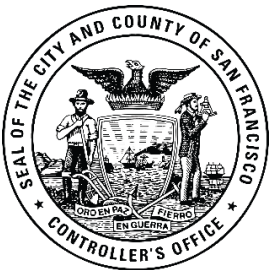




Proposition C: Inspector General

Implementation Update
As of July 2025



Office of the Controller

July 17, 2025

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Executive Summary

San Francisco voters passed Proposition C in November 2024. The measure amended the San Francisco Charter to create the role of an inspector general (IG) within the Office of the Controller (Controller). The San Francisco IG is granted expanded investigative powers with a broad mandate to address public corruption and enhance public integrity.

The Controller is preparing to recruit for this new role and has conducted outreach and research to shape the incoming IG position. We sought input from local accountability agencies, subject matter experts, and the public, and used other local government inspectors general offices as benchmarks. Guided by this input and best practices, San Francisco's IG will contribute to the effectiveness, accountability and transparency of our city government.

This document summarizes the preliminary findings of our research. It is the first phase of a multi-step process to develop this new, voter-mandated role.

The Controller has identified national networks of public integrity professionals to use to help recruit candidates for this position and intends to hire the City's IG by the end of 2025. Candidates will be evaluated by a diverse hiring panel and a candidate of the Controller's choosing will be brought before the mayor and Board of Supervisors for approval.

Implementation Phases

This implementation update covers the first phase of a multi-phase process to establish the IG role.

01

Phase 1: Research & Prepare

- Synthesize best practices from subject matter experts and benchmark jurisdictions
- Map enforcement jurisdictions, referral processes, and capacity
- Determine confidentiality rules

02

Phase 2: Recruit

- Circulate job posting
- Vet top candidates through hiring panel
- Controller selects top candidate
- Appointment subject to approval of Mayor and Board of Supervisors

03

Phase 3: Establish

- Develop policies and procedures
- Hire additional investigative staff
- Establish coordination of resources with whistleblower investigators and auditors
- Build relationships with enforcement bodies

Summary of Proposition C

Summary of Proposition C

[Proposition C](#) (Prop. C) amended the San Francisco Charter to create the IG within the Controller's Office and outlines the position's mandate and duties.¹ The measure grants the Controller and IG expanded investigatory powers and integrates the IG into the Controller's Whistleblower Program and referral process.² The following summarizes the provisions added by Prop. C, which augment the Controller's current functions.

Inspector General's Mandate and Duties

- **Prevent, detect, and investigate** violations of law or policy involving fraud, waste, and abuse.
- Investigate **abuse or conflicts of interest related to contracting** procedures.
- **Review complaints.** The IG has the **right to initiate an investigation** into allegations received by the Controller's Whistleblower Program hotline.
- Collaborate with the City Services Auditor on **audits, inspections, and monitoring.**
- **May make recommendations** to the Mayor's Office (Mayor), Board of Supervisors, or any city agency regarding city ordinances, rules, regulations, or policies that impact public integrity.
- **Publicly report** twice a year to the Mayor and Board of Supervisors.
- May hold **public hearings.**

¹ [San Francisco Charter, Section 3.105\(j\)](#)

² San Francisco Charter, [Section 3.105\(b\)](#) and [Appendix F1.107](#)

Expanded Investigative Powers

- **Subpoena power** to produce records or compel testimony extended to apply to any person or entity seeking a thing of value from the City such as vendors and nonprofit organizations seeking city grants. The Controller's subpoena power previously only applied to city employees.
- **Search warrant power** (under California Penal Code, Section 830.13), the IG can write search warrants and bring them directly to a judge for approval.

Cooperation and Referral

- The IG **must share allegations** regarding criminal conduct with the Office of the District Attorney (District Attorney) and those regarding governmental ethics laws with the Ethics Commission and Office of the City Attorney (City Attorney).
- The City Attorney, District Attorney, and Ethics Commission **must report quarterly to the IG** on the status of investigations stemming from whistleblower reports.

Budgetary Independence

The IG will be funded by the Controller's City Services Auditor budgetary set-aside, which is equal to two-tenths of one percent of the City's budget. This ensures that the IG's budget is protected.

Defining the Inspector General's Role

San Francisco's IG has the following characteristics. See *Defining the Role of the Inspector General* for further discussion.

1

Proactive

Initiate investigations from data analytics and assessment of risks and vulnerabilities. Focus on high-risk areas such as procurement and contracting (including information technology contracts), inspection and permitting functions, and economic development.

2

High-Impact Investigations

Early-stage investigation for complex cases that later could have civil, criminal, and/or administrative pathways. Harness existing financial investigative authority (such as the Controller's). Focus on high-risk areas with significant cost savings.

3

Broad Scope

Fewer jurisdictional boundaries than other investigative entities. Is not limited to investigating cases with immediate legal remedies. Empowered to broadly follow the facts to prevent fraud, waste, and abuse.

4

Policy and Procedure Recommendations

Can prepare both factual reports for enforcement bodies and policy and program recommendations.

5

Public Reporting

Be a trusted source of information on the Controller's public integrity work. Can explain the accountability ecosystem to stakeholders and the public.

