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 are demanding higher standards of integrity from their government officials and representatives. To meet these challenges, the New York City Department of Investigation partnered with Columbia Law School in 2013 to create CAPI.

CAPI is a nonprofit resource center dedicated to bolstering anti-corruption research, promoting key tools and best practices, and cultivating a professional network to share new developments and lessons learned, both online and through live events. Unique in its municipal focus, CAPI’s work emphasizes practical lessons and practitioner needs.

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.
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Message from the Director

2015 was another terrific year for CAPI! Building on the tremendous support we have received from our founding partners, the New York City Department of Investigation and Columbia Law School, and our dedicated advisory board, we have accomplished all of our goals for this year and more. Among other things, we:

• Grew our community of public integrity professionals, increasing our membership by 450%, to more than 2,200 over the course of the year.

• Embarked on an ambitious outreach project that to date has identified hundreds of public integrity offices, to whom we plan to reach out in 2016 using a comprehensive survey to identify how CAPI can include them in our work.

• Held fifteen different events, including trainings, general interest conferences and academic lectures, for more than 1,000 public integrity professionals, law students, academics, the news media, and interested members of the public.

• Published a thorough review of corruption reforms in Bell, California along with a related practitioner toolkit that is designed to serve as a model for all small cities interested in limiting their corruption risks, and launched a number of other research projects to be completed next year.

• Stocked our website with 10 new Profiles in Public Integrity with leaders in the field, eight What Comes Next? briefs about ongoing corruption cases of interest, and the latest in corruption-related news.

• Secured generous grants from the Laura and John Arnold Foundation that will support (1) a major expansion of our Knowledge Hub of practical resources such as issue briefs, community contributions, and practitioner toolkits; and (2) the formation of our Data Analytics Working Group and its creation of a framework to help municipalities use data to assist in their assessment of corruption risks.

• Expanded our reach by speaking about CAPI and our work at numerous conferences and other events and by appearing in many media outlets.

I am so proud of what we have done to date, and am looking forward to 2016 when even more of our work will be ready for release. Keep an eye out for our full calendar of events, for the appearance of our Knowledge Hub publications, for the launch of our 50 State Oversight Survey project and our online Members’ Forum, and much more. With the continued support of our advisory board, DOI, Columbia Law School, and our CAPI community, we plan to continue to grow as a vital resource in the critical fight for integrity in our cities. Thanks for your support and involvement in CAPI!
Highlights from 2015

Exponential audience growth:
In 2015, our membership increased by 450%, from 500 to over 2,200. More than 1,000 participants attended our events. Our website, our community hub and knowledge bank, welcomed more than 7,700 users.

A full calendar of events:
CAPI held 15 events this year, triple the number from 2014. We featured 70 different speakers from prominent organizations including the World Anti-Doping Agency, the U.S. Department of Justice, Transparency International, the New York City Department of Investigation, ESPN, and the Office of the Controller General of Peru. Speakers came from more than 12 countries around the globe.

Global Cities – Joining Forces Against Corruption:
Our inaugural Global Cities conference brought together high-level integrity officials from 14 cities worldwide to discuss the challenges of fighting municipal corruption and share new approaches and best practices. Featured speakers included the mayors of Mexico City and Athens, a Ukrainian member of parliament, and the United States Attorney for the Eastern District of Louisiana.

Platform for anti-corruption leaders:
CAPI has become a premier platform for thought leaders in the public integrity field to share ideas with practitioners, the campus community, and general audiences. Prominent speakers in 2015 included: U.S. Deputy Attorney General Sally Quillian Yates, Chicago Inspector General Joseph Ferguson, New York City Department of Investigation Commissioner Mark Peters, Philadelphia Inspector General Amy Kurland, and Transparency International Chairman José Ugaz.

Practice-oriented research:
We published our first original research project, Rebuilding Bell, California. The project examines the reforms made in the wake of Bell’s 2010 corruption scandal, and provides policy recommendations for improvements in oversight and transparency in small cities nationwide. CAPI also developed, and presented to the Bell City Council, a toolkit of ethics guidelines and restrictions for all employees. We also published two Community Contributions, ten Profiles in Public Integrity, and eight What Comes Next? briefs on breaking corruption stories.

Partnership with the Laura and John Arnold Foundation:
CAPI is proud to announce a new partnership with the Laura and John Arnold Foundation (LJAF), an innovative foundation that aims to tackle our nation’s most pressing and persistent challenges using evidence-based, multi-disciplinary approaches. With LJAF’s two-year commitment, CAPI will significantly expand its library of original resources with a new series of issue briefs, practitioner toolkits, and a framework for applying cutting-edge developments in data analytics to municipal corruption investigations.
Building the Nerve Center of the Public Integrity Community

Our events at CAPI help bridge the gap between practitioners, scholars, policymakers, and engaged citizens.

