasons may actually be.

Whatever reasons a community may state for joining or not joining, their membership will be meaningful only if their leadership is firmly committed to training all their employees and also their board and commission members. They must also be willing to vigorously and firmly enforce their own personal policies when situations arise. Critical to our program's success is identifying employees who we can train as ethics trainers and then their supervisors giving them the time and opportunity to train their co-workers. This is not a one shot deal. The commitment is for continuous ethics training (not less often than every other year). In other words, Commission membership is not for the faint of heart. We are looking for public bodies willing to make the necessary commitment to see that training is provided to all employees and ultimately that an ethical culture is established in our member communities and throughout Northwest Indiana.

### **Public Outreach to the General Public**

The Commission's premier annual event is the *Ethics in Government Breakfast*, usually in each March. This well-attended event features a key note speaker (in 2013 former U.S. Attorney Patrick Fitzgerald) and a panel discussion (in 2013, Times columnist Bill Dolan, Schererville Town Manager Bob Volkmann and East Chicago Mayor Anthony Copeland, moderated by Commissioner Rittenmeyer). A large cross section of public officials, business and community leaders, and individual citizens attended. Our goal for this event is to give a brief overview of the Commission's work and for the balance of the program to discuss ethics in government from different perspectives. More than 200 people were in attendance and media coverage was comprehensive.

As noted in the next Section of this report, Commission President Bellamy writes one or two columns each year for the local newspapers describing the Commission's ongoing efforts. Commission members are also available to speak at civic events.

### **Press Coverage**

The work of the Commission has received widespread media coverage. Thanks are owed to the local media for their strong support of our efforts to promote ethical decision making. A detailed listing of 2013 Media coverage is set out in Appendix C of this report and is also available on our website.

### **Looking Forward -- 2014 Goals**

For 2014, the Commission will be focusing on the following goals to advance ethics in local government.

- Repeat and Expand the annual Ethics in Local Government Breakfast
- Continue and Expand Ethics Training including:
  - Complete employee training in new member communities




- Repeat employee training where more than two years have passed since previous training
- Host additional in-depth training for department heads and/or Board and Commission members
- Host coaching sessions for new trainers
- Consider training directed to elected officials
- Continue vigorous member recruitment
  - Seek additional members in Lake and LaPorte Counties
  - Work to obtain Porter County membership
  - Continue to seek out opportunities to make presentations to civic and community organizations
- Continue to upgrade and keep current our website
- Develop sample “best practice” guidelines for community ethics enforcement

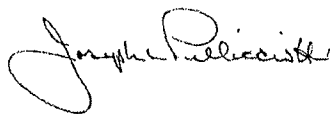
**Conclusion**

The Commission invites input and comments on this report and our role. Comments from member communities and the general public are always welcome, as are suggestions about what additional activities we might offer or in which we might participate, consistent with our limited mandate of presenting ethics training to public employees. As a reminder, the Commission has no adjudicatory authority. This responsibility remains with each member community.

Dated this 15<sup>th</sup> day of January, 2014.

SHARED ETHICS ADVISORY COMMISSION

By   
 Calvin Bellamy  
 Commission President

  
 Joseph Pellicciotti  
 Shared Ethics Officer

Appendix A

**Shared Ethics Advisory Commission as of December 31, 2013**

<b><u>Crown Point</u></b>	Patricia H. Earnest
<b><u>Dyer</u></b>	Sandra Sidock
<b><u>East Chicago</u></b>	Maxine Cole
<b><u>Highland</u></b>	Rev. Arthur Burkman
<b><u>Hobart</u></b>	Rev. Jamie Ward
<b><u>LaPorte County</u></b>	Charles E. Oberlie
<b><u>Lowell</u></b>	Marcia Carlson
<b><u>Munster</u></b>	Richard W. Maroc
<b><u>Schererville</u></b>	Vacant
<b><u>Whiting</u></b>	Brian Lowry
<b><u>At Large</u></b>	Calvin Bellamy
<b><u>At Large</u></b>	Dennis Rittenmeyer
<b><u>At Large</u></b>	Anna Rominger
<b><u>Shared Ethics Officer</u></b>	Joseph Pellicciotti

# Shared Ethics

## ADVISORY COMMISSION

### Appendix B

## Code of Shared Ethics and Values

### Preamble

For government to operate with transparency and accountability, it is essential that public officials and employees conduct themselves in ways that uphold the public trust. The Code of Shared Ethics and Values provides guidance and support to public servants for the promotion and maintenance of the highest standards of personal and professional conduct. Because we wish to ensure the public confidence in the integrity of our government entities, it is proposed that all elected and appointed officials, employees, volunteers and others who participate in government shall personally commit to being trained on the values and standards put forth in this document.

