

# Whistleblower Program Quarterly Report

January 1 Through March 31, 2023



June 27, 2023

City & County of San Francisco  
Office of the Controller  
City Services Auditor

## About the Audits Division

The City Services Auditor (CSA) was created in the Office of the Controller through an amendment to the Charter of the City and County of San Francisco (City) that voters approved in November 2003. Within CSA, the Audits Division ensures the City's financial integrity and promotes efficient, effective, and accountable government by:

- Conducting performance audits of city departments, contractors, and functions to assess efficiency and effectiveness of service delivery and business processes.
- Investigating reports received through its whistleblower hotline of fraud, waste, and abuse of city resources.
- Providing actionable recommendations to city leaders to promote and enhance accountability and improve the overall performance and efficiency of city government.

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<http://sfcontroller.org/whistleblower-program>



[sf.gov/controller](http://sf.gov/controller)



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## Whistleblower Program Authority

CSA conducts investigations under the authority of the San Francisco Charter, Appendix F, which requires that CSA receive individual complaints concerning the quality and delivery of government services, wasteful and inefficient city government practices, the misuse of city government funds, and improper activities by city government officers and employees.

# Executive Summary

## INVESTIGATION HIGHLIGHTS

The Whistleblower Program of the City and County of San Francisco (City) received 152 new reports in Quarter 3 (January through March 2023).

The Whistleblower Program closed 153 reports in Quarter 3 and did so in an average of 60 days.

- The program closed 133 (87 percent) of the 153 reports within 90 days of receipt.
- Of the 153 reports closed, 97 (63 percent) reached closure after an investigation.
- Of the 97 investigations closed, 34 (35 percent) resulted in a city department or contractor taking 41 corrective or preventive actions that have been completed or are currently pending.
- The program substantiated a diverse and complex set of allegations, including those concerning an employee using their city email account for personal purposes, employees smoking too close to the entrance of a city facility, and an outgoing voicemail message for a city program containing outdated information.

At the end of Quarter 3, the Whistleblower Program had 78 reports open, 65 (83 percent) of which were 90 days old or less at that time.

To continue to manage the sustained, high number of reports received, the program has a multidisciplinary Controller's Office (Controller) team, along with a coordinated referral and follow-up process with the City Attorney's Office (City Attorney), District Attorney's Office (District Attorney), Ethics Commission, and others with jurisdictional oversight, that collectively possesses the experience and expertise to address the diverse range of allegations received.

## FISCAL YEAR 2022-23 OUTREACH AND EDUCATION HIGHLIGHTS

In October 2022 the Whistleblower Program hosted a webinar, [Embezzlement and Procurement Fraud in the Public Sector – A Case Study](#), to promote leading fraud hotline operational practices and effective investigative techniques to jurisdictions throughout the United States.

Other planned outreach and education during the remainder of fiscal year 2022-23 includes a webinar in June 2023, [Fraud in Social Services Vendor Contracts: A Case Study](#).

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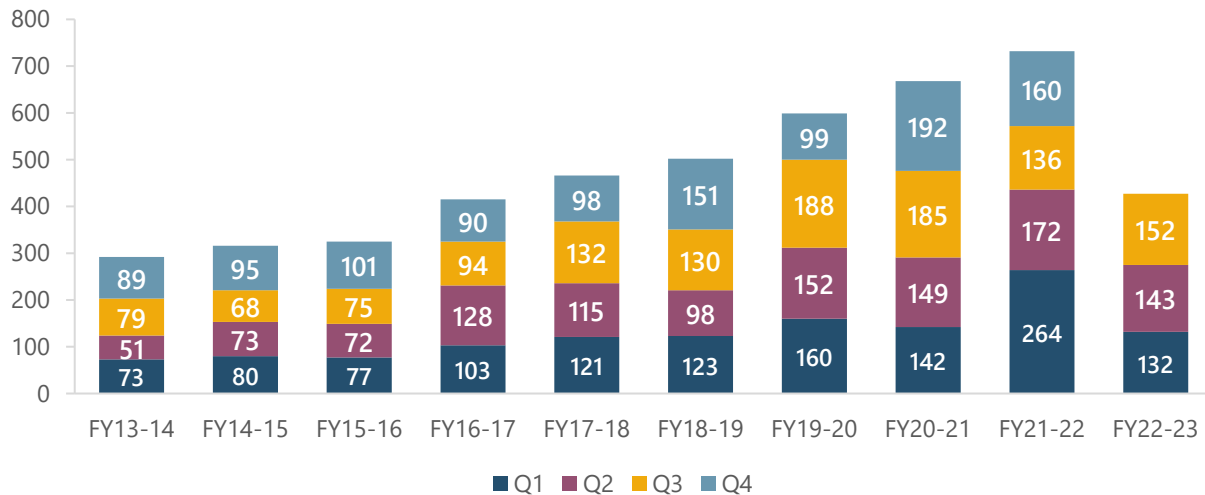
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# Quarter 3 – Key Statistics

