Shared Ethics
ADVISORY COMMISSION

2014

ANNUAL REPORT

Member Communities

Chesterton, Crown Point, Dyer, East Chicago, Gary, Hebron, Highland, Hobart, LaPorte County, Lowell, Munster, Ogden Dunes, Schererville and Whiting

BRINGING ETHICS AWARENESS AND TRAINING TO OUR COMMUNITIES

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SHARED ETHICS ADVISORY COMMISSION

2014 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 2014 are summarized in the following paragraphs of this report.

A. Commission Structure and Organization. During 2014, 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 of this section summarize 2014 efforts to maintain and enhance the Commission's structure and organization.

Additional Member Communities. We were pleased to welcome three new member communities -- Chesterton, Hebron and Odgen Dunes. These communities have all indicated their desire to be fully engaged and have already been active participants in our programs. We continue to anticipate active participation by the City of Gary which has officially joined but is not yet fully engaged. Including Gary, the Commission now has fourteen members, all of whom are listed on the cover sheet of this report. At year end, Burns Harbor was completing the process of becoming a full member. The Porter County Council passed a resolution expressing the desire to join, but so far the County has not taken any of the seven steps required to become an actual member.

New Commissioners. With the addition of our new members, we gained new Commissioners, Patricia Carlisle from Chesterton and Dr. Steve Grandfield from Ogden Dunes. We expect to welcome the representative from Hebron in early 2015. The Schererville seat is vacant, and we are hopeful that their position will be filled by the Schererville Council early in 2015.

Commissioners Reappointed. The term of At Large Commissioner Dennis Rittenmeyer expired at the end of 2013. At the Commission's January 15, 2014 meeting, he was unanimously re-elected for another three year term.

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 Member Job Description. With the activities of the Commission continuing to evolve, Commission members felt it was appropriate to better define what their role should be.

Based on this discussion, their position description was expanded to make explicit that those Commissioners who represent specific communities should proactively interact with their community's leadership to promote participation at Commission events and especially to schedule regular ethics training. (See Exhibit A for the full position description)

Website. Our website, launched just over two years ago, continued to be updated and enhanced during 2014. Member communities were encouraged to establish a link to our site. Commissioner Patricia Earnest serves as chair of the subcommittee to oversee the site. Ms. Earnest is a retired librarian and has relevant experience with website content. The fact that we had no difficulty in obtaining the domain name we sought (www.sharedethics.com) may be an indication of the uniqueness of our multi-community approach to ethics training. During 2014 (through December 18th) our site had 38,873 visitors and 5,835 unique IPs, or on average about 17 per day.

Commission meetings. The Commission meets approximately every other month at 8:30 a.m. In 2014, the Commission met on January 15th, March 19th, May 21st, July 16th, September 17th and November 19th. Ad hoc subcommittees met at numerous other times throughout the year. In the past and through the middle of 2014, the Commission always met at the Munster Town Hall. With increasing membership from throughout Northwest Indiana, it was decided to try other meeting locations. We will continue rotating meeting locations in 2015 while we consider the best possible site(s).

One Region Affiliation. Commissioner Dennis Rittenmeyer, who is also Executive Director of the ONE REGION initiative, invited the Commission to apply for affiliate member status in that organization. There is no cost and the only obligation is to report annually on our activities. The Commission overwhelmingly felt that this was another way to increase the awareness of our efforts to promote ethics in government. We understand that we were the first organization to submit an application for affiliate status. Separate from this process and unsolicited by us, ONE REGION contributed $1,000 to support the Commission's work.

B. 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 has also helped to provide needed resources, but the Commission has been reporting to the Joint Board of Delegates (the Commission's fiscal body) our concern that in a few years our expenses could exceed resources.

At its October meeting, the Joint Board on its own initiative decided to modestly increase the annual membership fee effective in 2015. For the largest member communities (more than 150 employees), the increase is $300 annually (from $1,500 to $1,800). For our smallest members the annual fee increased only $25. The one time initial enrollment fee did not change. Our current fee schedule is attached to this report as Exhibit B.

