The Center for the Advancement of Public Integrity (CAPI) is a new anti-corruption resource center with a unique focus on cities and municipal governance. CAPI's research emphasizes practical lessons and the development of tools for public integrity professionals.

**What is CAPI?**

As the world continues its rapid pace of urbanization, cities are fast becoming the front line in policy innovation and development. Growing urban communities worldwide have increasingly demanded higher standards of integrity from their government officials and representatives. Rising to this mounting demand, leaders at the New York City Department of Investigation partnered with Columbia Law School in 2013 to create CAPI.

CAPI is an independent, non-profit resource center dedicated to bolstering municipal anti-corruption research, promoting essential tools and best practices, and cultivating a professional network to share new developments and lessons learned, both online and through regular conferences.

**Our Mission:**

CAPI aims to improve the capacity of public offices and practitioners to deter, identify, and combat corruption. We work to:

- Build and support a vibrant community of leaders in the public integrity field.
- Develop tools and resources to help governments and practitioners fight corruption.
- Promote research and scholarship on important public integrity issues.

To join our community and receive information about our activities and upcoming events, visit our website at [www.law.columbia.edu/CAPI](http://www.law.columbia.edu/CAPI).
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Message from the director

2014 was a busy and very successful year for CAPI! At the beginning of this year, as we started to build our program, CAPI already had a lot going for it: a discrete and important mission uniquely focused on municipal corruption, ambitious plans, and tremendous support and guidance from our founding partners, the New York City Department of Investigation and Columbia Law School. As we now look back on our first year, I am proud to say that, through the hard work of CAPI’s staff and our incredible advisory board, we have made a terrific start towards implementing those plans and fulfilling our mission. Among other things, we have:

• Built a community of public integrity professionals interested in collaborating with us and with each other on corruption-related issues, gathering hundreds of members in just a few short months.

• Held full-day training events and general interest conferences, lectures by eminent corruption scholars, and talks by notable practitioners, for hundreds of professionals, law students, scholars, the news media, and interested members of the public.

• Made significant progress on research projects tailored to our community’s needs.

• Created a website featuring the latest in corruption-related news, Profiles in Public Integrity with leaders in the field, a growing database of practical resources, community contributions on issues of relevance to practitioners, and much more.

• Spread the word about CAPI through old-fashioned networking, by speaking at major events from Newark to Washington, D.C. to Lima, Peru, by attending other ethics conferences around the country, and by appearing in various media outlets.

While I am proud of these accomplishments, the best is yet to come. As 2015 starts, we have a terrific slate of events planned, more ideas for new resources that will help our community fight corruption more effectively, and plans for new outreach efforts to grow our membership exponentially. With the continued support of our advisory board, the Department of Investigation, Columbia Law School, and our CAPI community, I know that CAPI will continue to grow into an even more important resource in the critical fight for public integrity in our cities worldwide.
Highlights from 2014

- Besides putting together a team and a distinguished Board of Advisers, CAPI has cultivated a community base of more than 500 people by year’s end.

- Kicking off with our inaugural conference in May, we held five events that featured 27 different speakers from organizations such as the U.S. Department of Justice, Transparency International, the New York City Department of Investigation, and the Federal Bureau of Investigation.

- In 2014, we launched three research projects and worked with over 30 law student research assistants. The results of these projects, slated for publication in 2015, will fill long-standing gaps in the public integrity field.

- Our website went live on May 9, 2014. The first point of contact with our community, we have used the website to publish a wide array of resources, including two Community Contributions, five Profiles in Public Integrity, and a daily compilation of breaking corruption news. Approximately 3,000 unique users had visited our website by year’s end.

“CAPI has emerged as an important resource at a critically important moment in the fight against corruption.

By building a community of anti-corruption leaders, and advancing research and scholarship on the issue, CAPI is arming a new generation of practitioners with the tools and knowledge necessary to achieve long-overdue reform.”

