



# **2017 Annual Report**

**Bringing Ethic Awareness and  
Training to our Communities**

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

# **TABLE OF CONTENTS**

## **SHARED ETHICS ADVISORY COMMISSION**

### **2017 Annual Report**

A. Structure and Organization.....	1
B. Funding Issues.....	2
C. 2017 Training.....	3
D. New Member Recruitment.....	4
E. Ethics Summit.....	4
F. General Outreach.....	4
G. Challenges/Opportunities.....	5
H. 2017 Goal Achievement.....	7
I. 2018 Goals.....	7
J. Conclusion.....	8

#### Exhibits

- A. List of Commissioners
- B. 2017 Membership Fee Schedule
- C. Department Head/Supervisor Invitation
- D. 2017 Summit Invitation
- E. Media Coverage
- F. Chart of Employee Support for Ethics Training

## 2017 Annual Report

The Shared Ethics Advisory Commission (SEAC) hereby submits this annual report to our member communities as required by Article 6(c) of our governing Interlocal Agreement. We are pleased to report another year of active engagement in providing ethics training and community outreach. A summary of our activities is contained in the pages of this report.

**A. Structure and Organization.** As an all-volunteer organization, SEAC can only succeed by organizing our limited resources in the most effective manner possible, working with engaged citizens and receiving input from a variety of sources.

**Communities.** While SEAC continues to seek additional members, the years of multiple new members may be pausing. This is so because the number of prospects is less and several of these communities have been approached multiple times without success. St. John was the only new community to join SEAC during 2017, but it has not yet fully activated its membership. One hopeful sign for the future is the possibility that Unity Foundation may consider offering to underwrite some or all of the enrollment fee for small communities in La Porte County. This opportunity will be vigorously pursued in 2018.

**People.** SEAC accomplishes its work through the efforts of the individuals appointed by member communities to serve on the Commission. Each member community is entitled to one representative on the Commission. In addition, those commissioners can select at-large commissioners. Traditionally, there have been three at large. Briefly during 2017, four were serving with the addition of Jamie Ward, formerly Hobart's representative, who moved from the community, but whose service the Commission did not want to lose. However, at year's end, at-large Commissioner Jim Dworkin moved to Central Indiana and therefore, was no longer eligible to serve and resigned. Several communities have vacancies, but most of those are transitional as one appointee moves on to someplace or something else and a new commissioner has yet to be appointed. Of concern are Portage and St. John, both of which have as yet to ever appoint anyone to represent them despite frequent reminders.

The several 2017 changes to the SEAC roster include: Connie Gramarossa, replacing Karen Bernacki as LaPorte County's representative. Dan Klein was named Lake County's first representative and Mike McIntyre succeeded Richard Maroz as Munster's representative. Representing Porter County is Courtney Smith, succeeding Scott Young. Lynn Volkmann replaced Tom Malinowski as Schererville's representative. Also leaving the Commission were Al Martinez (Dyer) and Don Ensign (Hebron). Their replacements had not yet been selected as of year-end. A list of all current Commission members can be found in Exhibit A of this report.

**Leadership.** SEAC's annual meeting is held in January each year. At the January 2017 meeting, Calvin Bellamy and Dr. Steve Grandfield were selected as Commission President

and Vice President. During all of 2017, no one served in the post of Shared Ethics Officer, but most of the duties of this position were fulfilled by the Commission's new partnership with the Northwestern Indiana Regional Planning Commission (NIRPC).

**Meetings.** The full Commission meets every other month, and in 2017 the meetings were on the third Wednesday of January, March, May, July, September and November, all at the NIRPC office in Portage. In addition, the Training and Marketing Committees met to plan their respective activities. The Future Directions Committee also met once to discuss how to proceed with a new strategic plan for the Commission. This process was delayed because of the Commission President's illness. Meetings will begin again early in 2018. The Commission is grateful that Jim Dworkin, though no longer a Commission member, will continue to facilitate this process.