Research on Inspectors General Elsewhere

Benchmarking Methodology

We interviewed subject matter experts including current and former inspectors general from:

- Atlanta
- Chicago
- Los Angeles County (*although not an IG, its practices are consistent with typical IG functions*)
- New Orleans
- New York City
- New York Metropolitan Transportation Authority (New York MTA)
- Philadelphia
- San Francisco Bay Area Rapid Transit District (BART)

In addition, we benchmarked work products and legislation from these jurisdictions and reviewed best practices from the [Center for the Advancement of Public Integrity at Columbia Law School, Principles and Standards for Offices of Inspector General](#) published by the [Association of Inspectors General](#), and the [Quality Standards for Inspection and Evaluation](#) published by the [Council of the Inspectors General on Integrity and Efficiency](#) (CIGIE).

Our research focused on municipal inspectors general and their investigation practices, cooperation with enforcement bodies such as a city attorney and district attorney or their equivalents, strategies for preventing and detecting fraud, and public reporting. The subject matter experts offered advice on implementing this role, how to best relate it to existing functions, and how to avoid potential pitfalls.

Key Elements

Primary Responsibilities Common to Inspectors General:

- Be the **face of public integrity**
- **Receive reports** of fraud, waste, abuse, or government ineffectiveness
- **Initiate civil, criminal, or administrative investigations** and refer them to enforcement agencies when appropriate
- Issue both non-public and public **findings with recommendations** to remediate problems

Structure:

Inspectors general in local government agencies have a variety of structures, degrees of independence, and authority, so much so that no two are exactly alike. Although most inspector general offices are their own departments, but many lack the structural and budgetary independence of San Francisco's Controller.

Challenges:

Some subject matter experts expressed concern about San Francisco's IG not having the exclusive right to investigate whistleblower reports about fraud, waste, and abuse.³ *For discussion of coordination with other investigative entities, see "Defining the Role of the IG."*

Subject matter experts warned us that any new and empowered accountability function, such as San Francisco's IG, may face pushback from the persons and entities it seeks to hold accountable and inevitably will have challenges when determining the jurisdiction of some matters.

³ Prop. C leaves intact the authority of the City Attorney and Ethics Commission to receive complaints regarding violations of governmental ethics.

Mission and Mandate

According to the *Principles and Standards for Offices of Inspector General*, published by the Association of Inspectors General, the mission of an IG should encompass:

- **Prevention**
- **Detection** of fraud, waste, and abuse
- **Efficient and effective use** of public resources
- Promotion of **public integrity**

Public integrity is not just about addressing misdeeds by government employees and contractors. Rather, it is about ensuring equal access to government resources and services and access to the opportunity to work with government for the benefit of the public. In short, it means ensuring that **private interests cannot pay for preferential treatment** by any public body, agency, or elected official and that **public officials cannot use their office for private gain**.

IGs also share a **commitment to transparency** and believe that public reporting of facts is crucial for maintaining public trust.

The City's new IG will complement the Controller's City Services Auditor (CSA), and together they will fulfill this best-practice mission. The IG's chartered purpose is to prevent and detect fraud, waste, and abuse. The Charter also mandates that CSA and its Whistleblower Program ensure effectiveness and efficiency of government services and receive reports regarding waste, misuse, and improper activities.

Scope of Work of Inspectors General

The work of municipal IGs can range from investigations to evaluations and may include audits. IGs typically generate reports for a variety of audiences including city agencies, enforcement agencies, legislative bodies, and the public. IGs typically adhere to the quality standards established by the Association of Inspectors General, which divides their work processes into three categories:

Investigations

- Obtain sufficient evidence of civil, criminal, or administrative violations
- Identify high-risk areas where controls to prevent or detect violations need to be strengthened
- Present factual findings and corrective actions to appropriate authorities

Inspections, Evaluations, Reviews

- Analyze operations, programs, contracts, and agreements and make recommendations for improvement
- Monitor compliance or measure performance in a specific area
- Assess whether something completed was efficient and effective
- Findings may be issued publicly, depending on legal constraints and IG's discretion

Audits

- Establish clear audit objectives and scope
- Assess overall environment to determine whether controls meant to prevent or detect errors and fraud are correctly designed and implemented
- Gather sufficient and appropriate evidence to support audit conclusions
- Make recommendations to address cause of any deficiencies

IGs must follow generally accepted government auditing standards ([GAGAS](#)) established by the U.S. Government Accountability Office

Inspectors General Must Balance Transparency With Confidentiality

IGs issue public reports to seek accountability and promote trust in government. The information they publish must not undermine ongoing investigations or make false accusations. Public reporting and confidentiality are governed by state and local laws meant to protect whistleblowers and investigations.⁴

San Francisco's IG is bound by local confidentiality and reporting rules

- IG must submit a public report to the Board of Supervisors and the Mayor twice a year.
- Investigations that originate from whistleblower reports are confidential.

Confidentiality

- Whistleblowers
- Ongoing investigations
- Investigations techniques
- Subjects of investigation

Public's Right to Know

- Substantiated findings
- Corrective actions
- Policy and procedure recommendations
- Agency response

⁴ [San Francisco Campaign and Governmental Conduct Code, Section 4.123](#), [California Labor Code, Section 1102.5](#)

Other Areas That Inspectors General May Investigate

Inspectors general also may investigate, audit, and monitor a variety of public processes, local laws, and requirements that relate to public integrity and government effectiveness.