While this small increase is not a final solution, it was felt that a modest increase at this time would adequately supplement Commission resources for at least the next two years. In the Commission's nearly ten years of existence, this is the first fee increase. Even after the increase, the annual fee is only 60 percent of the fee established at the founding of the Commission in November, 2005. (Note: In 2010, the Joint Board voted to cut the annual fee in half; so its action this year merely recovered a small amount of that reduction.)

C. 2014 Training. Of course, training is the heart of the Commission's mission. We have developed four training courses of various lengths. We have also purchased a twelve minute interactive video. All these training materials have been distributed to our trainers. 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 using our course materials. In addition, the Commission itself conducts or organizes certain training activities for target groups of public employees and officials.

Train-the-Trainers. On December 9th, we hosted a half-day training session for our community-designated trainers at the NIRPC building in Portage. 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 . Seven trainers attended for what was a more interactive training session that we have presented previously. Based on feedback from this session, our new train-the-trainer program seemed to be well received.

Employee Training. During 2014, we thought it important to emphasize training front line employees. Preparing our trainers is the critical first step, followed by actual employee training.

Our long term members have all done training at some time in the past, but we were concerned that repeat training may not have occurred. In order to develop an ethics culture, the Commission feels a regular schedule of ethics training is necessary. To help ensure that this is taking place, the Commission made the following efforts in 2014.

> Monitoring. Realizing that effective monitoring is critical to achieving our goal of all employees being trained, a form was distributed to all community trainers to be used to report the date and number of employees present at each training session. Previously, we had relied on more general reports of training activity. Six of the ten communities* that have been members long enough to have offered training have filed the requested reports.

* Communities who provided documentation of training some or all of their employees in the past two years include Crown Point, Dyer, East Chicago, Hobart, Lowell and Whiting

We encourage the other four long term members to conduct training soon and file their reports. With trainers from our newest communities now trained, we can expect training to be occurring there early in 2015. It was thought that a more formal reporting system might help both the Commission and the trainers keep ethics training on a regular schedule.

Work Place Posters. Desiring to have visible reminders of ethics in the workplace, posters were prepared by the Town of Munster for use by all our member communities. The posters contain our Code of Shared Ethics and Values. While we do not necessarily expect public employees to stop and read the entire Code, we believe having a visible reminder of ethics in each workplace site has educational -- or at least awareness -- value.

Internal Training. Commission members feel that they too should receive ethics training. Many Commission members attend various training sessions hosted by the Commission or our member communities. In addition, at three Commission meetings during 2014, background materials on ethics issues and training were distributed, followed by discussion of the points raised in those materials.

D. New Community Recruitment. Yearlong efforts were made to increase the number of member communities. As noted above, we can celebrate the addition of Chesterton, Hebron and Ogden Dunes and the membership-in-process of the Town of Burns Harbor and 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. 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. Member communities are also asked to devote whatever time is required to provide ethics training to every one of their fulltime employees. At all of our recruitment presentations, we emphasize that simple membership will not be meaningful. Absolutely essential is a firm commitment to providing the time necessary to support this effort. We believe member communities find this extra commitment to be time well spent.

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 continue vigorous recruitment of new members in 2015.

E. Candidate Ethics Action Pledge. Probably our largest single effort in 2014 was the development and distribution of the *Candidates Ethics Action Pledge.* The clear purpose of this effort was to increase the visibility of and commitment to ethics training and ethical decision-making. We did not ask candidates to personally be ethical or even to commit to joining the Commission. We wanted to make it as easy as possible for candidates to sign and then act on the Pledge.

What did the Pledge ask? The Pledge asked candidates to commit to three specific actions:

- Provide ethics training for their employees;
- Support an ethics ordinance for their unit of government, and
- Ensure Whistleblower protection for employees who raise ethics issues.

Many candidates signed the Pledge as noted in the next paragraph. However, some who may not have carefully read the Pledge claimed to be insulted that we were asking them personally to be ethical or stated that our efforts were not needed or would not be effective. (See Exhibit C for a copy of the Pledge.)

