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Current occupation: Director of Administration & Facilities, Metropolitan Transportation Commission

1. Motivations -- Why are you running for City Auditor?

Community members approached me because they were so upset with what was happening at the auditor's office. *The East Bay Express* wrote three articles on the situation in the auditor's office, and in the January 23, 2018 article titled *Oakland Desperately Needs a New City Auditor*, Karen Ortloff, the lead representative of IFPTE Local 21, the union that represents the workers in the auditor's office, wrote in a letter "The situation in the Oakland's City Auditor's office, as reported by the *East Bay Express*, is a true reflection of the atmosphere of intimidation, hostility, and retribution that workers have reported to me." It is unacceptable to have Oakland's watchdog on the front of the paper for their behavior. Additionally the office's productivity has plummeted and the work is not impactful.

I am running for City Auditor to restore integrity in the office and provide meaningful and impactful results for the citizens of Oakland.

2. Big picture -- What do you think are the major challenges facing Oakland today?

Homelessness and affordability are the greatest issues facing Oakland today. Is that typical of other cities? Yes.

Which cities would you consider similar to Oakland?

When crime was our number one issue I considered Baltimore to be similar. Today – I consider Portland and Seattle to be similar.

In this context, what kind of solutions do you think we should be working on? How much, or little do you feel that this relates to the Auditor's roles and what would you change at the Auditor's Office to help resolve the challenges that you see the city facing?

There isn't any issue you can't audit, the key is asking the right questions when setting the audit criteria so that the audits results create impact in addressing the root cause. We could evaluate if a) the city is spending the dollars to address affordability and services for the homeless as they have been appropriated in the budget b) the dollars being spent are actually impacting affordability or improving services for the homeless or c) are other cities getting better results and if so, why?

3. Qualifications -- Please give a brief summary of your background and qualifications for the office of City. If you are a current City Government elected official, what issues can you point to in your time as an elected official that have had a positive impact?

I served as City Auditor between 2007 and 2014 and made the office a model of accountability, transparency and results. We were honored in 2014 with a national award for our hard-hitting performance audits and investigations. In a January 23, 2018 column titled, "Oakland Desperately Needs a New City Auditor," the East Bay Express wrote about my previous service: "Ruby proved to be a highly competent and courageous city auditor – dedicated to rooting out fraud, waste, and abuse in Oakland city government and protecting whistleblowers who risk their livelihoods in order to expose wrongdoing in City Hall."

4. Endorsements -- Who has endorsed you so far? Alameda County Democratic Lawyers Club, The Honorable Elihu Harris, Sandré Swanson, Ken Berrick and Jody London, and several citizens. Who do you expect to endorse you? I am working on my endorsements now and will be growing my list in the weeks to come. Who do you endorse in the other City races? I do not endorse in City races, because the auditor must remain independent in fact and

appearance. Include your #2 and 3 choices for your own race and note that this year the City races are Mayor, Council seats, School Board seats and City Auditor.

5. How much money have you raised for your campaign? \$5,000. Where has your campaign financing come from? Friends and supporters. Does any of it come from builders or developers? No. Does any of it come from corporations? No. Does any of it come from outside of Oakland? Yes a small portion. Please give us an overview.

6. Who do you think of as your political friends, collaborators, allies, or elected officials that you make common cause with on City Council, School Boards, and in the other commissions and committees relating to the Port of Oakland, planning, housing and other local government officials or state and national officials who represent Oakland?

The Auditor serves the people first and foremost. I will be the citizens' eyes and ears inside city hall – holding government accountable for them.

7. What do you feel needs an audit or re audit during the next term?

The effectiveness of spending on homeless services, affordability and illegal dumping. Public Works street repair and the responsiveness of OPD to community needs.

8. There have been a string of audits of the practices and policies of the city government. Does that go far enough?

No. The current auditor acts like an internal auditor whose client is the City Administration instead of an independently elected auditor who serves the citizens and who is there to protect the people's interest.

Is it the right focus? No. What would you think the focus should be of the next audits?

The areas stated above and it is critical that the Whistleblower Hotline program be made effective again – the hotline was a great source of information when I was the City auditor on where to look for fraud, waste and abuse and we conducted numerous investigations. We published our

substantiated investigations in my second term. The current auditor does not publish substantiated investigations which is very unfortunate—people need to know what is happening inside their city government and that there are consequences when fraud, waste and abuse occurs.

9. Do you feel that there has been proper follow-up from City Council to past audits or Grand Jury investigations?

No. I learned as city auditor that you must apply political pressure to get results.