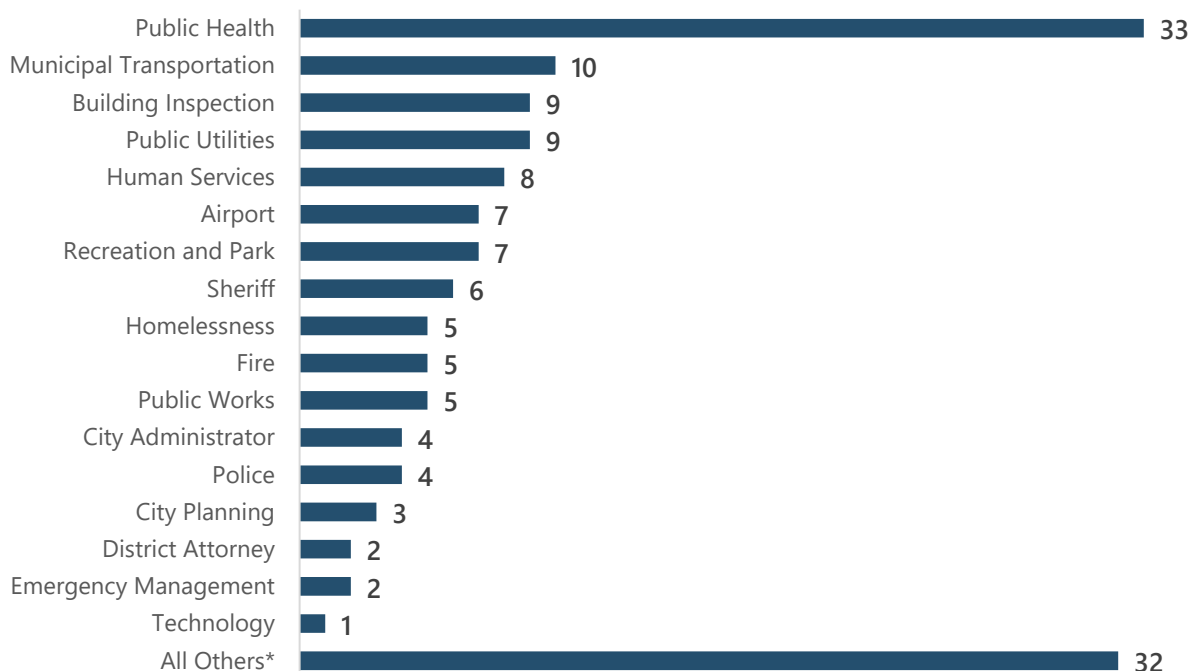
## REPORT VOLUME

In Quarter 3 the Whistleblower Program received 152 new reports. Exhibit 1 summarizes the program’s receipt of new reports, by quarter, since fiscal year 2013-14, and Exhibit 2 shows the reports received in Quarter 3, by department.

**Exhibit 1: Reports received, by quarter, since fiscal year 2013-14**



**Exhibit 2: Reports received in Quarter 3, by department**



Note: \*Includes reports received about departments with fewer than 200 authorized full-time equivalent (FTE) positions. The names of these departments are excluded to protect the confidentiality of those who reported. The City has over 50 departments, of which 26 have fewer than 200 FTE positions.

Exhibit 3 shows the allegation categories reporters used when filing reports that the Whistleblower Program investigated and closed.

### Exhibit 3: Allegation categories of reports investigated and closed in Quarter 3

Department	Quarter 3 of Fiscal Year 2022-23						Total
	Improper Activities by City Employees	Misuse of City Funds	Wasteful and Inefficient Government Practices	Quality and Delivery of Government Services	Other	Multiple Allegation Categories	
Public Health	8	1	1	2	-	6	18
Municipal Transportation	7	-	1	1	1	3	13
Homelessness	2	-	-	1	-	4	7
Building Inspection	2	-	-	4	-	-	6
Airport	2	-	-	-	-	3	5
City Administrator	-	-	1	-	-	3	4
Public Works	1	-	1	2	-	-	4
Human Services	-	1	-	-	-	2	3
Public Utilities	-	-	-	-	-	3	3
Fire	1	-	-	-	1	-	2
Planning	-	-	-	1	-	1	2
Police	1	-	-	-	-	1	2
Sheriff	-	1	-	-	-	1	2
Controller	-	-	-	1	-	-	1
Emergency Management	-	-	-	-	-	1	1
Public Library	1	-	-	-	-	-	1
Recreation and Park	-	-	-	-	1	-	1
Technology	1	-	-	-	-	-	1
All Others*	8	-	1	1	-	11	21
<b>Total</b>	<b>34</b>	<b>3</b>	<b>5</b>	<b>13</b>	<b>3</b>	<b>39</b>	<b>97</b>

Note: \* Includes reports received about departments with fewer than 200 authorized FTE positions. The names of these departments are excluded to protect the confidentiality of those who reported. The City has over 50 departments, of which 26 have fewer than 200 FTE positions.





The Whistleblower Program has a multidisciplinary team of Controller staff that uses a coordinated referral and follow-up process with the City Attorney, District Attorney, Ethics Commission, and others with jurisdictional oversight. Together, the Whistleblower Program and its partners collectively possesses the experience and expertise to address the diverse range of allegations received. Further, this multiagency, coordinated referral and follow-up process creates safeguards that mitigate investigative conflicts of interest when complaints are received about certain departments or department heads.