Who received and who responded? We obtained candidate lists from election officials in Lake, Porter and LaPorte Counties. Since only mailing addresses were available, we sent a cover letter and a copy of the Pledge to every primary election candidate for county and town offices. There were well over 300 candidates in the primary. For the Fall general election, we identified the successful primary candidates who had signed the Pledge, again wrote to them reminding them of their commitment and indicating we considered it binding unless they told us otherwise. (None retracted their Pledge.) Those who did not sign the Pledge in the primary election were offered another chance and many did sign. After the initial mailing, we expanded the invitation to sign the Pledge to township and school board candidates.

What's next? Though Pledges were sent to candidates for every local office, we are going to continue to focus on counties, towns and cities, and in 2015, we will continue our calling efforts to seek Commission membership by those units. For the units that we do not feel we can serve directly (for example, townships and schools), we will remind them of the importance of ethical decision-making in the public sector and refer them to their state associations and offer organizing support to any who are interested. It should be noted that only a limited number of township candidates and hardly any from school candidates signed the Pledge. These candidates may be less aware of the Shared Ethics Advisory Commission than officials in counties, towns and cities where we have focused our efforts.

F. Best Practices Checklist. The Commission spent a considerable amount of time and effort in 2014 developing a checklist of best practices that we feel should be addressed in the official policies of ethically minded communities. We will distribute the checklist in early 2015 after our member communities' annual organizational meetings. We consider this document to be a work in process and hope for feedback and input.

G. Outreach to the General Public. With an ultimate goal of establishing an area-wide ethics culture, the Commission feels a strong obligation to reach beyond our member communities, to engage the broader community in the discussion, and to solicit widespread input and involvement. The following paragraphs describe our 2014 outreach activities.

Ethics In Government Breakfast. The Commission's premier annual event is the *Ethics in Government Breakfast*, usually held in March. In 2014, as in previous years, this well-attended event featured a keynote speaker (in 2014 former U.S. Congressman Lee Hamilton) followed by a panel discussion (in 2014 Times columnist Rick James, IUN Business School Dean Anna Rominger, LaPorte County Commissioner Vidya Kona). 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 public sector ethics issues from different perspectives. The 2014 event was attended by about 200 people. Media coverage was comprehensive.

During the second half of 2014, the Commission worked to redesign our March Breakfast event, which will now be described as an *Ethics Summit* and will involve the whole audience in interactive discussion on case studies dealing with a variety of real life ethics issues.

Service Club Presentations. August was a busy month for these presentations, which are intended to provide an overview of the Commission's organization and activities:

- August 6th : Crown Point Rotary
- August 14th : Merrillville Kiwanis
- August 26th: Woodmar Kiwanis

Other Local Presentations. On July 4th, Commission President Bellamy spoke on the importance of civic engagement to ensure ethical government at the *Naturalization Ceremony* at Wolf Lake in Hammond. There was a large group of new citizens and their families in attendance.

On July 30th, Commission President Bellamy gave a one hour presentation to the current participants in *Leadership Northwest Indiana* on the activities and goals of the Commission.

This group of rising leaders is an important audience in assisting us achieve our goal of developing an ethics culture in Northwest Indiana.

State/Regional Presentations. Indiana Attorney General Zoeller invited Commission President Bellamy to be part of his Public Integrity Taskforce and speak at his *Civil Criminal Justice Summit* on April 29 in Indianapolis. This hour long presentation described the activities and goals of the Commission. On September 18th, Commission President Bellamy made a similar presentation at the *Midwestern Intergovernmental Audit Forum* which was attended by audit and accounting officials from six states.

International Exposure. The U.S. State Department, having learned about the work of the Commission from our website, contacted Commission President Bellamy about receiving a television crew from the African county of Guinea to discuss ethics in government. In addition, we arranged for the crew to interview ten other law enforcement and governmental leaders. The Commission's involvement received front page coverage in the *TIMES* newspaper.

We believe all these outreach activities help build awareness of ethics in government. Partnering with local media is an important strategy. The next section reports on the numerous occasions that our message was carried in the media.