- Manhattan District Attorney Cyrus Vance, Jr.
Building the Nerve Center of the Public Integrity Community

At CAPI, we are creating a community that bridges the gap between practitioners, scholars, policymakers, and engaged citizens.

Events

CAPI’s 2014 event calendar was bookended by two day-long conferences: Busting Graft and Boosting Budgets in May, oriented towards practitioner skill-building; and Corruption in the 21st Century in November, which educated a broad audience about emerging corruption issues. Also in the fall, CAPI hosted three speakers for campus talks: economist Benjamin Olken of MIT, political scientist Adam Graycar of Australian National University, and prosecutor David Harbach of the U.S. Department of Justice. Our single-session events averaged 65 participants each, while our conferences averaged 115 participants. Besides bringing together professionals, scholars, journalists, and the public, CAPI was able to offer free Continuing Legal Education credit to qualified conference attendees.

Perspectives in Public Integrity Speaker Series:


  Benjamin Olken, professor of economics at the Massachusetts Institute of Technology, explained his innovative field research to assess the quantitative impact of graft and explore the strategic behavior of both bribe-payers and bribe-takers.


  Adam Graycar, Australian National University professor and director of the Transnational Research Institute on Corruption, covered the strengths and pitfalls of anti-corruption agencies in Australia, Singapore, Hong-Kong, and other jurisdictions.
• Fighting Corruption in the Courtroom: Veteran Prosecutor David Harbach’s Path to Taking on Top Politicians (November 12, 2014).

David Harbach, Special Counsel to the Director of the Federal Bureau of Investigation, talked about his career path and experience conducting high-stakes corruption trials under intense media scrutiny.

Conferences:

• Busting Graft and Boosting Budgets: How Oversight Authorities Can Expand Their Arsenals through Asset Forfeiture and Other Tools (May 30, 2014).

Our inaugural conference, presented in partnership with the Association of Inspectors General, focused on practical instruction in the ethical use of asset forfeiture to deter fraud and penalize offenders. The conference featured panelists from the U.S. Department of Justice, Federal Bureau of Investigation, New York City Department of Investigation, John Jay College of Criminal Justice, and Columbia Law School. Topics included:

• CityTime Case Study: The Investigation and Prosecution of a Half-Billion Dollar Fraud on New York City
• Doing Good Leads to Doing Well: Oversight as a Key to Economic Turnaround
• Get More to Do More: The Whys and Hows of Asset Forfeiture

• Corruption in the 21st Century (November 14, 2014).

Assembling leaders on the front lines of the fight against corruption, this innovative conference presented a unique opportunity to hear from practitioners, civil society reformers, and government accountability experts. The speakers included two former United States Attorneys, a co-founder of Transparency International, and a leading investigative data-journalist, speaking on topics such as:

• Seeing Through the Data: Enlisting New Technologies to Protect Public Integrity
• Views from the Front Lines: Current Corruption Challenges and Responses

Our Speakers Include:

• Michael Garcia – Former Chair of the Investigatory Chamber of the FIFA Ethics Committee
• Giannina Segnini – Visiting Professor of Data Journalism at Columbia Journalism School
• Cyrus Vance, Jr. – Manhattan District Attorney
• Mark Peters – Commissioner of the NYC Department of Investigation
• Jaikumar Ramaswamy – Chief of the Asset Forfeiture and Money Laundering Section at the Department of Justice
• Frank Vogl – Co-Founder of Transparency International
• Shaazka Beyerle – Senior Advisor to the International Center on Nonviolent Conflict
Outreach

CAPI connects with like-minded individuals and institutions, to bring our resources to the users who need them most.

Speaking engagements: CAPI leaders regularly lecture on emerging integrity issues, sharing our work and mission and meeting with anti-corruption advocates.