## REPORT INTAKE CHANNEL

Of the 152 reports filed in Quarter 3, (118, or 78 percent) came through the Whistleblower Program’s online report form. The majority (84, or 55 percent) of reports were filed anonymously.

Exhibit 4 summarizes reporters’ use of various channels to file reports with the Whistleblower Program.

**Exhibit 4: 118 of the 152 reports received in Quarter 3 came through the online report form**

Channel	Reports Filed		Reports Filed Anonymously	
	Count	Percentage	Count	Percentage
 Online	118	78%	76	50%
 Phone	24	16%	5	3%
 E-mail	5	3%	-	-
 Mail	4	3%	2	1%
<b>Other</b> (Fax and Walk-In)	1	<1%	1	1%
<b>Total</b>	<b>152</b>	<b>100%</b>	<b>84</b>	<b>55%</b>

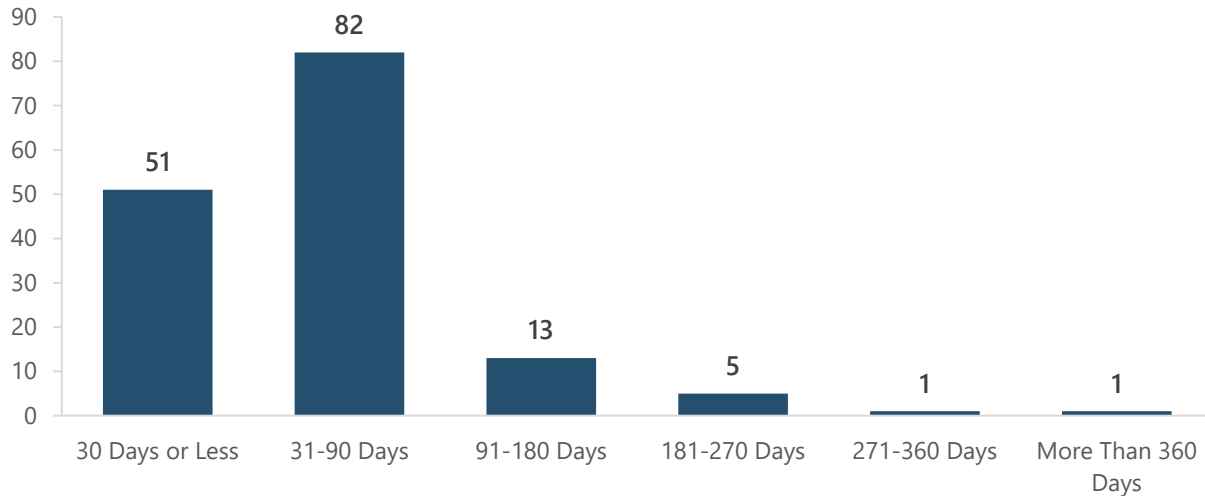
Note: \* Percentages may not sum to totals shown due to rounding.

Regardless of the reporting channel used, each report is assigned a unique tracking number and is systematically reviewed so it can be resolved as efficiently and effectively as possible while also ensuring investigation protocols and ethical safeguards are met. Having the Whistleblower Program as the City’s central point for report intake and coordinated referrals helps ensure that reports are promptly assigned and investigated so city management can address them and identify risk trends.

## Report Closure Time

In Quarter 3 the Whistleblower Program closed 153 reports and did so in an average of 60 days. The program closed 133 (87 percent) of the 153 reports within 90 days of receipt, exceeding its goal to close at least 75 percent of all reports within 90 days. Exhibit 5 shows the age of reports closed in Quarter 3.

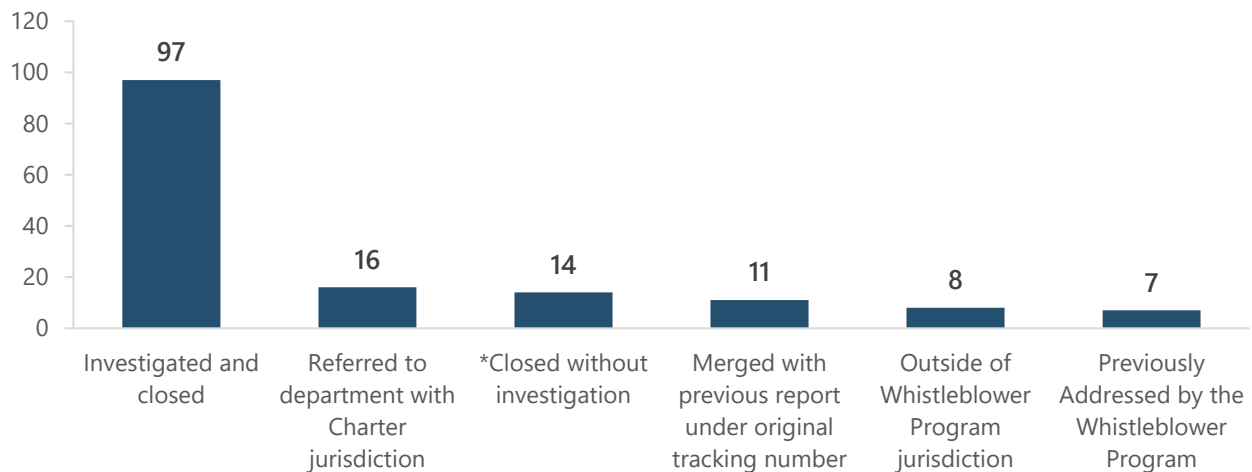
Exhibit 5: 87 percent of reports closed in Quarter 3 were closed within 90 days