Conferences and Trainings

CAPI’s 2015 programming aimed to provide local practitioners with high-quality training in the latest advances in anti-corruption efforts and to engage students and the public on emerging issues in public integrity. Our single-session events averaged 65 participants each, while our conferences averaged 110 participants. Besides bringing together professionals, students, journalists, and the public, CAPI was able to offer free Continuing Legal Education credit to qualified members of the New York Bar who attended many of our events.

Global Cities: Joining Forces Against Corruption

April 23-25

Our inaugural Global Cities conference brought together high-level integrity officials from 14 urban communities worldwide to discuss the challenges of fighting municipal corruption and share successful strategies and best practices. The conference was opened with keynote addresses from Miguel Ángel Mancera, Mayor of Mexico City, and Georgios Kaminis, Mayor of Athens. City delegations included: Athens, Barcelona, Kuala Lumpur, Chicago, Lima, Lviv, Mexico City, Nairobi, New Orleans, New York City, Perth, Philadelphia, Toronto, and Venice. Featured speakers included Liv Pidlisetskyy, Member of the Parliament of Ukraine, and Mark Peters, Commissioner of the New York City Department of Investigation.

Corruption in Sports

September 28

Increasingly, the “Plays of the Week” in major sports seem to be less about athletic feats and more about misconduct, cheating, and outright corruption. From “Deflategate” to the blockbuster indictments of top FIFA officials, to ongoing issues with illegal doping, 2015 was a breakout year for sports corruption. Our conference convened industry leaders, including Richard Pound, founder of the World Anti-Doping Agency, and ESPN investigative reporter T.J. Quinn, to discuss the challenges of policing integrity in increasingly competitive athletic leagues and competitions.

Financial Investigations Training

January 13-15

Co-hosted with United States Department of Justice’s Asset Forfeiture and Money Laundering Section, this seminar taught participants to apply investigative techniques and methods to unravel complicated white collar schemes like public corruption cases, to identify assets for forfeiture, and to make charging and forfeitures decisions. Normally only available to federal law enforcement, our event gives hands-on training to local- and state-level investigators, prosecutors, and law enforcement officials. Based on the success of this workshop, CAPI aims to repeat the training annually.

“The delegations shared a commitment to openness and transparency and the conference featured innovative, outside-the-box ways to achieve these goals.

Apart from providing specific ideas on improving society’s involvement in the municipal government’s affairs, the conference emboldened me to seek solutions outside the conventional methods (but, of course, within the framework of the law). For all this I would very much like to thank the Center for the Advancement of Public Integrity.”

Georgios Kaminis
Mayor of Athens, Greece
Speaker Series: Perspectives in Public Integrity

Everything that you Need to Know: The Sheldon Silver Case

February 4

CAPI Executive Director Jennifer Rodgers, former Moreland Commission member and Professor Richard Briffault, and Professor Daniel Richman discussed the corruption allegations against long-time New York State Assembly Speaker Sheldon Silver.

The Global Movement against Transnational Corruption

February 26

Speakers including Richard Messick, former Chief Counsel to the Senate Foreign Relations Committee, shed light on the global phenomenon of corruption, its impact on development, and the transnational anti-corruption movement that has been evolving over the past years as a response to the source of widespread corruption.

Development Aid and the Fight against Transnational Corruption

February 26

David Hawkes, head of the Special Litigation Unit at the World Bank Integrity Vice Presidency, detailed the role of Multilateral Development Banks in fighting corruption worldwide.

Countering Corruption from the Bar, the Bench, and Beyond

March 30

Senior United States District Court Judge Mark Wolf spoke about his distinguished career, including his oversight of the hearing into the inappropriate handling of informants, namely James “Whitey” Bulger and Stephen “the Rifleman” Flemmi, by the FBI.

Roundtable Discussion on the Proposal for an International Anti-Corruption Court

March 30

Leaders in the field of public integrity convened to discuss Senior United States District Court Judge Mark Wolf’s proposal for an International Anti-Corruption Court.

Attorneys General: Lawyering for Whom?

April 9

Former New Jersey Attorney General Peter Harvey and former Maryland Attorney General Douglas Gansler addressed the role of attorneys general in fighting corruption and various ethical dilemmas facing attorneys general in their practices.

The Ins and Outs (and Ups and Downs) of Campaign Finance Reform and Enforcement

April 15

Commissioner Ellen Weintraub of the Federal Election Commission and Executive Director Amy Loprest of the New York City Campaign Finance Board explained the role of elections oversight agencies, with a focus on how the world has changed since *Citizens United*. 
Grand Corruption and Impunity
September 21
Chairman of the Board of Transparency International (TI), José Ugaz discussed TI’s new integrity campaign and outlined his career fighting corruption, including his successful prosecution of former Peruvian President Alberto Fujimori and the head of Peru’s intelligence services Vladimir Montesinos.

