



CITY OF OAKLAND
Office of the City Auditor



Serving Oakland With Integrity

REPORT RELEASED TODAY

Oakland Police Department Overtime Audit

Today my Office issued the [Oakland Police Department Overtime Performance Audit Report](#). The purpose of the audit was to assess the Oakland Police Department's (OPD or the Department) current overtime practices, which included determining whether substantial actions were taken to address the findings and recommendations from the OPD Overtime Performance Audit report (report) issued in 2015.

OPD has averaged nearly \$30 million in overtime costs over the last four fiscal years. The City needs to provide the residents of Oakland with assurance that all overtime worked is necessary and justified in support of OPD's mission to reduce crime and serve the community through fair, quality policing. Additionally, budgetary practices need to be based upon realistic assumptions to ensure appropriate transparency and accountability.

The audit found that while OPD has taken some steps to slow the growth of overtime costs, the City still needs to take significant steps to better manage overtime and increase transparency on the true costs of overtime.

One of the most significant areas of concern is the City's practice of budgeting police overtime, which lacks transparency and accountability, and continues to take a significant amount of time and effort by our City leadership to rein in. The Police overtime budget has been consistently underfunded, is not based upon historical trends, does not net out reimbursable overtime, and has relied upon vacancies in the Department to indirectly fund the anticipated deficit. Ultimately, other City priorities suffer when the Department's deficits must be covered.

Another area of concern is the Department's voluntary overtime policy; it is not being adhered to and many officers are working excessive overtime. While overtime is a necessary part of police work, working an unsafe number of hours can lead to significant health and safety consequences for our officers and our community. We recommend the Department adhere to its current policy, and ultimately revise it, to ensure we are adequately minimizing adverse outcomes for our community and officers.

On the positive side, OPD has hired more officers and eliminated the practice of mandatory overtime, which has led to OPD reducing overtime hours by 20 percent. The City's overtime costs did not realize a corresponding decrease because of rising personnel costs. OPD also reduced the hours lost due to injury by an equivalent of 24 positions and has better management reporting systems to monitor overtime usage than it did four years ago.

To read the *Oakland Police Department Overtime Audit Report*, [click here](#) and see **News Release** below.



NEWS

Kicking off an audit of Oakland's Fire Prevention Program — Here's how you can help!

In July my office will be starting a performance audit of Oakland's Fire Prevention Program. If you have concerns about the City's Fire Inspection Program – I want to hear them. Please call the City Auditor's Hotline at [1-888-329-6390](tel:1-888-329-6390) or make a report online at www.OaklandAuditor.com.

The audit's objectives will include assessing whether:

- Fire Prevention is meeting its inspection goals and requirements for various occupancies;
- Fire Prevention inspections are consistently conducted throughout the City;
- Fire Prevention inspections are properly documented and recorded in the Department's record-keeping system;
- Fire Prevention has established adequate internal controls to administer an effective Fire Prevention Program in the City of Oakland.
- Fire Prevention permit and inspection fees are properly assessed and collected on all facilities subject to these inspections.

My office can serve you best when I receive feedback on city services directly from you-- call or [submit your concerns](#) online today!

Limited Public Financing Act Audit Presented to the Public Ethics Commission.

On Monday, June 3rd, my office presented our mandated **Limited Public Financing Act (LPFA) Audit** for the November 2018 Election Cycle to the Public Ethics Commission (PEC).

The objective of the audit was to determine whether candidates who received public financing during the November 2018 election cycle complied with the objectives established in [Municipal Code Section 3.13 \(LPFA\)](#).

Our audit found the PEC's overall systems and internal controls are adequate to ensure proper administration of the Program. The audit identified minor issues related to candidates' calculating surplus funds and depositing reimbursement checks. The PEC can easily address these findings with simple updates to the training materials, campaign e-filing system, and its quality assurance program and has agreed to do so.

To read the *Limited Public Financing Act Audit for the November 2018 Election Cycle Report*, [click here](#) or see our presentation to the PEC [here](#).

Should you have any questions, please direct them to cityauditor@oaklandca.gov.

Committed to serving you with the utmost integrity,



Courtney Ruby, CPA, CFE
City Auditor

NEWS RELEASE

Office of the City Auditor
City of Oakland

FOR IMMEDIATE RELEASE:
June 10, 2019

AUDIT REVEALS OPD'S OVERTIME BUDGETARY PRACTICES IN DIRE NEED OF AN OVERHAUL

OVER LAST FOUR YEARS OAKLAND POLICE DEPARTMENT AVERAGED NEARLY \$30 MILLION IN OVERTIME COSTS AND ISSUES RAISED IN 2015 AUDIT REMAIN UNRESOLVED

OAKLAND, Calif. (June 10, 2019): Today, Oakland City Auditor Courtney Ruby released a performance audit of the Oakland Police Department's (OPD) overtime

practices. This report delves into OPD's budgetary practices related to overtime, addresses safety and performance consequences of excessive and chronic overtime, and recognizes improvements since the last audit in 2015.

While some improvements have been made since 2015, the City still falls short of the necessary actions needed to significantly reduce overtime costs and the issue of excessive overtime must be addressed. Auditor Ruby noted, "This audit shines a light on the larger, systemic issues contributing to the consistent under budgeting of police overtime. The City's budgetary practices are not based upon historical trends, do not net out reimbursable overtime, and rely heavily upon vacancies to indirectly fund the anticipated deficit. Until these unrealistic budgeting practices are rectified, other City priorities will suffer and the public will be shielded from the true cost of overtime."

Additionally, the report identified 51 officers that worked more than 30 days consecutively and 3 of these officers worked more than 70 days consecutively--a violation of the Department's policy. Auditor Ruby stated, "I understand overtime is a necessary part of police work, but working an unsafe number of hours can lead to significant health and safety issues for our officers and community. Officer exhaustion cannot be a management decision we tolerate—effective controls must be put in place and followed."

On the positive side, OPD has taken some actions to slow the growth of overtime costs, such as increasing staffing levels, discontinuing mandatory overtime, and implementing a Medical Provider Network to combat hours lost to injuries. Hours lost to workers' compensation dropped from 109,000 hours in FY 2010-11 to approximately 58,000 hours in FY 2017-18; a reduction equivalent to 24 positions.

The report touches on other areas of concerns such as lax oversight of special events scheduling, inconsistent use of management reports designed to curb overtime, and the Department's inability to effectively reconcile overtime hours claimed to overtime hours worked. Lastly, the 2015 report called out several questionable compensation practices, yet none of these practices have been addressed during recent union negotiations.

Auditor Ruby understands that policing a City with one of the highest crime rates in the Country with limited resources is not an easy task, but stated, "until the City gets a handle on overtime practices, policing in Oakland will continue to come at a high premium."

Due to the budget implications of this report, Auditor Ruby will briefly present the report's findings at tonight's special City Council meeting at 5 p.m. in City Council Chambers at Oakland City Hall.

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