## DISPOSITION OF CLOSED REPORTS

Exhibit 6 summarizes the disposition of the 153 reports the program closed in Quarter 3. Of these reports, 97 (63 percent) reached closure after an investigation by the Whistleblower Program.

Exhibit 6: 97 of the 153 reports closed in Quarter 3 were investigated



Note: \* Closed without investigation refers to complaints that contain insufficient information for investigators to meaningfully address through investigation or referral.



## Reports Investigated and Closed, by Department

The Whistleblower Program investigated and closed 97 reports in Quarter 3. The majority (76, or 78 percent) of the investigations occurred at city departments with more than 200 authorized FTE positions. Exhibit 7 summarizes the number of reports investigated and closed at these departments in the last four quarters (April 2022 through March 2023).

**Exhibit 7: Reports investigated and closed in the last four quarters, by department**

Department	Reports Investigated and Closed in Last Four Quarters (April 2022 – March 2023)	Ratio of Percentage of Reports Investigated and Closed Divided by Department's Percentage of City Workforce <sup>a</sup>
Public Health	68	0.99
Municipal Transportation	35	0.63
Building Inspection	32	12.17
Public Utilities	24	1.10
Public Works	14	1.29
Homelessness	13	6.08
Sheriff	13	1.37
City Administrator	12	1.37
Human Services	12	0.59
Planning	10	5.09
Fire	8	0.47
Airport	7	0.44
Police	7	0.28
Human Resources	4	1.72
Technology	4	1.59
Emergency Management	3	1.09
Controller	2	0.75
Public Library	2	0.32
Recreation and Park	2	0.23
Assessor-Recorder	1	0.59
Port	1	0.37
All Others	44	2.92
<b>Total</b>	<b>318</b>	

Notes:

<sup>a</sup> Per its annual salary ordinances, the City had the following authorized FTE positions:

Fiscal Year	Number of FTE Positions
2022-23	39,813
2021-22	38,549

*The ratio assigns value to 2021-22 and 2022-23 FTE totals based on the number of fiscal year quarters included in the ratio.*

<sup>b</sup> Includes reports investigated and closed at departments with fewer than 200 authorized FTE positions. The names of these departments are excluded to protect the confidentiality of those who reported. The City has over 50 departments, of which 26 have fewer than 200 FTE positions.

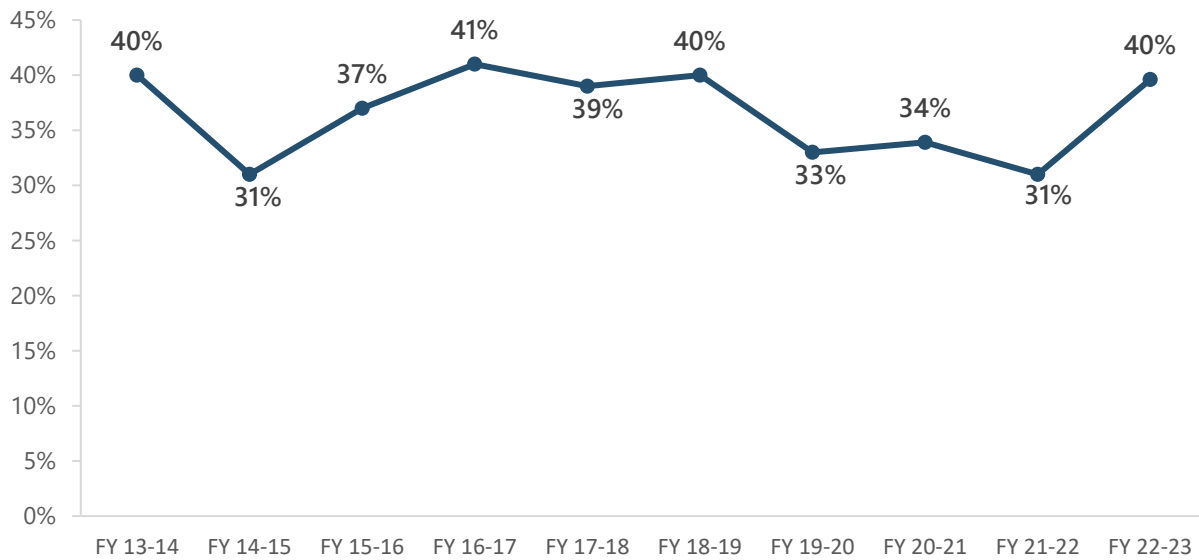
Ratio Legend	
</= 1	Low
>1 but </= 1.25	Medium
>1.25	High

A lower ratio means there are fewer reports in comparison to total FTEs, while a higher ratio means there are more reports in comparison to total FTEs.