Careers in Public Integrity: Using your J.D. to Fight Corruption
October 29
Our first annual career panel brought attorneys working in the public integrity field to Columbia Law School to speak with current students.

Thoughts on Criminal Justice Reform: A Conservation with U.S. Deputy Attorney General Sally Quillian Yates
October 29
Deputy Attorney General Sally Yates spoke about the state and direction of the American criminal justice system including in public corruption prosecutions, and highlighted various reforms being pursued by the Department of Justice.

Corruption Round-Up
November 4
Between self-dealing legislators, a federal investigation into New York’s marquee development project, and ongoing fallout from New Jersey’s “Bridgegate,” there was no shortage of corruption scandals in 2015. Veteran New York Times journalist William Rashbaum and Columbia Law School Professor Richard Briffault discussed the cases making headlines by explaining the legal arguments and detailing the state of play.
Outreach

CAPI connects like-minded individuals and institutions to share resources across the public integrity community.

**Speaking Engagements:** CAPI leaders regularly lecture on emerging integrity issues. In 2015, our staff participated in the following events:

- Council on Governmental Ethics Laws 2015 Annual Conference
- Association of Inspectors General 2015 Training Conference
- Curbing Corruption: Ideas that Work (Legatum Institute)
- Politics, Corruption, and Campaign Finance: Electoral Machines (Modern Money Network)
- International Association of Financial Crimes Investigators 2015 Training Conference
- Can New Yorkers Fix Albany’s Corruption Problem? (Citizens Union of the City of New York)
- The City of Bell Scandal Revisited (Chapman University)
- Strengthening Independence and Fortifying Institutional Models (Latvia’s Corruption Prevention and Combatting Bureau)

**International Delegations:** CAPI staff frequently host foreign delegations to discuss best practices in anticorruption. Last year, we welcomed officials from countries including China, Nigeria, the Philippines, and Papua New Guinea.

**CAPI in the Press:** Our team is regularly consulted by domestic and international press for insights into breaking public corruption news. In 2015, our expertise and work were featured in publications including: The Washington Post, Foreign Policy, Politico, Bloomberg News, City & State, The Atlantic’s CityLab, and the New York Times. Executive Director Jennifer Rodgers also appeared on PBS’s Metrofocus, as well as several international programs.

**Outreach Survey:** Through our online knowledge bank, subscriber network, and events, CAPI is building an active global network of public integrity professionals and engaged citizens. In 2015, our member list grew to over 2,200. 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 facilitate peer-to-peer exchanges and connect offices to the constituencies they serve.

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Join us Online!

Twitter: @columbiaCAPI
Web: www.law.columbia.edu/CAPI
A Knowledge Hub for the Public Integrity Community

CAPI has leveraged our diverse and accomplished membership base to develop projects and publications that are innovative, practical, and timely.

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 the city’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.

Rebuilding Bell, California: Ethics Toolkit: Following on our report provided to the Bell City Council, CAPI created a toolkit of ethics guidelines and restrictions for all City employees.

United State Anti-Corruption Oversight: A State-by-State Survey: CAPI has conducted an unprecedented study of the public integrity landscape in all 50 U.S. states. For each state, CAPI has authored a report on relevant laws and jurisprudence, institutions and safeguards, and recent scandals and reforms. The reports, published starting in February 2016, are presented through an interactive online map. The project gives practitioners and researchers an easy way to compare practices and track emerging trends across state lines.

What Comes Next?: Our series of briefs on the latest news in the world of public integrity and anti-corruption provides insights that delve beneath the headlines.

- The Sheldon Silver Case
- Chris Christie and Jerry Jones
- New Jersey’s “Bridgegate”
- The FIFA Corruption Charges
- The Trials of John Sampson and Thomas Libous
- The Indictment of Longtime Harrisburg Mayor Stephen Reed
- The Indictment of Congressman Chaka Fattah
- The Conviction of Former New York State Assembly Leader Sheldon Silver

Community Contributions: CAPI connects practitioners and scholars in the public integrity field and helps ensure their valuable work reaches a broader audience. To that end, we present projects and publications authored by our community members.

- For Now, New York State Investigators Can Ping Cellphones Without a Warrant in New York State – A discussion of the legality of using Geolocation data for oversight investigations in New York State.
- Warrantless Access to Cell Site Location Information takes a Hit in the Fourth Circuit: The Implications of United States v. Graham for Law Enforcement – A report on the current state of law regarding the use of cell phone location data by law enforcement.
Profiles in Public Integrity: Our ongoing series of interviews with professionals, leaders, and innovators in the public integrity field.