- Executive Director Jennifer Rodgers spoke at the 2014 Association of Inspectors General Fall Training and the Third Biennial of the World Bank Group’s International Corruption Hunters Alliance and the Fifth Annual International Anti-Corruption Conference in Lima, Peru.
- CAPI hosted delegations from, among others: China’s provincial governments of Hubei and Hunan; Mexico City’s Office of the Mayor, Consejería Jurídica y de Servicios Legales, and Registro Civil; and representatives of 14 African nations hosted by the U.S. State Department International Visitor Leadership Program.
- Since our inception, CAPI’s work and staff have appeared on or been referenced in: the Wall Street Journal; New York Law Journal; Governing magazine; the Brooklyn Daily Eagle; the Charlotte Observer; the Manhattan Times; the Staten Island Advance; United Press International; the Times of India; Newsday; the New York Times; El País; PBS’s MetroFocus; and the Rachel Maddow Show.

Outreach Survey: We are currently conducting a comprehensive survey of the hundreds of public integrity offices in the United States, in order to increase CAPI’s membership base, and to better connect these offices to their peers, and to the constituencies they serve.
Community

Through our website, email list, and events, CAPI is building an active global network of public integrity professionals and concerned citizens. Even though our website has only been live since May 9, 2014, we have already attracted over 500 community members by years end.

Partnership with Columbia Law School: Our position at one of the world’s leading research universities has allowed CAPI to engage the next generation of legal and policy leadership in our work. In 2014, CAPI worked directly with more than 30 student research assistants and reached many more through our on-campus events.

Join us Online!
Twitter: @columbiaCAPI
Web: www.law.columbia.edu/CAPI
Developing Original Publications, Research, and Tools

CAPI has leveraged our unique partnership with Columbia Law School to develop projects and publications that are innovative, practical, and timely.

Oversight and Enforcement of Public Integrity Nationwide: CAPI’s first major project is an unprecedented study of the public integrity landscape in all 50 U.S. states. For each state, CAPI has drafted an updated report on relevant laws and jurisprudence, institutions and safeguards, and recent scandals and reforms. The reports will be accessible through an interactive online map, to give practitioners and researchers an easy tool for comparing practices and tracking trends across state lines.

By the end of 2014, CAPI staff and research assistants had completed early drafts for all 50 states and begun comparative analysis of state laws and institutions. In 2015, CAPI will edit and review the drafts with the help of local experts, complete comparative analysis, and develop the interactive map feature for our website. We aim to publish the project online by mid-2015.

A Comparative Study of Subnational Anti-Corruption Authorities: In collaboration with a leading Australian anti-corruption scholar and a team of Columbia Law School students from Australia and India, CAPI is directing a comparative study of state and local anti-corruption agencies in the three major democracies worldwide that fight corruption at the subnational level: the United States, India, and Australia. As more countries worldwide look to subnational oversight institutions as a viable model, this report will provide a crucial comparative resource for scholars and policymakers. In 2014, CAPI completed research on this project, with publication anticipated in the summer of 2015.

Rebuilding Bell, California: Review and Recommendations for Continued Improvement of Oversight, Accountability, and Transparency: At the request of a member of Bell’s city council, CAPI conducted a thorough review of reforms made in the wake of Bell’s 2010 corruption scandal. Our report provides city leaders with an expert evaluation of existing reforms, gives practical recommendations for further safeguards, and serves as a reform template for small cities everywhere. During 2014, CAPI completed research and began drafting this publication, which was presented and published in February, 2015.
Building a Knowledge Bank for the Public Integrity Community

CAPI’s website is the main touchpoint for our community. Since our website went live on May 9, 2014 we have had over approximately 3,000 unique visitors, who spend an average of eight minutes and 22 seconds on our site.

Community Contributions: CAPI solicits and publishes relevant original content from expert members. We had published two contributions by year’s end, 2014:


Conference Resources: With speakers’ permission, CAPI publishes presentation slides, videos, and other materials from many of our events, for those unable to attend in person.