H. 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 in local government. A detailed listing of 2014 Media coverage is set out in Exhibit D of this report and is also available on our website.

I. Challenges/Opportunities. The Commission is entering its tenth year and after this much time – and, we think, considerable effort -- it is perhaps appropriate to ask: Where do we go from here? We set annual goals, but in this section of our Annual Report, we attempt to step back and look at the broader challenges and opportunities facing us.

Challenges: Some of our challenges have been with us from day one. Others have developed – or have come to be understood – as we have attempted to address local government ethics in Northwest Indiana. These challenges can be grouped in three broad categories.

> Don't Need It/Don't Want It. These are the challenges we face in our efforts to recruit new members. Sometimes this challenge is expressed in terms of the cost of membership. Other times, we hear that the community has no ethical problems or that ethics can't be taught or if teachable, everyone already learned right from wrong from their parents or at school or church or someplace else. Considering the modest cost (for many communities only a few hundred dollars annually), it is tempting to think the "cost" objection is a proxy for some other real reason, which might be "we don't feel we need

training" or the even more worrisome concern that community leadership doesn't want to stir up trouble or may feel they have something to hide.

With respect to the feeling that ethics can't be taught or has already been learned, we strongly disagree with the former and as to the latter, we like to explain the importance of reinforcement. It is not always obvious what is the right thing to do in a specific situation. Broad principles are important guides to human behavior, but specific applications (based on case study discussions) are invaluable to an individual trying to work through a situation where the proper outcome is not necessarily clear. Sometimes situations come in simple black and white. More often, there are many shades of gray. Our case-based training deals with subtleties which help public employees see nuances that maybe were not apparent on first consideration. We endeavor to explain this point to objectors.

Once and Done. This is a challenge that we face with present members. A community may join with enthusiasm, identify two or three employees whom we train to be ethics trainers, and who then present one of our training programs to their co-workers. Having done so, the community moves on to the many other requirements for managing the public's business. Sometimes, employee-trainers leave for other professions or their duties change substantially with no replacement trainers identified. Actually, ethics training can never be finished and needs to be repeated and reinforced on a regular basis, just like training on proper use of equipment and other functions. We suggest that ethics training be scheduled every 18 months to two years.

As noted above, we attempt to monitor the frequency of training by asking our trainers to complete a simple one page report describing when training occurred and how many of their co-workers attended each session. In addition, we host train-the-trainer sessions nearly every year. Since these sessions are highly interactive, we attempt to keep the class size small giving priority to trainers designated by new members and new trainers from existing member communities. Experienced trainers who feel they need a refresher are welcome on a space available basis.

On occasion, trainers from one community have helped train in another community. We would like to build a certain esprit de corps among the trainers, but so far we have not succeeded in finding a practical way of doing so. At a minimum, we are working to keep our member communities on a regular ethics training schedule.

Exhaustion. This is a painful challenge for a well-meaning group of volunteers to confess. But confess it we must: There are limits on what we can accomplish with our present structure. The Shared Ethics Advisory Commission has no office, no paid staff and only a very limited annual budget (around $30,000). Commission members and the

Shared Ethics Officer have to fit in Commission business and projects as time permits. We also feel the need to fight the tendency to just keep repeating what we have always done. We do not want our work to become routine or to carry out our functions by rote.

It is a source of pride that Commission members regularly attend our bi-monthly Commission meetings and our sponsored activities. Many of our regular meetings contain a brief training activity. We do internet searches on ethics-training developments. We accept the challenge to keep our work fresh and relevant, and we welcome suggestions from our member communities and the general public.

Opportunities. Like the challenges we face, our opportunities are a mixture of new and old. That we still see opportunities as we approach our tenth anniversary keeps us interested and engaged.

New Member Recruitment. As detailed elsewhere in this report, 2014 was a successful year for recruiting new members. We are particularly pleased to have added members from Porter County. With these new communities, we now have members in each of the three counties we seek to serve. However, there are many additional towns and cities in all three counties who are not yet members. We are continuing our efforts to recruit them.