Program Highlights From Other Inspectors General

Some other local government IGs have developed innovative programs to use investigative resources effectively and promote transparency.

Public Integrity Officers

Philadelphia's IG uses a network of city employees who volunteer as public integrity officers in all 35 departments. They take training and an oath of service and confidentiality.

Information Portal

Chicago's IG developed a publicly accessible data dashboard covering public safety and the city's finances, services, and employees to promote public integrity by reducing barriers to public data.

Cost Recovery Tracking

Philadelphia's IG requires investigators to track any financial outcome of each case they close. It tallies city savings on pensions for employees fired due to fraud and abuse investigations.

How the Inspector General Enhances the Controller's Existing Practices

CSA, created by a 2003 charter amendment, promotes efficient, effective, and accountable government by conducting performance audits, administering the City's whistleblower hotline, and monitoring the effectiveness of city departments and services.

Subject matter experts agreed that CSA, as augmented by Prop. C, has the key elements needed for an IG to follow best practices. The IG will build on and institutionalize the high-quality public integrity work already done by the Controller in partnership with the City Attorney and other city enforcement bodies.

The following table shows the best-practice legal structure and scope of work of municipal inspectors general according to the *Principles and Standards for Offices of Inspector General*, and compares them to work already conducted by the Controller, and powers and scope added by Prop. C.

Category	Best Practice	Current Work	Value Added by Inspector General
Authority	To audit, inspect, review, investigate contracts, procurements, and any other government function	<ul style="list-style-type: none"> Audits Division conducts audits and reviews based on risk assessments, department requests, and key issues 	<ul style="list-style-type: none"> ✓ IG will collaborate on or lead investigations on public integrity topics
	To initiate and conduct civil, criminal, and administrative investigations and refer to appropriate prosecutor, including conducting joint investigations with law enforcement	<ul style="list-style-type: none"> Whistleblower Program receives complaints regarding fraud, waste, and misconduct; does preliminary reviews; makes referrals where appropriate; may conduct administrative investigations <p><i>No authority to conduct civil or criminal investigations</i></p>	<ul style="list-style-type: none"> ✓ IG has broader authority to initiate and lead civil and criminal investigations related to fraud, waste, or abuse
	To engage in “prevention,” including reviewing legislation, rules, regulations, policies, procedures, providing training and education	<ul style="list-style-type: none"> Audits Division conducts audits that include review of policy and procedures relevant to audit scope Whistleblower Program provides citywide training on whistleblower protections and the hotline 	<ul style="list-style-type: none"> ✓ IG can proactively review legislation, rules, and policies and provide recommendations ✓ May provide training on corruption prevention
	To issue public reports	<ul style="list-style-type: none"> Audits Division reports on findings and status of recommendations Whistleblower Program issues quarterly reports summarizing its activities. 	<ul style="list-style-type: none"> ✓ IG will report twice a year on IG activity
	Receive anonymous reports	<ul style="list-style-type: none"> Whistleblower Program accepts anonymous reports 	<ul style="list-style-type: none"> ✓ IG will have access to reports made to Whistleblower Program, including anonymous reports

Category	Best Practice	Current Work	Value Added by Inspector General
Powers	Expanded subpoena and access to records	<ul style="list-style-type: none"> Controller can subpoena city employees and city records 	<ul style="list-style-type: none"> ✓ In addition to city employees and city records, IG can subpoena contractors and others who interact with the City, using Controller's expanded subpoena power
	Duty to cooperate	<ul style="list-style-type: none"> City employees must cooperate with Whistleblower Program investigations⁵ 	<ul style="list-style-type: none"> ✓ City employees must cooperate with IG investigations
Independence	Appointment	<ul style="list-style-type: none"> Controller is appointed by Mayor to a ten-year term, approved by Board of Supervisors, and can only be fired for cause 	<ul style="list-style-type: none"> ✓ IG is appointed by Controller, subject to approval by Mayor and Board of Supervisors
	Organizational placement <i>(independence from programs, policies and procedures over which it has authority)</i>	<ul style="list-style-type: none"> Audits Division operates independently from other Controller divisions Audits Division complies with generally accepted government auditing standards with robust independence requirements 	<ul style="list-style-type: none"> ✓ IG will operate independently from other Controller divisions
	Funding protected from political interference	<ul style="list-style-type: none"> CSA's budget set-aside is charter-mandated and protected from political interference 	<ul style="list-style-type: none"> ✓ IG will be funded through CSA's protected budget
Legal Counsel	<p>Legal representation separate from City Attorney (outside counsel)</p> <p><i>Many municipal Inspectors General have their own legal counsel</i></p>	<ul style="list-style-type: none"> Per Charter, seeking outside counsel is only permitted if a conflict of interest with City Attorney is identified⁶ 	<ul style="list-style-type: none"> No change in protocol. IG will use City Attorney as counsel. <p><i>City Attorney is an independently elected official.</i></p>

Source: Best practices according to *Principles and Standards for Offices of Inspector General*, Association of Inspectors General, and *Center for the Advancement of Public Integrity* at Columbia Law School.