**Web Site.** Our well-visited web site (51,734 visitors and 18,375 unique IPs) is now in its sixth year with more features and pictures posted on a regular basis. A special thanks is owed to Commissioner Earnest (Crown Point) for her continuous efforts to keep our site ([www.sharedethics.com](http://www.sharedethics.com)) up to date and relevant.

**Office.** During 2017, the Commission's partnership with NIRPC grew, including secretarial services (minutes and report typing), reservation management, design of Commission invitations, report covers and content graphs and charts. In addition, this arrangement gives SEAC an actual official location with its own street address, telephone number and email address. Naturally, these services come at a cost, and the Commission expresses its appreciation to the Northwest Indiana Discovery Alliance for its partial underwriting support that made this arrangement possible.

Michael Griffin, Clerk-Treasurer of Highland, continues to serve as the fiscal agent for the Commission and in this capacity, manages fee invoices and issues all SEAC checks. We are grateful for his diligent services.

- B. Funding Issues.** SEAC is funded through member fees paid by member communities. New members pay an enrollment fee, and all members are assessed a modest annual membership fee. The current fee schedule is attached as Exhibit B. SEAC fees and budget are overseen by a companion group, known as the Board of Delegates. This body is also appointed by member communities and is almost entirely composed of elected officials.

At the present time, the fee schedule produces a modest revenue stream of about \$20,000. SEAC's challenge is to accomplish all of its work within that tight constraint. Membership growth is the most appropriate route to sustainability, though the Board of Delegates has discussed fee increases as the addition of new members has lessened.

The \$10,000 grant from the Discovery Alliance enabled SEAC to establish a permanent office at NIRPC. While the Alliance has informed SEAC that it has been awarded another grant (\$7,500), the Commission recognizes that this will not be a permanent source of revenue. In the long run, the NIRPC partnership can only be sustained by finding additional

sources for grants and/or additional income from a general fundraising campaign, increases in member fees or possibly charging for attendance at events.

The Commission has a substantial reserve which has been built up in the early years when there were fewer activities and expenses. This reserve affords the Commission time to consider funding options.

- C. **2017 Training.** Ethics training is at the heart of SEAC's mission, and 2017 continued to be a year with many training options. We now have over 60 public employees who have been prepared as ethics trainers. They have attended half day training on how to present any of the four training courses with 15 case studies ("dilemmas"). Trainers are encouraged to use different dilemmas each time they train their co-workers. If training is offered every other year and three dilemmas are discussed each time, it would take six years before dilemmas are repeated. There is also a 12-minute video available to trainers to supplement their presentations. The mission of our trainers is to train co-workers in applying the techniques of ethical decision-making to their practical work experiences. Training sessions include dialog and discussion of real-life situations. For specialized presentations, professional trainers are retained. Specifically, in 2017, the following training activities have occurred:

**Train-the-Trainer.** Having no fully-engaged new community members, there was less need for a train-the-trainer session in 2017. However, several Commission members expressed a desire to experience firsthand what was being provided at the train-the-trainer session. Consequently, at the March Commission meeting, Training Committee Chair Ward presented an abbreviated version of a typical train-the-trainer session. It is hoped that this experience will better equip Commission members to encourage training in 2018 in preparation for the next employee survey in 2019. Train-the-trainer sessions are interactive and are designed to enable full time public employees to assume the added responsibility of conducting ethics training for their co-workers.

**Employee Training.** Trainers and member communities were strongly urged to conduct ethics training early in 2015 and 2016 in preparation for the Employee Survey. As a result, training at the employee level may have a tapered off in 2017. However, 2018 will again see a strong focus on training in preparation for the 2019 Employee Survey.

**Department Head/Supervisor Training.** On October 4th, SEAC hosted a morning training session at Valparaiso University for department heads and supervisors from member communities. This lively session, led by David Limardi of the International City/County Management Association(ICMA), attracted about a hundred participants and judging from participant evaluations, was well received. This training focused on the supervisor's role in setting the proper ethics tone. A copy of the evaluations is attached as Exhibit C.