In addition, no township or school district is a member of the Commission. We believe their employees could benefit from training on ethical decision-making. During the 2014 election, we asked candidates running for offices in these units to pledge to provide ethics training for their employees. As noted elsewhere in this report, responses from candidates in these races was spotty. Furthermore, the Commission does not see itself as the vehicle to provide training for those units, though we are willing to assist them in establishing their own multi-district ethics organization. Because case studies are so important to our training, we believe that townships and school districts would need their own cases in order to make their training meaningful. Again, we stand ready to share our experience and insights if they wish to take on this opportunity.

New Techniques/Leverage. Because of the limitations of an all-volunteer group, the Commission is continuously looking for ways to leverage our efforts so that we can expand our offerings. Partnerships are one possibility. During 2014, the ONE REGION organization invited us to become an affiliate member. ONE REGION has already supported our efforts with a cash donation and significant in-kind support.

Another promising opportunity is technology. The two times we have conducted an employee survey in our member communities we used a paper questionnaire that had to be tabulated and analyzed by hand. While that was doable when we had only a handful

of members, a paper-based survey now would be more cumbersome. We are working to automate the survey by the time it is conducted in 2015.

Automation may also be a way of increasing our training activities beyond our current face-to-face training. While we do not want to abandon the dialog that is possible with in person training, we are working on ways to provide supplemental automated training opportunities in between times.

Attitude/ Public Perception. The Shared Ethics Advisory Commission's ultimate goal is to create an ethics culture in Northwest Indiana. This is an intangible, yet indispensable, goal. Our training efforts are an important piece in accomplishing that goal. Another element is a broader community conversation about ethics in government. There needs to be an awareness of the difference between criminal behavior and the higher standards of ethical behavior. Activities like the Ethics Summit that we will be hosting in the Spring of 2015 and perhaps some sort of recognition of individual or community ethical achievement could be beneficial. Local media are an indispensable partner is this process. While we may be far from the point of creating an ethics culture, it is our optimistic belief that if the Commission and others keep working at it, a tipping point can be reached where ethical behavior becomes the norm.

Cautionary Note. As hard as we may work at it, there are some things that the Shared Ethics Advisory Commission and all of our partners cannot do. There are always going to be temptations for some public officials to give in to self-interest. There will always be some outright criminal behavior. The U.S. Attorney and local prosecutors are charged with dealing with those situations. For everyone else, including the vast majority of the public sector employees who want to serve the public efficiently, effectively and with respect, the ethics in government movement can help them increase the quality of life for all of us.

J. 2015 Goals. For 2015, the Commission will be focusing on the following goals to advance ethics in the local government:

- Hosting the Ethics Summit in the Spring of 2015.
- Continuing and Expanding Ethics Training by:
  - Completing employee training in new member communities.
  - Repeating employee training in member communities where more than two years have passed since previous training.

- Hosting additional in-depth training for department heads and/or Board and Commission members.

- Hosting coaching sessions for new trainers.

- Surveying member community employees on ethics knowledge and attitudes.

- Continuing vigorous member recruitment by

  - Seeking additional members in Lake, Porter and LaPorte Counties.

  - Continuing to look for opportunities to make presentations to civic and community organizations.

  - Responding to and assisting Township and School Districts wishing to develop ethics programs.

- Developing and distributing a Candidate Ethics Action Pledge for the 2015 primary.

- Continuing to upgrade and keep our website current.

- Refining "best practice" guidelines for community ethics policies.

- Working with the Indiana Attorney General on the Public Integrity Initiative.

K. 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 sector employees. As a reminder, the Commission has no adjudicatory authority. This responsibility remains with each member community.

Dated this 21st day of January, 2015.