⁵ Per San Francisco [Campaign and Governmental Conduct Code, Section 4.125](#)

⁶ [San Francisco Charter, Section 6.102](#)

Defining the San Francisco Inspector General's Role

How We Have Begun to Define the Role of the Inspector General

We interviewed personnel in city agencies and departments that conduct investigations, enforcement, or oversight of public integrity issues, including the:

- City Attorney
- Civil Grand Jury
- Civil Service Commission
- Controller (Whistleblower Program and Audits Division)
- Department of Police Accountability
- District Attorney
- Ethics Commission
- Human Resources

These meetings focused on understanding each agency's jurisdiction, capacity, strengths, challenges, and how they balance confidentiality with public accountability. The IG will support what is already working well and complement these agencies, which have specific authority and powers granted by the Charter. The IG will prioritize **proactively assessing the potential for fraud** and **investigating specific instances of fraud, waste, or abuse**, not just among **city workers**, but also among **city partners and contractors**.

Situating the Inspector General in San Francisco's Accountability Ecosystem

The IG must share allegations of criminal conduct with the District Attorney and allegations related to governmental ethics with the City Attorney and Ethics Commission. The IG will rely on productive communication and cooperation with all three of these departments.

The **IG has the right to initiate investigations into any public integrity subject** of its choosing, which will allow it to **detect new risks** and **proactively monitor existing risk** areas. To prevent potential duplication of effort, the IG will need to establish a practice of collaborative communication with the City's other accountability entities.

It is in all parties' interests to continue close coordination that most efficiently uses city resources, leverages the strengths of each entity, and allows each to reach accountable and transparent outcomes.

Other takeaways from these conversations include:

- All parties are committed to exploring how the IG can enhance accountability and expand capacity.
- The Controller/IG should continue to lead the City's reviews and analysis of financial conduct, contracts, payments, and deepen its data analytics work.
- The IG's ability to access and analyze financial records can complement the Ethics Commission's investigation of disclosures and the City Attorney's investigation of individual conduct.

How the Inspector General May Be Able to Use Data Analytics

Inspectors general use data analytics to support their efforts to identify fraud, waste, and abuse and to flag potential corruption. The City's systems hold data on contracts, permits, and payments for businesses and nonprofit organizations that work with the City. The IG may be able to analyze this data to identify bad actors and high-risk areas and look for patterns that could indicate corruption in city officials, contractors, and programs.

Data Source	Potential Analysis
Procurement and Budgets Contracts, subcontracts, bids, invoices, purchase orders, contracting requirements, inventory records, tax records, third-party audits, legal claims of the City	<ul style="list-style-type: none">• Identify patterns of purchasing that could indicate corruption, including by using Benford's analysis (a fraud detection method that checks if numbers in a dataset follow a natural pattern).• Compare budgets to spending to find potentially unbudgeted expenses• Analyze year-to-year patterns to identify any spending anomalies
Personnel data Addresses, secondary employment, economic interest disclosures, payroll, overtime and timekeeping data, reimbursements	<ul style="list-style-type: none">• Compare city employee contact information with supplier data to identify potential conflicts of interest• Compare city employee income and address information to program participant data to find potentially ineligible participants
Permits, Inspections, and Economic Development data Leases, grants, bonds, registered businesses, community benefit districts, planning entitlements, building permits and inspections, fire permits and inspections, event and park use permits, rent board data, short-term rental registrations	<ul style="list-style-type: none">• Compare names of permittees and participants in economic development projects with those of political donors to identify potential undisclosed conflicts of interest• Look for outliers in code violations reported by inspectors and other irregularities
Campaign Finance data and behested payments Contributions, lobbying, consultants, political action committees, 501(c)4s, behested payments and waivers, philanthropy	<ul style="list-style-type: none">• Collaborate with the Ethics Commission to cross-reference campaign finance data with other city procurement and personnel data

The Expanded Powers of the Inspector General

The Controller has access to city records and the power to subpoena or compel interviews of city employees. The IG will have greater subpoena power, extending to vendors and nonprofit organizations seeking to do business with the City, and will have search warrant authority. Subpoenas and search warrants are typically used by inspectors general as a last resort to cross-check records to which they may already have access. These tools must be used with great care to avoid tainting subsequent investigations.