## REPORT OUTCOMES

Of the 97 investigations closed in Quarter 3, 34 (35 percent) resulted in a department taking 41 corrective or preventive actions. Exhibit 8 shows the percentage of investigated reports that resulted in a corrective or preventive action each year since fiscal year 2013-14.

**Exhibit 8: Percentage of investigated reports that resulted in corrective or preventive action\***



Note: \*For fiscal year 2022-23, the line graph reflects the year-to-date percentage through Quarter 3.

The Whistleblower Program also hosts a semiannual webinar series to promote leading fraud hotline operational practices and effective investigation techniques to jurisdictions throughout the United States. In October 2022 the Whistleblower Program hosted a webinar, [Embezzlement and Procurement Fraud in the Public Sector – A Case Study](#). The next webinar is planned for June 2023, [Fraud in Social Services Vendor Contracts: A Case Study](#).

Exhibit 9 shows the 41 corrective or preventive actions taken and pending by departments in response to 34 investigations in Quarter 3.

**Exhibit 9: Report outcomes in Quarter 3**

Action Taken	Quarter 1	Quarter 2	Quarter 3	Total
<b>Personnel Action</b>				
<i>Employee Counseled (Verbal/Written Warning)</i>	4	2	4	10
<i>Employee Suspended</i>	-	-	-	-
<i>Employee Terminated</i>	-	-	-	-
<i>Contractor Employee Terminated<sup>a</sup></i>	-	-	-	-
<i>Employee Resigned During Investigation</i>	-	1	-	1
<i>Personnel Action Pending</i>	12	14	16	42
<b>Other Corrective Action<sup>b</sup></b>	-	-	2	2
<b>Restitution/Repayment</b>	1	-	-	1
<b>Policies/Procedures Changed/Reinforced</b>	18	17	19	54
<b>Referred to Audit</b>	-	-	-	-
<b>Total</b>	<b>35</b>	<b>34</b>	<b>41</b>	<b>110</b>

Notes:

<sup>a</sup> Employees of city contractors may also be the subject of whistleblower complaints and face personnel actions.<sup>b</sup> Includes corrective actions such as requiring employees to attend training or to submit additional employment paperwork or for departments to develop and administer a performance improvement plan for an employee.**REPORTS REFERRED TO OTHER AGENCIES**

The Whistleblower Program must refer some of the reports it receives to other organizations that are required by law, contract, or policy to resolve them. The Whistleblower Program retained and investigated 97 (63 percent) of 153 reports closed in Quarter 3. Exhibit 10 shows the number of reports the program referred to other agencies in the quarter.

**Exhibit 10: Reports referred to other city departments and oversight units in Quarter 3<sup>a</sup>**

Department to Which Report Was Referred	Quarter 1	Quarter 2	Quarter 3	Total	Total % of Referrals
Civil Service	9	3	5	17	27%
Human Resources	6	3	6	15	23%
City Attorney	7	2	2	11	17%
Ethics	5	1	3	9	14%
District Attorney	1	-	3	4	6%
Police Accountability	2	-	-	2	3%
Police	-	1	1	2	3%
Building Inspection	1	-	-	1	2%
Human Services	-	1	-	1	2%
Mayor's Office on Disability	1	-	-	1	2%
Sunshine Ordinance Task Force	-	1	-	1	2%
<b>Total</b>	<b>32</b>	<b>12</b>	<b>20</b>	<b>64</b>	<b>100%<sup>b</sup></b>

Notes:

<sup>a</sup> Includes reports that the Whistleblower Program investigated and closed in this fiscal year that were referred to other city departments and oversight units for appropriate action. These reports are recorded as investigated and closed but are also included in the number of reports referred to these agencies.<sup>b</sup> Percentages may not sum to total shown due to rounding.

The Whistleblower Program also tracks outcomes related to reports that were referred to other city departments with jurisdiction over certain allegations filed with the program. The Whistleblower Program must refer these reports to those departments. Exhibit 11 shows how many of the referred reports over the last two fiscal years remain open at the time of this report.

**Exhibit 11: Status of reports referred to other departments over the last two fiscal years**

Department to Which Report Was Referred	Number of Referrals	Number of Referrals Closed*	Closed Referrals Resulting in Corrective Action*	% of Closed Referrals Resulting in Corrective Action
Human Resources	40	23	3	13%
Civil Service	37	35	3	9%
Ethics	20	19	2	11%
City Attorney	11	7	2	29%
District Attorney	11	11	-	-
Police	7	5	1	20%
Police Accountability	4	1	-	-
Sunshine Ordinance Task Force	2	2	1	50%
Building Inspection	1	1	-	-
Economic and Workforce Development	1	1	1	100%
Health Service System	1	1	-	-
Human Services	1	1	1	100%
Mayor's Office on Disability	1	1	1	100%
Sheriff	1	1	-	-
<b>Total</b>	<b>138</b>	<b>109</b>	<b>15</b>	<b>14%</b>