SHARED ETHICS ADVISORY COMMISSION

By_____
Calvin Bellamy
Commission President

_____
Joseph Pellicciotti
Shared Ethics Officer

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EXHIBIT A

COMMISSION MEMBER

- Listing

- Position Description

Shared Ethics Advisory Commission as of January 20, 2015

At Large Members

Calvin Bellamy – Krieg DeVault LLP

Dennis Rittenmeyer – One Region

Anna Rominger – Indiana University Northwest

Shared Ethics Officer

Joseph Pellicciotti – Indiana University Northwest

Community Members

Chesterton – Patricia Carlisle

Crown Point – Patricia Earnest

Dyer – Sandra Sidock

East Chicago – Maxine Cole

Gary – vacant

Hebron – Mark Waywood

Highland – Rev. Arthur Burkman

Hobart – Rev. Jamie Ward

LaPorte County – Charles Oberlie

Lowell – Marcia Carlson

Munster – Richard Maroc

Ogden Dunes – Dr. Steve Granfield

Porter County – Scott Young

Schererville – vacant

Whiting – Brian Lowry

Shared Ethics
ADVISORY COMMISSION

Commission Members

Qualifications:

1. Not an employee of the appointing entity.
2. "… persons who live, work in or hold property in Lake, Porter or LaPorte Counties, Indiana." *
3. "These members should be persons of good character …." *
4. Past and current members have included private citizens active in their community, such as retired officials or judges, lawyers, educators, and clergy.

Appointment:

Cities	Towns
1. Nominated by Mayor	1. Nominated and approved by Town Council
2. Approved by City Council	

Duties:

1. Faithfully attend regular Commission meetings (every other month) and also special meetings and Commission events.
2. Actively participate in the discussion, planning and performance of the Commission's work.
   - March Ethics in Government breakfast
   - Training activities
   - Communication activities
3. Maintain contact with community leadership and trainers serving your community.
4. Advocate and promote ethics in local government.
5. Committed to setting a strong example of integrity and high moral conduct.

***Interlocal Agreement**

EXHIBIT B

COST OF MEMBERSHIP

Shared Ethics
ADVISORY COMMISSION

Cost of Membership*

Enrollment Fee (payable over 2 years)

More than 150 employees	$2,500
101 to 150 employees	$1,250
50 to 100 employees	$ 750
Less than 50 employees	$ 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

EXHIBIT C

2014 CANDIDATE ETHICS ACTION PLEDGE

Shared Ethics
ADVISORY COMMISSION

2014
Candidate Ethics Action Pledge

If elected to the office I seek, I commit myself to being an advocate for ethical practices within my realm of responsibility. Specifically, I commit to making formal ethics training available to all employees subject to my authority. Further, I will promote and support policies and procedures that include an Ethics Code reflecting the spirit of the Code of Shared Ethics and Values of the Shared Ethics Advisory Commission. (Text of the Code can be found at www.sharedethics.com at the "Information Center" link).

In addition, I will advocate for and support adoption of enforcement procedures which permit employees to raise ethical concerns in a manner that protects them from retribution.

Dated: _____ _____
Signature

_____ _____
Office Sought Printed Name

Return to: *Calvin Bellamy, Shared Ethics Advisory Commission, 8001 Broadway, Suite 400, Merrillville, IN 46410 or cbellamy@kdlegal.com.*