### Public Service Values

#### Honesty/Integrity

- To exercise the moral courage to hold myself and others accountable for our actions.
- To work within the law and in a way that will bear close public scrutiny.
- To exhibit trustworthiness.
- To employ decision making that promotes the public's best interests.
- To avoid impropriety and refrain from misusing an official position to secure unwarranted privileges or advantages for myself or others.
- To make no private promises of any kind that may unduly influence my public duties.
- To refrain from engaging in business that would be directly or indirectly inconsistent with the conscientious performance of public duties.
- To accept the responsibility to expose corrupt and/or unethical behavior.
- To protect the public trust by exercising honesty and ensuring transparency.

#### Respect/Civility

- To treat every person with dignity and respect.
- To accomplish the goals and responsibilities of my individual position while respecting my role as a member of a team and the community at large.
- To act in a professional, responsive and courteous manner.
- To reach decisions only after considering various points of view.
- To work with others in a spirit of tolerance and understanding.
- To work to build consensus and accommodate diverse opinions.
- To utilize effective communication by listening, asking questions and responding in a way that adds value to the conversation.
- To support the public's right to know the truth and encourage diverse and civil public debate in the decision-making process.

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# Shared Ethics

## ADVISORY COMMISSION

### **Accountability/Responsibility**

- To refrain from using official positions to secure unwarranted privileges or advantages for myself or others.
- To remove myself from every decision-making process in which I, my business, my associates or my family may benefit and upon removing myself from decisions, I will show self-restraint and not voice my opinion on the question.
- To conduct my private affairs in a manner that minimizes the risk of real, potential or perceived conflicts of interest.
- To make full public disclosure of the nature of any conflict of interest prior to any considered action.
- To respect the privacy of others by keeping confidential information that I acquire in the course of my professional duties protected unless a legitimate reason to disclose exists.
- To refrain from taking advantage of information received in the course of my professional duties that is not available to the public.
- To refrain from directly or indirectly using or allowing the use of government property for anything other than official activities.
- To refrain from soliciting or accepting gifts or gratuities that may have a real or perceived influence on my objectivity in carrying out official responsibilities or placing me under obligation to the donor.
- To refrain from competing with the community where I am employed or serve as an appointed or elected official.

### **Fairness/Justice**

- To advocate and promote the most efficient, effective, and equitable way to deliver public services without prejudice or discrimination.
- To publicly acknowledge that the function of government is to serve the best interests of all citizens.
- To refrain from granting preferential treatment to family and friends when making staffing decisions or awarding contracts.
- To refrain from retaliation or condoning retaliation against those who have exposed corrupt or unethical behaviors.
- To assess the effects of inadequate resources on diverse groups within the service population and develop plans to remedy and implement such plans.
- To behave consistently and with respect toward all citizens.

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Visit us online at [www.sharedethics.com](http://www.sharedethics.com)

## Appendix C

### Media Coverage in 2013

January 21, 2013	TIMES article, titled "Munster council adopts revised ethics code."
January 29, 2013	TIMES article, titled "Lowell adds engineering firm for projects." Article noted a presentation by Calvin Bellamy for consideration of membership in the Shared Ethics Advisory Commission.
February 23, 2013	TIMES article, titled "Philpot's fate may not put other pols on right path." Comments endorse ethics training to prevent others from a similar fate.
February 27, 2013	Media coverage by WJOB.
February 28, 2013	TIMES editorial by Doug Ross, titled "Government employees need ethics training." <a href="http://www.nwitimes.com/news/opinion/editorial/editorial-government-employees-need-ethics-training/article_c03609b6-ed71-568b-99ff-0b4359c3b6e3.html">http://www.nwitimes.com/news/opinion/editorial/editorial-government-employees-need-ethics-training/article_c03609b6-ed71-568b-99ff-0b4359c3b6e3.html</a>
March 3, 2013	TIMES guest commentary by Calvin Bellamy, titled "Ethics training: Big payoff at low cost." <a href="http://www.nwitimes.com/news/opinion/columnists/guest-commentary/guest-commentary-ethics-training-pays-off-but-doesn-t-cost/article_f7036acd-a5d3-5157-ae6d-c18158d83f41.html">http://www.nwitimes.com/news/opinion/columnists/guest-commentary/guest-commentary-ethics-training-pays-off-but-doesn-t-cost/article_f7036acd-a5d3-5157-ae6d-c18158d83f41.html</a>
March 8, 2013	TIMES article, titled "Former U.S. attorney to speak at ethics event."
March 12, 2013	Media coverage by Lakeshore Public Radio.
March 15, 2013	Post Tribune article, titled " Speaker at ethics group meeting says culture is what allows corruption."
March 15, 2013	TIMES article, titled "Stopping government corruption takes more than law enforcement." Article covers keynote speech of Patrick Fitzgerald at SEAC event. <a href="http://www.nwitimes.com/news/local/lake/hobart/fitzgerald-stopping-government-corruption-takes-more-than-law-enforcement/article_f5477aae-3529-50c9-824e-986a97a2eb17.html">http://www.nwitimes.com/news/local/lake/hobart/fitzgerald-stopping-government-corruption-takes-more-than-law-enforcement/article_f5477aae-3529-50c9-824e-986a97a2eb17.html</a>
March 19, 2013	TIMES editorial by Doug Ross, titled "Speak up, train to fight unethical behavior." <a href="http://www.nwitimes.com/news/opinion/editorial/editorial-speak-up-train-to-fight-unethical-behavior/article_ccbe03ca-e7aa-57d1-b682-2e448972feb1.html">http://www.nwitimes.com/news/opinion/editorial/editorial-speak-up-train-to-fight-unethical-behavior/article_ccbe03ca-e7aa-57d1-b682-2e448972feb1.html</a>