**Internal Training.** SEAC recognizes that its own commissioners need to keep current on ethics issues. To this end, from time to time at SEAC meetings, the entire Commission reviews and discusses ethics issues. In 2017, the Commission examined these broader ethical issues:

- Northwest Indiana political history and possible steps to promote ethics culture based on a discussion of *Post-Tribune* Columnist Jerry Davich's book, *Crooked Politics in Northwest Indiana*. (May meeting).
- Discussion of parallels between public and private corruption and how small steps can lead to large ethical and legal consequences based on an excerpt from Cynthia Cooper's book, *Extraordinary Circumstance*, detailing the WorldCom scandal and collapse (July meeting).
- PowerPoint presentation on defining individual ethics, public integrity and steps to build an ethics culture from President Bellamy's presentation to the State of Indiana's "Legal and Ethics Conference" (November meeting).

**D. New Member Recruitment.** As noted above, only one new member (St. John) joined the Commission in 2017, but its participation is incomplete. The town's appointment of a representative to the Commission and identification of employee trainers is eagerly awaited.

Additional members continue to be recruited in each county. The greatest challenge is LaPorte County communities. SEAC is less known there with only the County and the Town of Westville as members. The possibility of a partnership with LaPorte County's community foundation, Unity Foundation, holds the promise of powerfully incenting smaller communities in that county to join the commission.

One thing is certain: New member recruitment will be a goal as long as there are communities in Lake, LaPorte, and Porter Counties that are not members.

**E. Ethics Summit.** For the seventh year in a row, the Commission hosted an Ethics Summit. In 2017, about 200 people from the public and private sectors attended the morning long event which featured a keynote address by former Fort Wayne Mayor Paul Helmke, now a professor of public policy at Indiana University Bloomington. His presentation was followed by a debate between Munster and Chesterton High School debate teams on the ethical and policy implications of public officials who are not able or fail to attend to their public duties for a prolonged period (several months). The Summit is held without charge and is part of SEAC's public outreach activities. Efforts began in 2017 to obtain grant funding to cover a portion of the Summit's cost. A copy of the 2016 invitation is attached as Exhibit D.

**F. General Outreach.** With SEAC's long-standing goal of establishing an ethics culture throughout Northwest Indiana, the Commission welcomes opportunities to partner with others and gain access to public forums. Outreach activities in 2017 included the following:

- *Outreach Presentations.* With the dual purpose of raising SEAC's visibility and reporting the specific results of the Employee Ethics Survey, presentations were made to the following organizations:

- January 4 – Crown Point Rotary
- January 30 – Valparaiso Rotary
- February 9 – Michigan City Lions
- February 16 – Lakeshore Chamber of Commerce
- March 16 – League of Women Voters
- March 23 – Michigan City Rotary
- April 18 – Crossroads Chamber of Commerce

These presentations followed nine similar presentations made to various organizations in 2016 in Lake and LaPorte Counties.

- *Press Coverage.* Throughout 2017, SEAC activities still received good coverage in the *NWI Times*, some coverage in local magazines and the *Post-Tribune*, but regretfully there was very limited coverage in other newspapers such as the *Chesterton Tribune*, the *Michigan City News Dispatch* and the *LaPorte Herald-Argus* despite efforts to customize media releases to their communities. In general, press coverage of our activities is declining. A complete listing of media coverage is contained in Exhibit E.

**G. Challenges/Opportunities.** SEAC began its 13th year in November. While a certain sense of accomplishment is appropriate, there also is a feeling of anxiety about the work yet to be done. Looking beyond the immediate, some of the longer-term issues that must be addressed if the Commission is to continue to contribute to ethics awareness in Northwest Indiana include:

**Member Recruitment and Retention.** While SEAC has enjoyed good growth in recent years, there are many communities which have not yet joined. These non-member communities fall into two broad categories: Those that have already been approached (some up to three times) and decided not to join SEAC. The other group consists of very small communities (mostly in LaPorte County) where the combination of the enrollment fee and the annual membership dues may constitute a real barrier. The Commission is committed to keep asking the first group and hopes to work with LaPorte County's Unity Foundation to address the concerns of the second group. Also of concern is long-time member communities. Work is needed in keeping them engaged, to keep SEAC's work fresh in their minds without burdening them too much. After having presented ethics training two or three times, there may be a tendency to think, "We've done that. Time to move on." On the contrary, the Commission believes regular re-enforcement of ethical decision-making is as important as the initial presentation. The Commission realizes that effort is needed to keep the training fresh and interesting.