- John Hyland, Jr. – Senior Legal Advisor with the United States Department of Justice’s Asset Forfeiture and Money Laundering Section
- Jeff Gottlieb – Senior Writer at the Los Angeles Times, Winner of the 2011 Pulitzer Prize for Public Service
- Cyrus Vance, Jr. – New York County District Attorney
- Lynda Taschereau – Executive Director of the Strategic and Corporate Policy Division, City of Toronto, Canada
- Georgios Kaminis – Mayor of Athens, Greece
- Daniel Karson – Chairman of Kroll
- Lawrence Yealue – West Africa Representative of Accountability Lab
- Marjorie Landa – Deputy Comptroller for Audits, Office of the New York City Comptroller
- Sam Koim – Chairman of Papua New Guinea’s Investigation Task Force Sweep

Public Integrity in the News: To keep our community 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.

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.

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

Financial Investigations Training Seminar: Our annual training co-hosted by the United States Department of Justice’s Asset Forfeiture and Money Laundering Section returns in January, 2016.

Exploring the Promise of Data Analytics to Modernize the Fight against Local Graft: Thanks to a generous commitment from the Laura and John Arnold Foundation, CAPI will convene an expert working group of leading anti-corruption practitioners from government, the private sector, and civil society to examine ways to bring integrity oversight into the 21st century. This initiative will produce a report with actionable recommendations and ideas that cities nationwide can implement to enhance their corruption control procedures.

Building Integrity – Preventing and Avoiding MWBE Fraud in New York: Minority- and Women-Owned Business Enterprise (MWBE) fraud in government contracting undermines the goals of this important program and can cause serious problems – including possibly criminal indictment – for contracting firms. In the spring of 2016, CAPI will bring together industry leaders to discuss ways city agencies can clamp down on fraud while bolstering the capacity of qualified MWBEs.

City Integrity Oversight: As a follow-up to our 50-State Oversight project, CAPI is currently investigating corruption challenges and responses in cities across the nation and around the world, to frame oversight efforts in a comparative context.

Expanding our Knowledge Bank: In 2016, CAPI will significantly increase its array of practical resources and tools, launching a series of practice-oriented issue briefs along with new community contributions and practitioner toolkits. Upcoming publications cover topics including: cultural traits of corrupt organizations, an overview of New York State’s pioneering risk management system, and the best practices for Inspectors General offices to use in drafting annual reports.
Financial Statement

General Operating Fund Balance (January 1, 2016)¹: $662,401.30

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

Spending from Operating Fund in Calendar Year 2015: $323,043.93

Restricted Grant Account Fund Balance (January 1, 2016)²: $911,553.09

Note on Operating Costs: 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 expenses.

Annual Salaries and Benefits³: $456,094.24

¹ Figure includes all donations and sponsorships. Excludes restricted grants from the New York City Department of Investigation and the Laura and John Arnold Foundation.

² Reflects value of all program/activity restricted grants.

³ Columbia Law School’s Fiscal Year 2016 began on July 1, 2015. Annual Salaries and Benefits reflects annual payroll obligation effective July 1, 2015. The Law School’s benefits cost rate decreased from 32.5% to 30.5% in Fiscal Year 2016. Figure includes 10% Indirect Cost Rate levied by Columbia Law School.
Our Team

Staff:

Jennifer G. Rodgers  Gabriel Kuris  Jacob Watkins
Executive Director  Deputy Director  Program Associate

Advisory Board:

Rose Gill Hearn (Chair)
Municipal Integrity Principal, Bloomberg Associates

Richard Briffault
Joseph P. Chamberlain Professor of Legislation, Columbia Law School

Marianne Camerer
Co-founder, Global Integrity

Jeremy Feigelson
Partner, Debevoise & Plimpton LLP

Margaret Friedberg
Former Assistant United States Attorney, United States Attorney’s Office for the Eastern District of New York

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
Paul J. Kellner 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 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 2015 totaled $500,000.

Foundation Supporters:
- The Laura and John Arnold Foundation – $610,870.22 (two-year commitment in support of our Modernizing the Fight Against Local Graft and Knowledge Hub initiatives).
- The Eric and Margaret Friedberg Foundation - $10,000.

Corporate Supporters:
- Kroll Advisory Solutions - $10,000.
- Debevoise & Plimpton LLP - $5,000 (in support of our Perspectives in Public Integrity Speaker Series).

Individual Supporters:
- Bruce and Martha Searby - $1,000.
- Keith Schwam and Barbara Banks Schwam - $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.