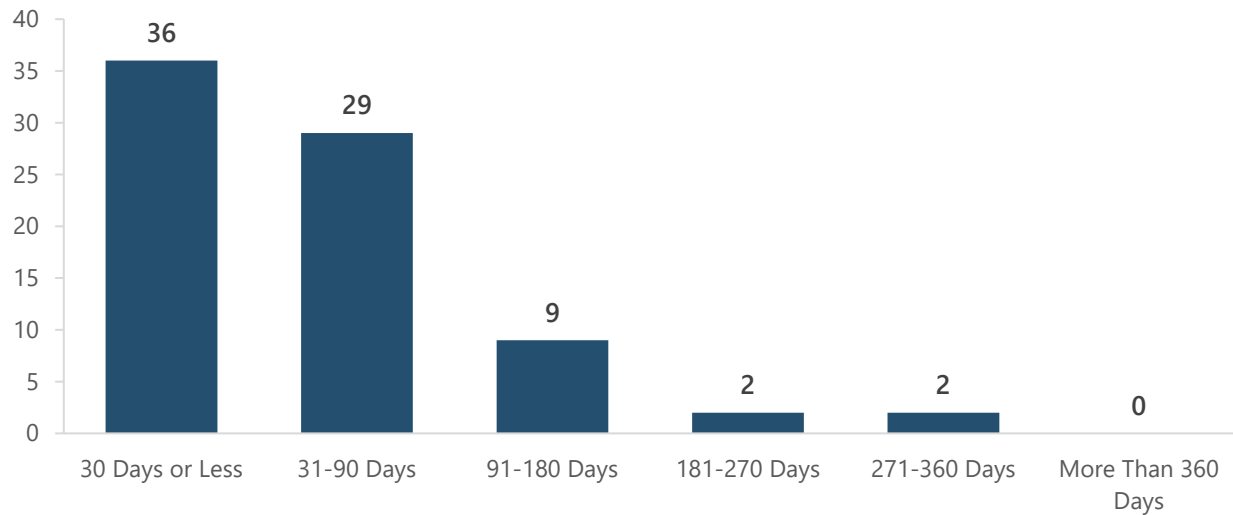
Note: \* The Whistleblower Program follows up with departments and updates the values in this column quarterly.

Source: The departments that asserted jurisdiction over allegations from reports referred per San Francisco Campaign and Governmental Conduct Code, Section 4.107(b)

## REPORTS OPEN WITH THE WHISTLEBLOWER PROGRAM ON MARCH 31, 2023

Of the 78 reports open at the end of Quarter 3, 65 (83 percent) were 90 days old or less at that time. Exhibit 12 shows the age of reports open on March 31, 2023.

**Exhibit 12: 65 of the 78 reports open at the end of Quarter 3 were 90 days old or less**



The Whistleblower Program examines the factors that delay report closure and, in some cases, works with the leaders of departments to address these issues. The program has focused on training departmental staffs responsible for investigating reports to standardize the investigation processes they use, increase their investigative skillsets, and ensure they have a uniform understanding of the responsibilities entrusted to them to conduct Whistleblower Program investigations.

## WHISTLEBLOWER RETALIATION

Retaliation against whistleblowers is illegal. Protections exist for city officers and employees who in good faith file, or attempt to file, reports with the Whistleblower Program, Ethics Commission, District Attorney, City Attorney, or their own department, or who provide any information in connection with or otherwise cooperate with a whistleblower investigation.<sup>1</sup>

Whistleblower protections also apply to city contractors and their employees who file reports with any supervisor in a city department or who provide any information in connection with or otherwise cooperate with a whistleblower investigation.<sup>2</sup>

The Ethics Commission is the city department responsible for investigating reports alleging whistleblower retaliation. Exhibit 13 summarizes the results reported by the Ethics Commission, including the nine retaliation reports (three related to the Whistleblower Program) that were open on March 31, 2023, and the number of retaliation reports the Ethics Commission received, closed, and sustained in Quarter 3.

### Exhibit 13: Whistleblower retaliation reports the Ethics Commission received and closed in Quarter 3

Retaliation Reports With Ethics Commission	All Retaliation Reports	Retaliation Reports Related to Whistleblower Program
<b>Open on January 1, 2023</b>	7	2
Received	7	3
Closed	5	2
Sustained ( <i>of those closed</i> )	-	-
<b>Open on March 31, 2023</b>	9	3

Source: Ethics Commission

To establish retaliation, a reporter must demonstrate by a preponderance of the evidence that the reporter's engagement in a protected activity was a substantial motivating factor for an adverse action that a city officer or employee took against the reporter. Reports of retaliation must be filed within two years after the date of the alleged retaliation.<sup>3</sup>

The Ethics Commission's [website](#) has more information on whistleblower protections, retaliation investigations, and available remedies in the event retaliation occurred.

<sup>1</sup> San Francisco Campaign and Governmental Conduct Code, Article IV, Section 4.115(a).

<sup>2</sup> Ibid., Section 4.117(a).

<sup>3</sup> Ibid., Section 4.115(b)(i).