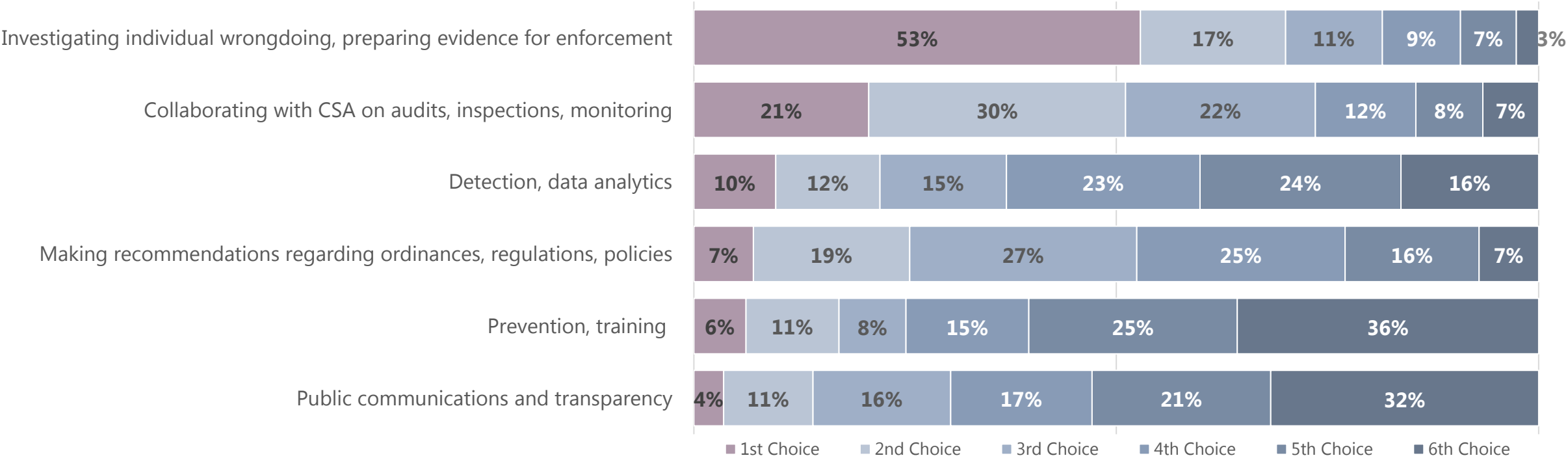
Public Outreach Summary

Results of Our Survey on the Inspector General’s Role

We surveyed stakeholders to get input on what they believe the role of the IG should be. The survey received 246 responses from stakeholders including city employees, nonprofit organizations, and good government organizations.⁷ Key results are presented below.

Of the potential IG duties authorized by Prop. C, respondents want the IG to prioritize investigations of fraud, waste, and abuse, and to collaborate with the City Services Auditor on audits, inspections, and monitoring.

*Question: Which area of work would you like to see the Inspector General focus on?** (Ranked)



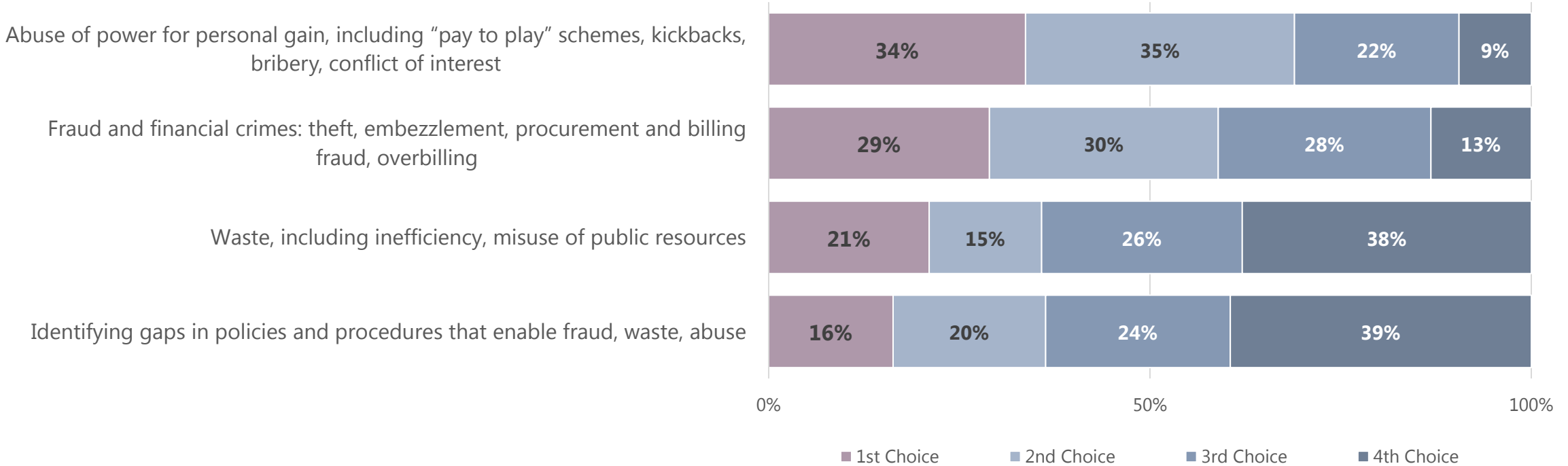
* Percentages do not sum to total due to rounding.

⁷ This survey was only sent to certain city employees and other stakeholders, so the respondents do not constitute a representative sample.

Respondents want the IG to prioritize issues of abuse of power for personal gain and fraud and financial crimes.