Employee survey results show that they value ethics training. Responding to Commission-conducted Employee Surveys in 2009, 2011 and 2015-16, public employees in member communities indicate overwhelmingly that they value ethics training. Moreover, the already high approval rating has continued to improve with each survey. See Exhibit F. It is the role of each commissioner appointed by a member community to actively engage his or her community's leadership and encourage regular ethics training.

**Member Community Engagement.** As time passes, the institutional memory of community leadership may dim or even be lost. It is incumbent on SEAC as a whole, and community-based Commission members in particular to keep SEAC visible, to have periodic discussions with their leadership and report back to the Commission any issues, concerns or challenges community leadership reports. Just as ethics training can become stale, the same can happen with our relationship with and involvement by our respective community leaders. Complacency is the enemy.

In addition to a general need to encourage the active engagement of present members, there are some specific concerns. While engaged in other ways, the City of East Chicago has not yet filled its vacancy on the Commission. The City of Gary has appointed a fine person to represent the City on the Commission, but has not yet identified City employees to be ethics trainers or conducted broad-ranging ethics training for its employees. Two of our newer members, Portage and St. John, have yet to appoint a representative to the Commission, identify employees as ethics trainers or conducted ethics training. These communities will continue to be encouraged to come to full participation.

**Training and Trainers.** SEAC encourages member communities to present ethics training at least once every two years. It is also desirable that ethics decision-making be included in new employee orientation. As noted above, a major challenge is to keep training “fresh.” SEAC is always on the lookout for ways to enhance the training experience. The SEAC training manual contains 15 separate situations for discussion during employee training. Trainers are encouraged to select three of these “dilemmas” for discussion during the interactive portion of each training session. If ethics training occurs every other year, there would be a six year period before material would be repeated.

In addition to keeping trainers interested, and training fresh, a better system is needed to monitor when training is occurring. A simple evaluation form has been developed for this purpose, but it has been only intermittently used. Perhaps more personal contact by commissioners representing individual communities is needed.

**Finances.** SEAC can only do as much as available financial resources permit. Enrollment and annual membership fees have been kept low so as to minimize the barrier to joining. At the present time, expenditures exceed revenue from member dues. The reason is understandable – the cost of the NIRPC partnership. Much of the extra cost was covered in 2017 by a grant from the Discovery Alliance, which has indicated SEAC will receive a new, though smaller, grant in 2018. Any shortfall will have to be covered by enrollment fees of new members and SEAC’s healthy surplus built up over the years. Annual membership fees were increased modestly in 2014, and they could be again from time to time. Current fees are still only 60% of what was initially charged during SEAC’s early years. Further membership growth, especially of larger communities, will also help.



**Structure.** Back in 2016, standing committees were established with Marketing and Training being the most active. Early in 2017, the Future Directions Committee began working on a process to review and perhaps recommend major changes to SEAC's structure, though the process was delayed because of the SEAC President's surgery and recovery. However, the process will begin again in January 2018. SEAC's structure has remained basically the same since inception when only three communities belonged. As SEAC grew to five members and then seven, the structure still worked well. Now with 24 members, a SEAC board of 27, and a Board of Delegates of 24 members, it seems appropriate to take a new look at structure.