Elaborate please. You have to hold the City Council's or the Administration's feet to the fire to make sure recommendations are implemented – that is the only way to get change. Because they knew I would not back down and I had a large constituency that followed me – I got results.

10. What is your opinion of the Measure Y audit and what does the public need to know?

The measure Y audit was an important step in my first term. It revealed the City moved too quickly to award grants without the proper systems in place to monitor compliance. The report informed DHS' grant processes going forward and I believe the audit contributed to Measure Y and the city's management of the program and overall grants administration becoming more effective.

11. Same question for the Hiring Practices audit.

The hiring practices audit and my first audit, the payroll audit, both occurred during my first term as City Auditor (2007-2010) and were instrumental in shining a light on a pervasive culture where policies and procedures were being circumvented to benefit certain individuals or their relatives. Both of these audits also revealed lax oversight, a lack of internal controls and an administration that did not play by the rules.

12. Are there other past audits that you find important and would like to elaborate about? If so, please do.

In my two terms as City Auditor I issued over 84 reports including mandated audits, performance audits, substantiated investigations, Annual report cards,

annual whistleblower reports and more. At every turn I looked for ways to hold City Hall accountable and support a safe environment for employees to blow the whistle. My reports were designed to cut across the city to make sure we were evaluating most every city department and getting results. For every \$1 spent on the City Auditor's office we returned \$9 in increased revenues or reduced waste.

One audit I believe the public valued in particular found the City overcharged residents \$2.3 million in parking tickets.

13. What is your opinion of recent reporting about the Auditor's Office in the East Bay Express?

It is so deeply disturbing that an auditor would create an environment of hostility and abuse. Being an elected official is a privilege to be entrusted by the public to execute one's duties with the utmost integrity. In my two terms as City Auditor I worked tirelessly to find ways to do more and have a greater impact for the citizens of Oakland. The current Auditor's behavior is inexcusable.

14. What are the Auditor's obligations towards whistleblowers?

The Auditor is obligated to fully protect whistleblowers. This was so important to me that I authored legislation with Assembly member Sandré Swanson to ensure that I could protect a whistleblower's identity when he or she speaks to me in the auditor's office. I also worked to have a whistleblower ordinance passed by the City Council, not because we necessarily needed one for me to effectively administer a whistleblower program, but because I wanted the City Council to be on the record in supporting the program. All the city council members except one voted to support the program.

15. What is and what should be the relationship between the Auditor and the other branches of City Government? Do you propose any changes in the structure or the practices of the Auditor's Office?

The auditor's office is the independent watchdog over the other branches of City Government. The one change I would like to see is that the office of the city auditor is independently funded. It is a conflict of interest that the City Council appropriates funding for the City Auditor's office. I requested a City

Attorney opinion when I was Auditor to define a mandatory funding amount that the City Council had to abide by so the office could meet its mandated responsibilities.

16. What is your opinion of the contracts and contract performance of Redevelopment and post Redevelopment projects such as the Oakland Army Base, Brooklyn Basin and the Upper Broadway plan? How should Oakland Audit and oversee compliance on this kind of development plan?

As the auditor, I would not give an opinion, I base my comments on the facts. I would need to evaluate these projects, like I did with the Fox Theater Renovation, in order to comment. For the Fox Theater, our audit revealed the renovation cost \$91 million, that is \$58 million more than originally budgeted. These ballooning costs occurred without adequate oversight or accountability. I would apply the same level of scrutiny to the development projects above if they were selected to be audited.

17. Do you think that the developers and builders are in compliance with the social commitments they made to gain approval for their projects? Are the projects that finally get delivered still meet the community benefits targets originally promised? Here again, please elaborate.

I would need to evaluate the projects to be able to answer this question. I can say that oversight and accountability over community benefits agreements is no less important than over other aspects of city-funded projects.

18. How do you view the manager part of the Auditor position? What will you do to keep a good group of auditors working effectively for the city?

Being a good manager is everything. As city auditor I had an amazing team because I honored, respected and valued them. I saw it as my job to develop and support them to being the best they could be. I encouraged them, ensured they had professional training, and led by example. I was always acutely aware that being a hard hitting audit team would make things uncomfortable for my team at times in city hall. I always made sure they knew I had their backs and that I was the front person—people need to take their frustrations out on me, not my team.

19. What have we not asked? -- Is there anything else you would like us to

know about you? Is there some issue that is of importance that you want to bring to our attention?

I would be honored to receive your endorsement and to serve you to ensure trust and integrity is restored to the City Auditor's office.