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EXHIBIT D

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 2014

January 1, 2014	TIMES column by Rich James, titled, "New year's resolutions for political world." http://www.nwitimes.com/news/opinion/columnists/rich-james/rich-james-new-year-s-resolutions-for-political-world/article_6a967fdc-cdba-50ff-bca6-b90b77b6c476.html
January 5, 2014	TIMES column by Rich James, titled, "Lame excuse to avoid ethics is unethical." http://www.nwitimes.com/news/opinion/columnists/rich-james/rich-james-lame-excuse-to-avoid-ethics-issue-is-unethical/article_d9b2d3d2-b14f-5e4c-9397-3f5b7242e1cd.html
January 8, 2014	TIMES editorial by Doug Ross, titled, "New surveyor should try to push for reform." http://www.nwitimes.com/news/opinion/editorial/editorial-new-surveyor-should-push-for-reform/article_757f4435-79be-5ab7-b8e3-1f69de068be3.html
January 8, 2014	WJOB participation by Cal Bellamy in a drive-time call-in program.
February 4, 2014	Hammond Rotary Club presentation by Cal Bellamy.
February 9, 2014	TIMES editorial opinion by the Times Editorial Board, titled, "The Times Editorial Board Agenda for 2014." http://www.nwitimes.com/news/opinion/forum/the-times-editorial-board-agenda-for/article_ee32ccb6-3d86-5131-9c62-702ba8f3a360.html
February 18, 2014	TIMES article by Bill Dolan, titled, "Former congressman to be ethics keynote speaker." http://www.nwitimes.com/news/local/lake/hobart/former-congressman-to-be-ethics-keynote-speaker/article_4cc23e4a-4ab7-5252-b841-d09a66e74b00.html
March 9, 2014	TIMES guest perspective by Cal Bellamy, titled, "Region uniting around winning attitudes." http://www.nwitimes.com/news/special-section/now/cal-bellamy-region-uniting-around-winning-attitudes/article_d1e70f5b-b72e-5d6e-831e-65fc0ec0a305.html

March 12, 2014	TIMES article by Ed Bierschenk, titled, "Candidates being asked to sign ethics pledge." http://www.nwitimes.com/news/local/lake/candidates-being-asked-to-sign-ethics-pledge/article_7a807782-9700-53f5-83a1-7c06f386d1fb.html
March 13, 2014	TIMES editorial by Doug Ross, titled, "This campaign promise needs to be kept." http://www.nwitimes.com/news/opinion/editorial/editorial-this-campaign-promise-needs-to-be-kept/article_0d43f3f5-7cce-50eb-939b-3d51790b1af8.html
March 13, 2014	TIMES article by Bill Dolan, titled, "Ethics breakfast draws a crowd." http://www.nwitimes.com/news/local/lake/ethics-breakfast-draws-a-crowd/article_f8037b0e-3b75-53bd-a1ff-526ae74cfaff.html
March 14, 2014	TIMES column by Doug Ross, titled, "Rail, ethics will move region forward." http://www.nwitimes.com/news/opinion/columnists/doug-ross/doug-ross-rail-ethics-will-move-region-forward/article_18881924-a068-5dc7-ab9f-467b7c968ff4.html
March 16, 2014	TIMES article by Bill Dolan, titled, "Ethics training hopes to breach region's wall of shame." http://www.nwitimes.com/news/special-section/now/ethics-training-hopes-to-breach-region-s-walll-of-shame/article_8c0e9277-9a5f-54e1-aae0-2b054c18d0df.html
March 17, 2014	TIMES article by Bill Dolan, titled, "Lake County candidates board the ethics train." http://www.nwitimes.com/news/local/lake/lake-county-candidates-board-the-ethics-train/article_1234e90d-93f6-5594-87b7-fdf3a440e148.html
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June 11, 2014	TIMES article by Bill Dolan, titled, "African documentary zooms in on NWI,U.S." http://www.nwitimes.com/news/local/lake/nwi-is-in-the-lens-of-african-tv-documentary/article_cc2c87ff-3b17-5b73-ad00-44be795ef1bc.html
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September 18, 2014	Post-Tribune article by Amy Lavalley, titled "Prosecutor says he's exempt from rules restricting hiring of relatives."
September 25, 2014	TIMES article by Bill Dolan, titled "Hebron OKs ethics panel participation." http://www.nwitimes.com/news/local/porter/hebron-adopts-shared-ethic-agenda/article_1c1367b2-4a82-5f8c-b348-db5146afe286.html
October 12, 2014	Post-Tribune commentary by David Rutter, titled "Porter County government moves on to good schmethics."
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November 7, 2014	Appearance by Calvin Bellamy on Lakeshore Public Television, *Weekly News Summary.*
December 23, 2014	TIMES article by Mary Wilds, titled, "Cedar Lake hears ethics panel pitch." http://www.nwitimes.com/news/local/lake/cedar-lake-hears-ethics-panel-pitch/article_4e29b869-c9e2-5394-91cc-1b5ee6db7c73.html
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