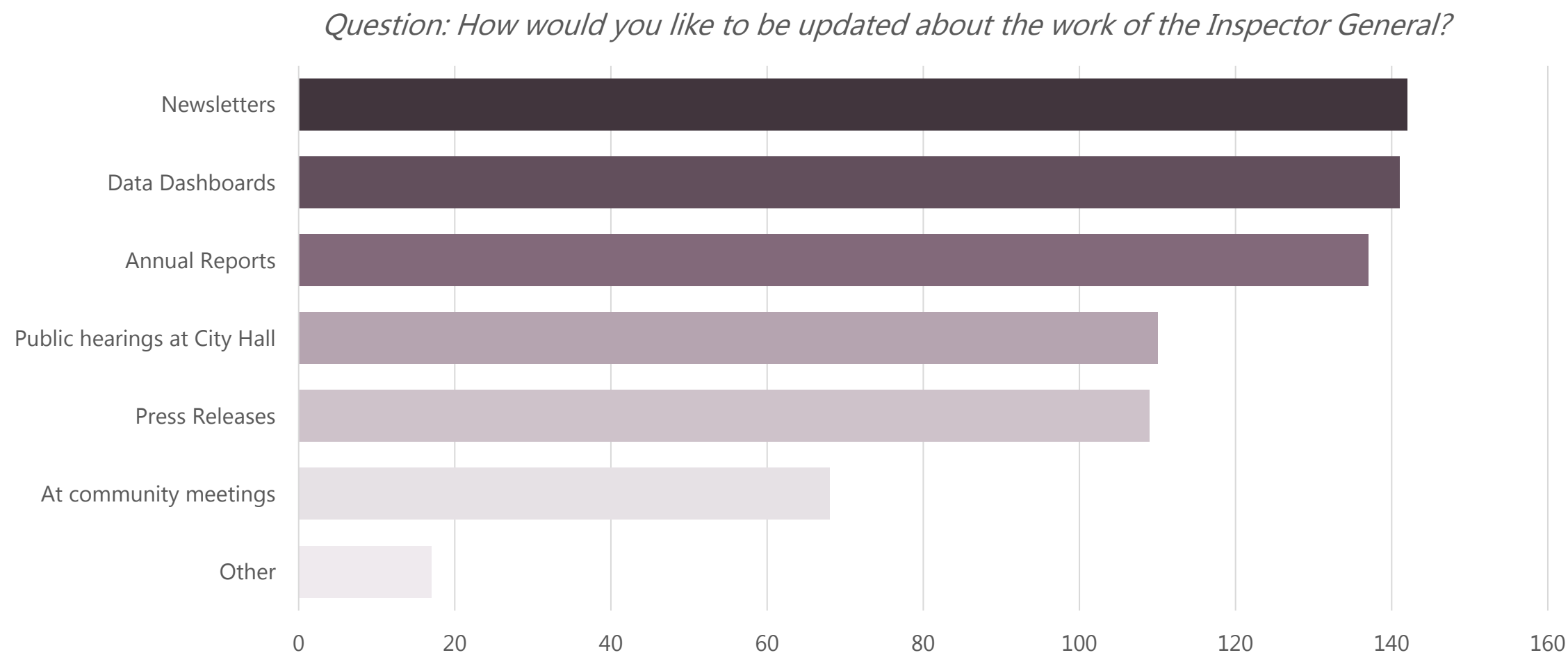
Question: Which issue areas would you like the Inspector General to prioritize?*

(Rank with highest priority at the top)



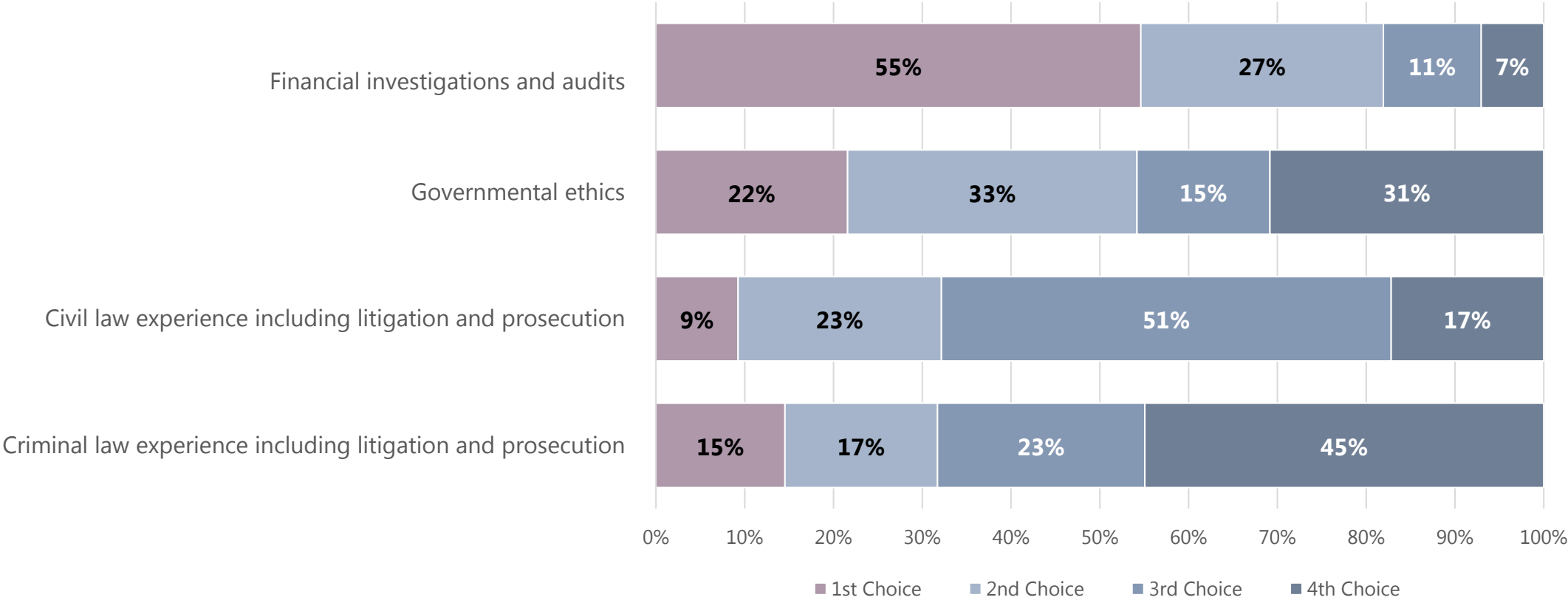
* Percentages do not sum to total due to rounding.