**H. 2017 Goals.** SEAC established seven goals for 2017. While many positive achievements were noted in 2017, some unfinished business remains for 2018. Performance for 2017 is summarized below:

- Continue to promote new community membership with a goal of at least two new members *Partially achieved (one new member).*
- Raise the visibility of SEAC by seeking out opportunities for interviews and presentations *Achieved by numerous presentations based on Employee Survey and presentation to State of Indiana "Legal and Ethics Summit" on November 10.*
- Host:
  - An Ethics Summit *Achieved on April 7.*
  - Department Head Training *Achieved on October 4.*
- Hold train-the-trainer sessions as needed to accommodate new trainers *None held in 2017.*
- Continue to develop procedures to maximize our NIRPC-based office *Ongoing.*
- Maintain and upgrade SEAC website *Ongoing.*
- Begin discussion of a possible restructure of SEAC--*delayed because of SEAC President's illness.*

**I. 2018 Goals.** For 2018, SEAC will focus on advancing ethics in local government in the following ways:

- Complete and implement Strategic Plan
- Transition to new leadership
- Continue to promote new community membership especially in LaPorte County
- Declare 2018 the "Year of Training" in preparation for the 2019 Employee Survey
- Present train-the-trainer sessions as needed

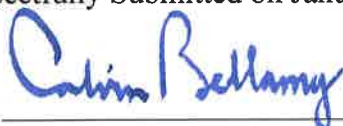
- Host
  - Ethics Summit (Spring)
  - Board and Commission Training (Fall)
- Achieve financial sustainability by increasing membership, adjusting member dues and/or seeking grants, sponsorships, corporate or public fundraising
- Work to achieve the maximum affordable benefit from the NIRPC partnership
- Maintain and upgrade SEAC website

**J. Conclusion:** Much was accomplished during 2017. But much more remains to be done. SEAC's limited mandate is a reminder that SEAC's work is only one piece, albeit an important piece, in a larger mosaic required for Northwest Indiana to develop a strong regional ethics culture, which is SEAC's long-term goal. Lacking authority to advise or adjudicate specific cases, and without jurisdiction over elected officials, the Commission has to depend on member communities having clearly stated personnel policies to address disputes, local prosecutors and the U.S. attorney to prosecute law violators, and the media to draw attention to misbehavior. SEAC operates on the firm belief that the overwhelming majority of public employees want to do the right thing and come to their positions already equipped with a general understanding of right and wrong. However, a general understanding is not always enough when confronted with a specific situation. SEAC training with emphasis on practical case studies can provide the extra understanding needed when employees encounter specific situations in the context of public service employment.

Of course, there are always going to be some who cannot or will not conform to ethical standards. Ethics training will not help or deter people bent on placing personal gain over public good. For people of this orientation, law enforcement is the appropriate remedy. SEAC's goal is to help good people serve the public even better. The communities that have committed to ethics training are equipping their employees with a thought process that will assist them in doing so.

Comments, suggestions, relevant input of any kind would be most welcome!

On behalf of the entire Commission  
Respectfully Submitted on January 17, 2018

By:   
Calvin Bellamy  
2017 Commission President

# **Exhibit A**

## **List of Commission Members**



BRINGING ETHICS AWARENESS AND TRAINING TO OUR COMMUNITIES

**Shared Ethics Advisory Commission Members**

• Burns Harbor	Phyllis Constantine
• Cedar Lake	Bill Kuhn
• Chesterton	Patricia A. Carlisle
• Crown Point	Patricia H. Earnest
• Dyer	<b>Vacant</b>
• East Chicago	<b>Vacant</b>
• Gary	Hope Hickman-Mason
• Hebron	<b>Vacant</b>
• Highland	Rev. Arthur Burkman
• Hobart	<b>Vacant</b>
• Lake County	Dan Klein
• Lake Station	Karen E. Curtis
• LaPorte County	Connie Gramarossa
• Lowell	Ray Raszewski
• Merrillville	Art Russell
• Munster	Michael McIntyre
• Ogden Dunes	Dr. Steve Grandfield
• Portage	<b>Vacant</b>
• Porter County	Courtney C. Smith
• Schererville	Lynn Volkmann
• St. John	<b>Vacant</b>
• Valparaiso	Dorothy Bass
• Westville	Ron Stallings