Profiles in Public Integrity: CAPI regularly interviews leading integrity experts to share insights, reflect on their career paths, and inspire interest in the field. In 2014 we profiled:

- **Mark Greenblatt**: Attorney specializing in corruption and ethics investigations and member of the Montgomery County Ethics Commission. Published July 2014.
- **Marianne Camerer**: Co-Founder of Global Integrity and Programme Director of Building Bridges, a program of the University of Cape Town’s Graduate School of Development Policy and Practice. Published July 2014.
- **Adam Graycar**: Professor of Public Policy at Australian National University and Director of the Transnational Research Institute on Corruption. Published October 2014.
- **Frank Vogl**: Co-Founder of Transparency International. Published November 2014.

Public Integrity in the News: To keep our users abreast of developing stories that impact their work, CAPI’s homepage features a rotating roster of relevant news stories. We also maintain a list of leading organizations and news outlets that cover public integrity issues.

Best Practice Guides: CAPI has established a growing toolkit of practice guides, such as the NYC Department of Investigation’s guide to Anti-Corruption Education Programming.
On the Horizon: Projects and Events Planned for 2015

Financial Investigations Training Seminar: A three-day training co-hosted by the Department of Justice’s Asset Forfeiture and Money Laundering Section, this seminar teaches participants to apply investigative techniques and methods to unravel money laundering schemes and identify proper targets for asset forfeiture.

Beneath the Headlines: 2015 will bring a periodic series of one-page issue briefs to provide clear, neutral analysis of legal and policy issues underlying headline-making corruption scandals.

Emerging Issue Briefs: We plan to launch a regular series of short issue briefs, in which leading scholars and veteran practitioners will share innovations and best practices in a practical, accessible format.

City Integrity Oversight: CAPI is currently developing a new research project to document corruption challenges and responses in cities across the nation and around the world, to frame oversight efforts in comparative context.

Global Cities: Joining Forces Against Corruption: Our first Global Cities conference, April 23-25, 2015, will bring together leaders and integrity officials from select major cities worldwide to share ideas about obstacles overcome, new strategies tested, and benchmarks achieved in pursuit of honest government.

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<tr>
<th>Work Product</th>
<th>Purpose and audience</th>
<th>Target output</th>
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<tr>
<td><strong>EVENTS</strong></td>
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<tr>
<td>Conferences &amp; Training Workshops</td>
<td>Major multi-day, daylong or half-day events, geared toward practitioners, the broader public integrity community, or general audiences.</td>
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<tr>
<td>Single-session events</td>
<td>Panels and presentations for general, legal, or student audiences, often academic in focus. Might be co-sponsored by other centers on campus.</td>
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<tr>
<td><strong>PUBLICATIONS</strong></td>
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<tr>
<td>Long-form studies</td>
<td>Academic articles and policy papers based on substantial research and analysis, often written in collaboration with other scholars and practitioners.</td>
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<tr>
<td>“Emerging Issues” briefs &amp; papers from members</td>
<td>4-page briefs covering cutting-edge scholarship or best practices, for general audiences or practitioners. Also includes long-form papers for expert readers submitted by community members.</td>
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<td><strong>PROJECTS</strong></td>
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<tr>
<td>U.S. 50-State Oversight Survey</td>
<td>Clickable online map comparing state oversight systems, plus reports featuring each state’s public integrity structures, laws, cases, current issues, and analysis.</td>
<td>All state drafts complete Complete and online All states up to date</td>
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<td>Global City Oversight Survey</td>
<td>Clickable online map or list featuring each city’s oversight structures and policies, plus historical perspective, current issues, and analysis.</td>
<td>— 15 drafts complete 20 Cities Online</td>
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<td><strong>WEB CONTENT</strong></td>
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<td>Q&amp;As</td>
<td>Brief online interviews with leaders and innovators in the public integrity community, for general readers.</td>
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<td>&quot;Beneath the Headlines&quot; Briefs</td>
<td>1-page analytic surveys of public integrity issues in the news, to provide informed neutral context, for journalists and general readers.</td>
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<td>Members’ Forum</td>
<td>Moderated discussion forum for registered users only.</td>
<td>Initial work Launch Update</td>
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<td>Practitioner resources</td>
<td>Curated collection of useful tools, templates, guides, and other downloadable or online content.</td>
<td>Updated regularly</td>
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<tr>
<td>News and social media</td>
<td>Active twitter feed to raise profile. Rotating links to recent news stories on CAPI front page.</td>
<td>Updated regularly</td>
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Financial Statement