# Investigation Results

Investigations highlighted in this section resulted in a department taking corrective or preventive action. The diversity of these allegations and resolutions demonstrates the breadth and complexity of the Whistleblower Program’s investigative work. A complete list of reports published in previous reporting periods can be found on the [Whistleblower Program Summary Reports](#) page.

## SUMMARY OF ALL INVESTIGATIONS RESULTING IN CORRECTIVE OR PREVENTIVE ACTION IN QUARTER 3

The investigations highlighted in this section addressed allegations that resulted in a department taking corrective or preventive action in Quarter 3.

Allegation	Resolution Based on Investigation
<b>Fully Substantiated Allegations</b>	
An employee inappropriately contacted another employee who was on an approved leave and threatened to reprimand them for not being on duty.	The investigation substantiated the allegations. The employee was counseled and issued a written reminder of city policies.
A department has not repaired public infrastructure.	The investigation substantiated that the public infrastructure was damaged and is scheduled for repair. Because of this investigation, the department stated that it will make interim repairs until a full repair can be made.
An employee parks a city vehicle at a red curb for hours at a time during working hours.	The investigation substantiated the allegation. The employee was counseled to adhere to all relevant city policies and procedures.
A city program's outgoing voicemail message for its public-facing phone line includes outdated information.	The investigation substantiated the allegation. The city program updated its voicemail recording with current information.
A department did not provide a service as scheduled.	The investigation found that the service did not occur as scheduled and the responsible employee was counseled by the department.
A community-based organization under city contract provided conflicting eligibility information to a client and did not make its services available during posted hours of operation.	The investigation substantiated the allegations. The funding department worked with the contractor to ensure the information provided to clients is clear and accurate and worked with the contractor to ensure procedures are followed in accordance with the contract in the event services cannot be provided during posted hours of operation.

Allegation	Resolution Based on Investigation
An employee uses a city email account for personal purposes during working hours.	The investigation found that the employee used their city email account to send and receive personal messages. The investigation also revealed that the employee violated privacy policies and procedures by storing work-related information on their personal device. Corrective action is pending.
An employee attends meetings for personal purposes during working hours.	The investigation substantiated that the employee attended two meetings unrelated to work during their work hours. The employee was reminded to conduct only city business during working hours.
Employees smoke too close to the entrance to a city facility.	The investigation substantiated the allegation. The department posted signage at the entrance and reminded staff of the smoking policy.
An employee parked a city vehicle in a crosswalk.	The investigation substantiated the allegation. The employee was reminded to park legally.
Employees did not perform required intake procedures.	The investigation substantiated the allegation. The department reinforced intake policies with staff so that required procedures are adhered to.
A worksite does not have sufficient safeguards to protect client privacy by ensuring confidential conversations between staff and clients are not able to be overheard by others.	The investigation substantiated the allegation. The department stated that it will consider additional safeguards to mitigate privacy concerns.
A manager inappropriately directed disrespectful remarks to a meeting participant.	The investigation substantiated the allegation. The department required the manager to re-take trainings related to implicit bias, harassment prevention, bystander training, and respect in the workplace.
Two employees did not comply with the City's Covid-19 vaccination policy.	The investigation substantiated the allegations. Corrective actions against the employees are pending.
<b>Partially Substantiated Allegations</b>	
Employees are inattentive while on duty and fail to perform assigned work. An employee does not comply with the unit's uniform policy and frequently comes in late. Another employee uses their personal cell phone while on duty. A third employee is not qualified for their position.	The investigation substantiated that multiple employees are inattentive while on duty. Multiple corrective actions are pending. The investigation also substantiated that an employee does not comply with the uniform policy and frequently comes in late. The employee will be reminded of the proper workplace policies. The investigation did not substantiate the other allegations.



Allegation	Resolution Based on Investigation
Two employees of a community-based organization under city contract did not adhere to security protocols and assaulted a member of the public.	The investigation found that the contractor investigated the allegations immediately following the incident and before the Whistleblower Program's involvement. The investigation led the contractor to terminate the employees. The investigation also found that the contractor did not submit a Critical Incident Report to its funding department. The contractor agreed to submit a Critical Incident Report to the funding department if similar incidents occur in the future. The contractor stated that it will continue to provide staff with de-escalation and harm reduction training and techniques, and reinforce its zero tolerance for violence in its policies, procedures, and staff meetings. The assault allegations were also shared with law enforcement.
A manager allows an employee to arrive late and leave early. The manager also arrives late and leaves early.	The investigation found discrepancies in the manager's and employee's time reporting, but the department attributed this to a "time swap" practice that allowed employees to work through their lunch breaks in order to leave early. The department changed its policies and procedures and no longer allows this practice.
A city vehicle inappropriately blocked an intersection. When a member of the public asked another employee to help resolve the situation, they ignored the member of the public. This was reported to a third city department, which did not appropriately receive the complaint.	The investigation substantiated that a city vehicle blocked the intersection and that the department had counseled the responsible employee regarding the incident. The investigation also substantiated that the second city employee refused to help resolve the situation. Corrective action regarding this employee is pending. The investigation did not substantiate that a third city department failed to appropriately receive the reporter's concerns.
An employee bullied multiple colleagues.	The investigation did not substantiate the allegation, but did find that the employee's behavior made their colleagues feel uncomfortable and unsafe. Corrective action is pending.
An employee bullies their colleagues.	The investigation did not substantiate the allegation, but did find that the employee's communication style was inappropriate for the workplace. Corrective action is pending.
A manager was inattentive to their duties and spoke to a supervisee unprofessionally after being confronted about their behavior. The manager filed a retaliatory complaint against a subordinate because of the confrontation.	The investigation did not substantiate that the manager was inattentive to their duties or that they filed a retaliatory complaint. However, the investigation did substantiate that the manager addressed a supervisee unprofessionally. Corrective action regarding the manager is pending.