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

---

6100 Southport Road Portage, Indiana 46368 (219) 706-9018

# **Exhibit B**

## **2017 Fee Schedule**



## Cost of Membership\*

### Enrollment Fee

	<u>Lump Sum</u>	<u>Two Installments</u>
More than 150 employees	\$5,000	\$2,500/2,500
101 to 150 employees	\$2,500	\$1,250/1,250
50 to 100 employees	\$1,500	\$ 750/750
Less than 50 employees	\$ 500	\$ 250/250

### Annual Membership Fee (after satisfying Enrollment Charge)

More than 150 employees	\$1,800
101 to 150 employees	\$ 900
50 to 100 employees	\$ 300
Less than 50 employees	\$ 150

**\* Subject to Annual Review**

**BRINGING ETHICS AWARENESS AND TRAINING TO OUR COMMUNITIES**

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

# **Exhibit C**

## **Department Head Training**



*Bringing Ethics Awareness and Training to our Communities*

# Department Head Ethics Training

*Keynote Speaker*

**David Limardi**  
International City / County  
Management Association

Lunch  
will be  
Served

**Wednesday October 4, 2017**

**9:30 a.m. Registration**

**10:00 a.m. Presentation**

**Harre Union**  
**Valparaiso University**  
1509 Chapel Drive  
Valparaiso, Indiana 46383

*go to [www.valpo.edu](http://www.valpo.edu) and select maps & directions*

**RSVP:**

**By Monday September 25, 2017**

**[reservations@sharedethics.com](mailto:reservations@sharedethics.com)**

**or 219-706-9018**

**No charge, but reservations required**



# **Exhibit D**

## **2017 Ethics Summit**

# SHARED ETHICS ADVISORY COMMISSION presents

Please  
Share  
Invitation  
with others

## 2017 ETHICS SUMMIT

Friday April 7, 2017

8:00 AM Registration / Hot Breakfast

8:30-11:00 AM Keynote Remarks / Discussion

Croatian Center Banquet Hall

8550 Taft Street, Merrillville, Indiana 46410

Keynote Speaker

Honorable W. Paul Helmke, Jr.  
former Mayor of Fort Wayne, Indiana  
Professor of Practice, Indiana University  
School of Public and Environmental Affairs

and

Young Citizens Debate:

Ethics / Policy Issues when Elected  
Officials are Absent from Duties  
Munster and Chesterton High School  
Championship Debaters

**RSVP:**

**By Friday March 24, 2017**  
**[reservations@sharedethics.com](mailto:reservations@sharedethics.com)**  
**or 219-706-9018**

**No charge, but reservations required**

# **Exhibit E**

## **Media Coverage**

The work of the Commission has received widespread media coverage. Thanks are owed to local media for their strong support of our efforts to promote ethical decision making. Articles in print and other citations of media coverage are listed below. Please note that the print articles and the same articles from the Internet, where links are provided, may have slightly different titles, and some online articles may only be provided for a limited period of time.