Respondents want to receive information about the IG via newsletters, data dashboards, and annual reports.



Respondents favor an IG who has a background in financial investigations and audits.

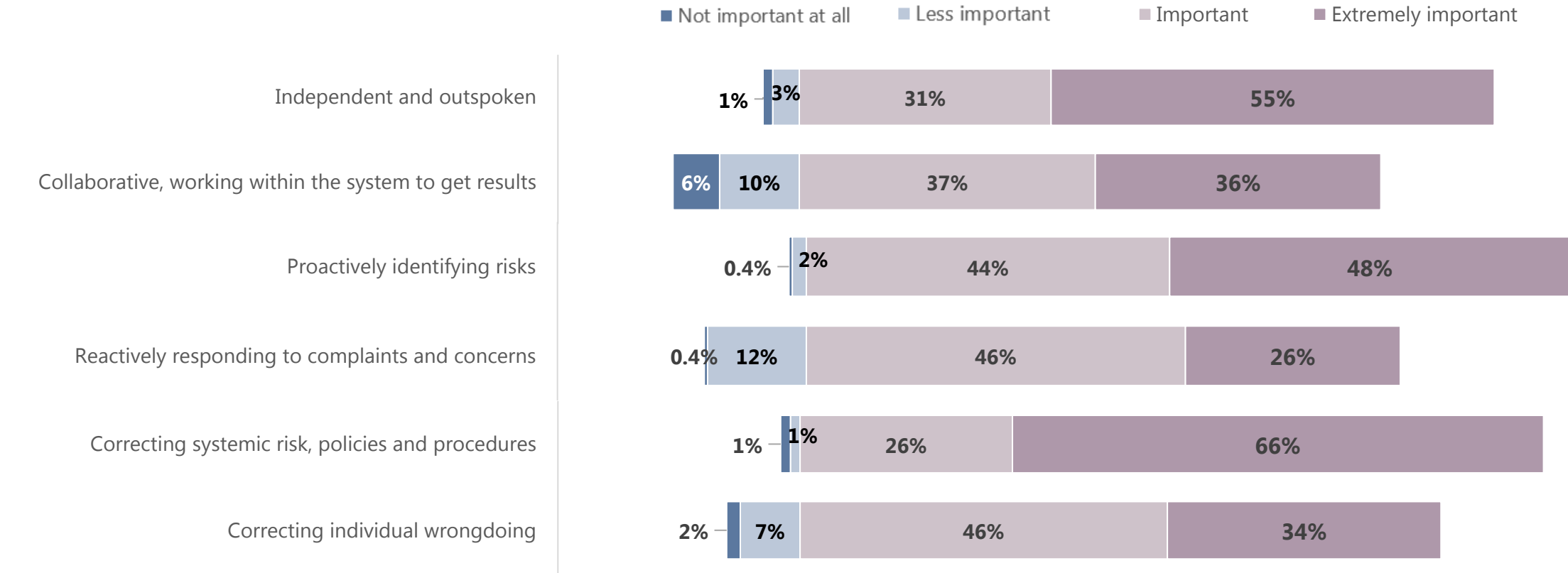
Question: Which experience do you believe is most important for the Inspector General?*(Rank)



* Percentages do not sum to total due to rounding.

Respondents favor an IG who would be independent and outspoken rather than one who would be collaborative and work within the system. They want an IG who proactively identifies risk rather than reactively responding to complaints. They believe that correcting systemic risk is more important than correcting individual wrongdoing.

*Question: Which qualities are most important to you in an Inspector General? **



* Percentages do not sum to 100 percent because "neutral" responses are not included.

Open-Ended Suggestions

Respondents provided open-ended suggestions for ensuring the IG’s independence, authority, effectiveness, and accountability. These ideas generally fell into one of the following categories: recruitment, scope of work, outcomes, transparency and structure of the role. The most frequent suggestions are listed below.