Starting Funds: $1,350,000 (November 2013)

Remaining Funds: $935,826.58 (January 1, 2015)

Spending (as of January 1, 2015): $414,173.42

Spending by Quarter:

- November – December, 2013: $30,431.50
- January – March, 2014: $61,421.00
- April – June, 2014: $96,160.95
- July – September, 2014: $116,921.52
- October – December, 2014: $109,238.45

Anticipated Annual Overhead: approximately $452,000 at current rate of spending. As a Columbia Law School center, CAPI does not directly pay for facilities, office management, and related organizational costs. Rather, the university levies a 10% indirect cost rate against all new donations.

Annual Salaries and Benefits: $407,437.50
Our Team

In 2014, we fully staffed the center and formed our founding Advisory Board.

Jennifer G. Rodgers, Executive Director
- Hired November 2013

Gabriel Kuris, Deputy Director
- Hired March 2014

Jacob Watkins, Program Coordinator
- Hired April 2014

Advisory Board – Formed June 23, 2014:
- Rose Gill Hearn (Chair), Municipal Integrity Principal, Bloomberg Associates
- Robert E. Scott (Ex Officio), Acting Dean, Columbia Law School
- Richard Briffault, Professor of Legislation, Columbia Law School
- Marianne Camerer, Co-founder, Global Integrity
- Jeremy Feigelson, Partner, Debevoise & Plimpton LLP
- Margaret Friedberg, Adjunct Associate Professor, Fordham University School of Law
- Elizabeth Glazer, Director, New York City Mayor’s Office for Criminal Justice
- Michele Hirshman, Partner, Paul, Weiss LLP
- Michael Kim, Co-founder and Partner, Kobre & Kim LLP
- Paul Lagunes, Assistant Professor, Columbia University School of International and Public Affairs
- Jeri Powell, Director of Intergovernmental Affairs, New York City Department of Investigation
- Daniel Richman, Professor of Law, Columbia Law School
- Stephen C. Robinson, Partner, Skadden Arps Slate Meagher & Flom LLP
Our Supporters

CAPI is funded entirely by donations and grants. We would like to thank the following organizations and individuals for their crucial support. CAPI discloses all donations exceeding one thousand dollars, in accordance with our Conflict of Interest policy, available at [www.law.columbia.edu/public-integrity/about/conflict-interest-policy](http://www.law.columbia.edu/public-integrity/about/conflict-interest-policy).

**Founding Supporter:** New York City Department of Investigation

The Center for the Advancement of Public Integrity (CAPI) was founded thanks to generous support from the New York City Department of Investigation. Support in 2013/2014 totaled $1,350,000.

**Corporate Supporters:**
- Kroll Advisory Solutions - $10,000
- Debevoise & Plimpton LLP - $2,500

**Individual and Foundation Supporters:**
- The Eric and Margaret Friedberg Foundation - $10,000
- Rose Gill Hearn and Jason Hearn - $10,000
- Jennifer and Sean Rodgers - $10,000
- Elizabeth Glazer - $10,000
- Bruce and Martha Searby - $1,000

If you would like to support CAPI, please contact us at CAPI@law.columbia.edu or visit the Support CAPI page on our website at [www.law.columbia.edu/CAPI](http://www.law.columbia.edu/CAPI).