#### Media Coverage in 2017

January 1, 2017	TIMES article by Doug Ross, titled, "Zoeller reflects on public service." <a href="http://www.nwitem.com/news/opinion/columnists/doug-ross/doug-ross-zoeller-reflects-on-public-service/article_9a8834bb-0785-51d6-8c89-2b5b3177d8a2.html">http://www.nwitem.com/news/opinion/columnists/doug-ross/doug-ross-zoeller-reflects-on-public-service/article_9a8834bb-0785-51d6-8c89-2b5b3177d8a2.html</a>
January 22, 2017	TIMES article, by TIMES staff, titled, "Ethics Commissions elects officers." <a href="http://www.nwitem.com/news/local/lake/ethics-commission-elects-officers/article_0a964623-7e32-512c-8e74-af302f208263.html">http://www.nwitem.com/news/local/lake/ethics-commission-elects-officers/article_0a964623-7e32-512c-8e74-af302f208263.html</a>
January 24, 2017	Chesterton Tribune article, title, "Ethics Commission elects officers."
January 28, 2017	TIMES article by Daytimes staff, titled, "Shared Ethics Advisory Commission to sponsor World Civility Day." <a href="http://www.nwitem.com/news/special-section/civility-counts/the-shared-ethics-advisory-commission-to-sponsor-world-civility-day/article_e4bc9b0b-36a0-5a48-aeb6-418bf9d51296.html">http://www.nwitem.com/news/special-section/civility-counts/the-shared-ethics-advisory-commission-to-sponsor-world-civility-day/article_e4bc9b0b-36a0-5a48-aeb6-418bf9d51296.html</a>
February 1, 2017	Chesterton Tribune article, titled, "Shared Ethics Advisory Commission reports on 2016 achievements."
February 2, 2017	Lakeshore Public Radio segment titled "Regionally Speaking" Interview of Cal Bellamy conducted by Chris Nolte.
February 6, 2017	TIMES Byline podcast, by Kale Wilk, Producer, titled, "Fixing corruption's mark on NWI." <a href="http://www.nwitem.com/digital/audio/byline/podcast-byline---fixing-corruption-s-mark-on-nwi/audio_0372c6a9-083c-571e-80c3-ad00e4a2e6fa.html">http://www.nwitem.com/digital/audio/byline/podcast-byline---fixing-corruption-s-mark-on-nwi/audio_0372c6a9-083c-571e-80c3-ad00e4a2e6fa.html</a>
February 20, 2017	TIMES article by Lu Ann Franklin, titled, "World Civility Day offers workshops." <a href="http://www.nwitem.com/news/local/lake/world-civility-day-to-offer-workshops-that-cover-all-aspects/article_d38e3e42-8610-55b0-bfbb-11db92848a21.html">http://www.nwitem.com/news/local/lake/world-civility-day-to-offer-workshops-that-cover-all-aspects/article_d38e3e42-8610-55b0-bfbb-11db92848a21.html</a>
March 12, 2017	TIMES article by Bill Dolan, titled, "Integrity is on the menu at Ethics breakfast." <a href="http://www.nwitem.com/news/local/govt-and-politics/integrity-is-on-the-menu-at-ethics-breakfast/article_30ecee01-1076-5b5c-9285-01281944506f.html">http://www.nwitem.com/news/local/govt-and-politics/integrity-is-on-the-menu-at-ethics-breakfast/article_30ecee01-1076-5b5c-9285-01281944506f.html</a>
March 12, 2017	TIMES article by Rich Hames, titled, "Weiser aims to reform embattled party." <a href="http://www.nwitem.com/news/opinion/columnists/rich-james/rich-">http://www.nwitem.com/news/opinion/columnists/rich-james/rich-</a>

[james-wieser-aims-to-reform-embattled-party/article\\_a2ab2c83-6c4a-59c1-89f1-5c0bca54127c.html](http://www.nwitimes.com/news/local/crime-and-courts/day-lake-county-sheriff-buncich-says-he-didn-t-believe/article_a2ab2c83-6c4a-59c1-89f1-5c0bca54127c.html)