Allegation	Resolution Based on Investigation
An employee has an unauthorized second job that conflicts with their city job duties.	The investigation substantiated that the employee has secondary employment but had filed a request with their department to approve the employment. The request was denied, and the employee resigned from their secondary employment.
A manager creates unnecessary work to justify overtime, instructs an employee to work without receiving compensation, unnecessarily works a certain shift to receive a pay premium, and worked more overtime than allowed by the City's Administrative Code without receiving an exemption.	The investigation found that the employee worked more than 520 hours of overtime during a fiscal year, which is not permitted without authorization. The department was reminded that it must request authorization for employees who work more than 520 hours of overtime in a fiscal year. The investigation did not substantiate the other allegations.
<b>Unsubstantiated Allegations That Led to Preventive or Corrective Actions</b>	
A supervisor performed duties beyond their job classification and worked unsafely.	The investigation did not substantiate either of the allegations, but the supervisor was reminded of safety practices and policies. The supervisor's manager was also reminded of their duty to monitor employee safety.
An employee shows up to work smelling of marijuana and grows marijuana on city property.	The investigation did not substantiate the allegations, but the employee was issued a reminder of the Drug Free Workplace policy.
A department is not adequately enforcing code violations under its purview.	The investigation did not substantiate the allegation. The department was already investigating these code violations and, in some cases, has issued violation notices. The department added information from this report to further its investigation and enforcement actions.
An employee drove unsafely and, when confronted by a member of the public, failed to acknowledge that they nearly caused an accident.	The investigation did not substantiate the allegations, but the department counseled the employee about the importance of safe driving practices and recommended the employee enroll in a driver safety refresher course.
An employee was inattentive to their job duties.	The investigation did not substantiate the allegation, but the department reviewed policies and procedures with supervisors and staff to ensure they are aware of their responsibilities while on duty.
An employee does not work their scheduled hours, approves their own pay, and inappropriately does not approve pay for others.	The investigation did not substantiate the allegations, but the department implemented changes to verify payroll and clarify scheduling, including identifying a backup payroll approver and modifying the format of posted work schedules.

Allegation	Resolution Based on Investigation
An employee falsified overtime in time and attendance reporting.	The investigation did not substantiate the allegation. However, during the investigation the department found that employees were inappropriately driving their personal vehicles to city work sites and being allowed to skip meal and rest periods so they could leave early. Management reminded staff that both of these practices are prohibited.
An employee took pictures of other employees without their consent.	The investigation did not substantiate the allegation, but department management counseled the employee and reissued to the relevant department policies to staff.
A manager does not comply with department policies governing leave for staff, resulting in leave being granted in an unfair and inconsistent manner.	The investigation did not substantiate the allegation, but the department's review of the allegation identified a need to clarify the rules for granting leave time. The department is developing more transparent and specific guidelines for managers to use when considering leave requests.
Management and staff fail to enforce city rules or provide appropriate customer service. Managers condone their staff's inappropriate actions.	The investigation did not substantiate the allegations, but the department stated that it will provide staff with refresher training on customer service protocols and procedures.
Management inappropriately attempts to identify the source of anonymous complaints and fails to address the issues reported in those complaints.	The investigation did not substantiate the allegations, but found that the department receives a significant volume of complaints and examines each for any discriminatory reporting practices. The department states that it plans to implement a new process for reviewing complaints and will take steps to assure the protection of anonymous reporting parties.

## File a Whistleblower Report

Report the misuse of funds, waste, or mismanagement in City and County of San Francisco programs and operations by contacting the Whistleblower Program.

Internet: <http://sfcontroller.org/whistleblower-program>

Telephone: 311 or, if outside the 415 area code, 415-701-2311

OR download a [report form](#) and return it via:

E-Mail: [whistleblower@sfgov.org](mailto:whistleblower@sfgov.org)

Mail: Office of the Controller  
Attention: Whistleblower Program  
1 Dr. Carlton B. Goodlett Place, Room 316  
San Francisco, CA 94102

Fax: 415-554-7856

**INVESTIGATIONS ARE CONFIDENTIAL.  
REPORTERS MAY REMAIN ANONYMOUS.**

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## File a Public Integrity Tip

Report public integrity tips by e-mail at [publicintegrity@sfgov.org](mailto:publicintegrity@sfgov.org) or by phone at (415) 554-7657. All tips may be submitted anonymously and will remain confidential.