Theme <i>(Number of Comments)</i>	Notes
The IG must be independent. Appoint an IG with no potential conflicts of interest, no connection to San Francisco political factions, government, or interest groups. (15)	Association of Inspectors General standards recommend that an IG should “be selected without regard to political affiliation on the basis of integrity, capability for strong leadership, and demonstrated ability in accounting, auditing, financial analysis, law, management analysis, public administration, investigation, or criminal justice administration or other appropriate fields.” The IG’s hiring process will conform to San Francisco’s merit-based hiring system.
Ensure the IG has adequate resources, including staff, and authority to accomplish its goals. (8)	San Francisco’s IG is supported by funding that is guaranteed to the City Services Auditor.
Ensure the IG’s work is free from political interference by the Mayor, Board of Supervisors, other elected officials, and department heads. (8)	Prop. C puts the IG within the Controller's Office, a department with independence and protections from political interference as discussed in this report.
It should be impossible to fire the IG without cause. (6)	This is inconsistent with voter-approved Prop. C. language and it would require a city charter amendment. However, the Controller, who is appointed to a fixed term and cannot be removed without cause, is committed to supporting the IG’s public integrity work.

Theme (<i>Number of Comments</i>)	Notes
Give the IG a fixed term. (6)	This is inconsistent with voter-approved Prop C. language and it would require a city charter amendment.
Have the IG report directly to the Controller. (5)	They will. Prop. C puts the IG within the Controller's Office.
Create standards and/or accountability mechanisms for or oversight of the IG. (5)	The IG will follow the <i>Quality Standards for Offices of Inspector General</i> and other best practices. Its work will be accountable to the public through its bi-annual reporting process.
Ensure whistleblowers are protected from retaliation. (4)	The Ethics Commission has enforcement authority for Whistleblower retaliation.
Use data analytics (4)	The IG will have access to city data, seek to hire staff with strong analytical abilities, and use both ongoing monitoring of data and targeted analytics to further its work.
Learn from best practices from benchmark cities. (4)	We have and will continue to engage with the public integrity community including inspector general, audit, investigative, and accountability offices in peer jurisdictions.
Collaborate with other accountability bodies. (4)	We have and will continue to work closely with City Attorney, District Attorney, Ethics Commission, and others in developing the IG and executing its duties.
Ensure independence from the Controller. (4)	Prop. C puts the IG in the Controller's Office, which aligns with best practices of other local government inspectors general, as described in this report. The Controller is committed to empowering the IG to lead its public integrity work. (We note that these four comments contrast with the five summarized above that call for the IG to directly report to the Controller.)

Next Steps

Next Steps

The Controller has identified a large pool of qualified candidates through national public integrity organizations and networks. Candidates will be evaluated by a diverse hiring panel in accordance with Civil Service rules and procedures. The Controller will nominate a candidate for the position, who will be subject to approval by the Mayor and Board of Supervisors.



Appendix: Benchmarks – Inspectors General in Other Local Government Agencies

Jurisdiction	Size and Scope	Highlights
Atlanta	Formed with input from experts on a blue-ribbon taskforce in 2019, the IG is charged with proposing a new oversight structure after a string of federal corruption charges. In late 2024 the City Council stripped some of the IG's investigative power in a move that was condemned by the Association of Inspectors General.	A case study in the challenges that can occur when trying to establish a strong, independent local government watchdog.
Bay Area Rapid Transit (BART)	Created by regional ballot measure in 2018. 5 staff members conduct investigations and audits.	Investigations have identified millions of dollars in potential penalties and damages by BART contractors under the California False Claims Act.
Chicago	121 staff split among seven units: Communications and Community Outreach, Police Oversight, Audits, Investigations, Legal, Data Analytics, and Operations. Budget: \$14.2 million (Fiscal Year 2024-25).	Has taken a leading role in data transparency, developing a series of data dashboards covering a wide range of government and economic development data.
Los Angeles County Auditor-Controller, Office of County Investigations*	16 badged investigators who are trained in advanced interviewing and interrogation, court testimony, and search warrants. Conducts functions including whistleblower report investigation and forensic accounting.	Investigators write and execute search warrants per California Penal Code, Section 830.13 to access bank records, emails, phone records, and physical evidence.

Jurisdiction	Size and Scope	Highlights
New Orleans	Staff is divided evenly among units that conduct investigations, inspections/evaluations, audits, and data analytics.	Investigation topics are wide-ranging and can involve process and policy failures that cost constituents money. Examples are overbilling by utilities and poor enforcement of short-term rental regulations.
New York City	Emulates the federal IG model, which places an IG in each city department, each of whom reports to the independent Department of Investigation.	Publishes an annual “Anti-Corruption Report,” which uses citywide survey data to assess corruption vulnerabilities and remedial strategies related to broad policy topics including data integrity, recruitment and retention issues, and corruption hazards in pandemic response.
New York MTA	79 staff including legal investigators, process/performance auditors, and data analysts. MTA’s budget is similar in size to that of San Francisco.	Oversees all capital projects and investigates adherence to important contracting and procurement rules including prevailing wage.
Philadelphia	19 staff including 9 investigators. It uses a network of volunteer public integrity officers in all 35 city departments. Budget: \$2.8 million (Fiscal Year 2024-25).	Saves the city millions of dollars each year by ending the pensions of city employees found guilty of misconduct. The office helped set up an IG function for the Philadelphia school district.

*Although not an IG, its practices are consistent with typical IG functions.