- March 19, 2017 TIMES guest commentary by Laura Shurr Blaney, titled, "Unity bring progress, sound policy." [http://www.nwitimes.com/business/jobs-and-employment/workplace/progress/guest-commentary-unity-brings-progress-sound-policy/article\\_48b277ea-06c5-5b2b-8784-f46ec788099a.html](http://www.nwitimes.com/business/jobs-and-employment/workplace/progress/guest-commentary-unity-brings-progress-sound-policy/article_48b277ea-06c5-5b2b-8784-f46ec788099a.html)
- March 19, 2017 TIMES staff article, titled " 'Stop the Bleed,' coming to World Civility Day." [http://www.nwitimes.com/news/special-section/civility-counts/world-civility-day-2017/stop-the-bleed-coming-to-world-civility-day/article\\_ce3601f6-ddda-50a6-8b8c-ad90bbb48cbf.html](http://www.nwitimes.com/news/special-section/civility-counts/world-civility-day-2017/stop-the-bleed-coming-to-world-civility-day/article_ce3601f6-ddda-50a6-8b8c-ad90bbb48cbf.html)
- March 19, 2017 TIMES article by Bob Heisse, titled, "Civility takes center stage." [http://www.nwitimes.com/news/special-section/civility-counts/indiana-attorney-general-to-speak-at-world-civility-day-in/article\\_1b79524f-f057-5a22-a71c-c23ea85a1428.html](http://www.nwitimes.com/news/special-section/civility-counts/indiana-attorney-general-to-speak-at-world-civility-day-in/article_1b79524f-f057-5a22-a71c-c23ea85a1428.html)
- March 30, 2017 TIMES staff article, titled, "Indiana Attorney General to speak at World Civility Day in Merrillville." [http://www.nwitimes.com/news/special-section/civility-counts/indiana-attorney-general-to-speak-at-world-civility-day-in/article\\_1b79524f-f057-5a22-a71c-c23ea85a1428.html](http://www.nwitimes.com/news/special-section/civility-counts/indiana-attorney-general-to-speak-at-world-civility-day-in/article_1b79524f-f057-5a22-a71c-c23ea85a1428.html)
- March 30, 2017 TIMES article by Cal Bellamy, titled, "Region has a soul, don't keep it secret." [http://www.nwitimes.com/news/opinion/columnists/guest-commentary/guest-commentary-region-has-a-soul-don-t-keep-it/article\\_b1d22233-265d-5758-8ba3-15c846669944.html](http://www.nwitimes.com/news/opinion/columnists/guest-commentary/guest-commentary-region-has-a-soul-don-t-keep-it/article_b1d22233-265d-5758-8ba3-15c846669944.html)
- March 31, 2017 TIMES editorial, titled, "Educate yourself on civility." [http://www.nwitimes.com/news/local/lake/world-civility-day-to-offer-workshops-that-cover-all-aspects/article\\_d38e3e42-8610-55b0-bfbb-11db92848a21.html](http://www.nwitimes.com/news/local/lake/world-civility-day-to-offer-workshops-that-cover-all-aspects/article_d38e3e42-8610-55b0-bfbb-11db92848a21.html)
- June 15, 2017 Post-Tribune article by Amy Lavalley, titled, "Ensign wins caucus for council seat."
- August 19, 2017 TIMES article by Bill Dolan, titled, "Ethics are challenged." [http://www.nwitimes.com/news/local/crime-and-courts/day-lake-county-sheriff-buncich-says-he-didn-t-believe/article\\_a190f87e-e134-5a1b-8580-a261bc215c06.html](http://www.nwitimes.com/news/local/crime-and-courts/day-lake-county-sheriff-buncich-says-he-didn-t-believe/article_a190f87e-e134-5a1b-8580-a261bc215c06.html)
- August 27, 2017 TIMES article by Bill Dolan, titled, "Buncich a cautionary tale." [http://www.nwitimes.com/news/local/crime-and-courts/former-sheriff-s-recent-public-corruption-trial-provides-pointers-on/article\\_8dece0be-1515-559b-aebe-aeb8855545ad.html](http://www.nwitimes.com/news/local/crime-and-courts/former-sheriff-s-recent-public-corruption-trial-provides-pointers-on/article_8dece0be-1515-559b-aebe-aeb8855545ad.html)
- August 27, 2017 TIMES opinion editorial, titled, "Unethical entitlement rejected in verdict." <http://www.nwitimes.com/opinion/editorial/editorial-unethical-entitlement-rejected-in-buncihttp://www.nwitimes.com/news/local/crime-and-courts/former-sheriff-s-recent-public-corruption-trial-provides-pointers->

on/article\_8dece0be-1515-559b-aebe-aeb8855545ad.htmlch-verdict/article\_1e3860d1-d9cf-53c4-997a-a47d2dbaca98.html

November 18, 2017 Post-Tribune article by Craig Lyons, titled, "Ex-council member pleads guilty to bribery."

# **Exhibit F**

## **Employee Support For Ethics Training**



# Value Ethics Training