- March 20, 2013      TIMES column by Rich James, titled "Not everyone defines ethics in quite the same way."  
[http://www.nwitimes.com/news/opinion/columnists/rich-james/rich-james-not-everyone-defines-ethics-the-same-way/article\\_b82e2864-efb4-5e08-8bb0-fd613bb7e408.html](http://www.nwitimes.com/news/opinion/columnists/rich-james/rich-james-not-everyone-defines-ethics-the-same-way/article_b82e2864-efb4-5e08-8bb0-fd613bb7e408.html)
- April 1, 2013      TIMES article, titled "Lowell weighs costs of joining ethics panel."
- April 18, 2013      TIMES photo, titled "Ethics training session," showing David M. Limardi as he presents to an audience at Ethics Training for Department Heads and Supervisors, April 17, 2013.
- May 2, 2013      thenewsdispach.com (Michigan City, IN) article, titled "Commissioners OK ethics training process."  
<http://thenewsdispach.com/articles/2013/05/02/news/local/doc5181d734e6006204171079.txt>
- May 2, 2013      heraldargus.com (LaPorte, IN) article, titled "Commissioners OK ethics training process."  
<http://heraldargus.com/articles/2013/05/03/news/local/doc5181baac3ae15238596441.txt>
- May 20, 2013      TIMES editorial by Doug Ross, titled "Lessons to learn from VanTil's indictment."  
[http://www.nwitimes.com/news/opinion/editorial/editorial-lessons-to-learn-from-van-til-s-indictment/article\\_6336fbea-7b28-53eb-9a91-ae3443ed7438.html](http://www.nwitimes.com/news/opinion/editorial/editorial-lessons-to-learn-from-van-til-s-indictment/article_6336fbea-7b28-53eb-9a91-ae3443ed7438.html)
- June 4, 2013      TIMES guest commentary by Calvin Bellamy, titled "Ethics is not an oxymoron."  
[http://www.nwitimes.com/news/opinion/columnists/guest-commentary/guest-commentary-ethics-in-government-is-not-an-oxymoron/article\\_82927c06-3541-5e9c-a6a0-8ccb2c674818.html](http://www.nwitimes.com/news/opinion/columnists/guest-commentary/guest-commentary-ethics-in-government-is-not-an-oxymoron/article_82927c06-3541-5e9c-a6a0-8ccb2c674818.html)
- June 7, 2013      TIMES article, titled "E.C. wins \$331,000 from Pastrick, Aides."  
[http://www.nwitimes.com/news/local/lake/east-chicago/east-chicago-wins-k-from-pastrick-aides/article\\_0eaf394d-d49f-5b8a-a92c-9520368f9978.html](http://www.nwitimes.com/news/local/lake/east-chicago/east-chicago-wins-k-from-pastrick-aides/article_0eaf394d-d49f-5b8a-a92c-9520368f9978.html)
- June 7, 2013      TIMES editorial by Doug Ross, titled "End of RICO suit marks new era in E.C."  
[http://www.nwitimes.com/news/opinion/editorial/editorial-end-of-rico-suit-marks-new-era-in-east/article\\_c7c1b156-a0fa-5191-ba1a-e055482aabf2.html](http://www.nwitimes.com/news/opinion/editorial/editorial-end-of-rico-suit-marks-new-era-in-east/article_c7c1b156-a0fa-5191-ba1a-e055482aabf2.html)
- June 7, 2013      Post-Tribune article, "Pastrick repays portion owed to EC."
- June 16, 2013      Post-Tribune opinion by Calvin Bellamy, "Ethics in government is not an oxymoron."

- June 24, 2013 Post-Tribune article, titled "Council says lights out for Hobart digital sign," including report on the Hobart's decision to join the Commission.
- August 11, 2013 Post-tribune article, titled "Linda Buzinec nominated to serve on regionwide ethics commission."
- August 15, 2013 TIMES article, titled "Hobart signs on to ethics board."  
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- November 5, 2013 Post-Tribune article by Leanne Hoagland-Smith, titled "Fall of ethics a mark against society today."  
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