

CITY OF OAKLAND

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2019 FEB -7 PM 2:32 **AGENDA REPORT**

TO: Sabrina B. Landreth
City Administrator

FROM: Katano Kasaine
Finance Director

SUBJECT: Measure C – Oakland Hotel Tax
Audit and Program Status Report for
FY 2017-18

DATE: January 22, 2019

City Administrator Approval

Date:

[Signature]
2/5/19

RECOMMENDATION

Staff Recommends That The City Council Receive The Measure C – Oakland Hotel Tax Audit And Program Status Report For The Year Ended June 30, 2018.

EXECUTIVE SUMMARY

The Finance Department, Controller's Bureau is pleased to present to the City Council the attached Measure C – Oakland Hotel Tax Audit and Program Status Report.

Measure C, Section 4.24.031.E, requires an independent annual audit or review to be performed as provided by Government Code Sections 50075.1 and 50075.3 to assure accountability and the proper disbursement of the proceeds of this surcharge in accordance with the purpose stated in this measure. Government Code Sections 50075.3 (a) and (b) require the Chief Financial Officer to present to the governing board an annual report identifying (a) the amount of funds collected and expended and (b) the status of any project required or authorized to be funded.

The Independent Auditor's Report for the fiscal year ended June 30, 2018 reported one finding related to the timing of year-end expenditure accruals, which will be addressed through a change in closing procedures for subsequent periods. This finding is technical in nature and has no bearing on the appropriateness of Measure C expenditures during the fiscal year.

BACKGROUND / LEGISLATIVE HISTORY

The Oakland City Council approved Resolution No. 81855 C.M.S. on March 17, 2009 submitting the Measure C – Oakland Hotel Tax to the electors at the July 21, 2009 special election. The voters of the City of Oakland approved Measure C in July 2009.

Item: _____
Finance and Management Committee
February 19, 2019

Measure C increased the transient occupancy tax from 11 percent to 14 percent. The additional transient occupancy tax is allocated to the following programs:

Oakland Convention and Visitors Bureau	50.0%
Oakland Zoo	12.5%
Oakland Museum of California	12.5%
Chabot Space and Science Center	12.5%
Cultural Arts Programs and Festivals	12.5%

Williams, Adley & Company-CA, LLP, an independent accounting firm and subcontractor to Macias, Gini & O'Connell, the City's external auditor, performed the Measure C – Oakland Hotel Tax financial audit for the year ending June 30, 2018 (**Attachment A**). This report also provides the annual program status report for the Measure C programs (Oakland Convention and Visitors Bureau, Oakland Zoo, Oakland Museum of California, Chabot Space and Science Center, and Cultural Arts Programs and Festivals) for FY 2017-2018 in accordance with Government Code Section 50075.3 (b).

ANALYSIS AND POLICY ALTERNATIVES

The Measure C audit report reflects the independent auditor's opinion that the Measure C financial schedule of revenues and expenditures fairly presents, in all material respects, Measure C activities in conformity with United States generally accepted accounting principles and in compliance with the purposes for which Measure C was approved by the voters.

The audit disclosed no instances of noncompliance or other matters that are required to be reported under Government Auditing Standards.

Table 1 is a summary of Measure C expenditures for FY 2017-18 and 2016-17 by category:

Table 1: Summary of Measure C Expenditures

	<u>FY 2017-18</u>	<u>FY 2016-17</u>
Oakland Convention and Visitors Bureau	\$ 3,226,324	\$ 2,654,477
Oakland Zoo	807,334	664,239
Oakland Museum of California	807,334	664,239
Chabot Space and Science Center	807,334	664,239
Cultural Arts Programs and Festivals	837,036	794,746
Total Expenditures	\$ 6,485,362	\$ 5,441,940

A description of the Measure C programs is provided in **Table 2**. The attached audit report provides further details on program achievements and individuals served during FY 2017-18.

Table 2: Measure C Summary by Program

Program	Program Description	FY 2017-18 – Expenditures
Oakland Convention and Visitors Bureau	The Oakland Convention and Visitors Bureau (OCVB) promotes the Oakland Convention Center to convention customers and the City to visitors. The incremental Measure C revenue allows the OCVB to market the City as a destination for visitors, develop and promote a branding strategy, and promote the Oakland Convention Center to the travel trades to generate additional sales for the convention business.	\$ 3,226,324
Oakland Zoo	The Oakland Zoo (the Zoo) draws approximately 600,000 visitors per year. The Zoo provides the Zoo-to-community outreach program, which serves the Oakland Unified School District with free programs targeted exclusively to lower economic levels of the community such as Head Start and California Early Childhood Development Centers.	\$ 807,334
Oakland Museum of California	The Oakland Museum of California (the Museum) presents and interprets the art, history, and natural environment of the state of California and it has the most comprehensive collection of objects, artifacts, and art work related to its development. The incremental Measure C revenue allows the Museum to fund additional programs and exhibits that were reduced or eliminated in recent years due to budget reductions.	\$ 807,334
Chabot Space and Science Center	The Chabot Space and Science Center (the Center) is a world class venue for residents and visitors of the City. The incremental Measure C revenue enables the Center to continue to provide important programs such as the Discovery Lab, Techbridge, the Challenger Learning Center, Micronauts, Galaxy Explorers, Summer Camps and Scout Groups.	\$ 807,334
Cultural Arts Programs and Festivals	The City's Cultural Funding program (the Program) was established to fund cultural arts programs and festivals in Oakland to draw residents and visitors to venues citywide, adding vibrancy, fueling community revitalization, and creating jobs. The incremental Measure C revenue allows the City to continue to fund programs and festivals through the Cultural Funding Program and the Art & Soul Festival Program, both managed by the Cultural Arts and Marketing Division.	\$ 837,036
TOTAL		\$ 6,485,362

FISCAL IMPACT

This is an informational report only; there is no fiscal impact. As of June 30, 2018, Measure C fund balance was \$321,488.

PUBLIC OUTREACH/INTEREST

This item did not require any additional public outreach other than the required posting on the City's website.

COORDINATION

This report was prepared in coordination with the Controller's Bureau.

SUSTAINABLE OPPORTUNITIES

Economic: There are no economic opportunities associated with this report.

Environmental: There are no environmental opportunities associated with this report.

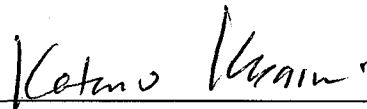
Social Equity: There are no social equity opportunities associated with this report.

ACTION REQUESTED OF THE CITY COUNCIL

Staff recommends that the City Council receive the Measure C – Oakland Hotel Tax Audit and Program Status Report for the year ended June 30, 2018.

For questions regarding this report, please contact Kirsten LaCasse, Controller at 510-238-6776.

Respectfully submitted,



KATANO KASAINÉ
Finance Director
Finance Department

Reviewed by:
Kirsten LaCasse
Controller, Finance Department

Prepared by:
Stephen Walsh,
Assistant Controller

Attachment (1):

- A. Measure C – Oakland Hotel Tax Independent Accountant's Report and Budgetary Comparison Schedule for the year ended June 30, 2018

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Attachment A

CITY OF OAKLAND-MEASURE C
Oakland Hotel Tax
[A Fund of the City of Oakland]
Budgetary Comparison Schedule and Other Information

Year Ended June 30, 2018

(With Independent Auditor's Report Thereon)



WILLIAMS, ADLEY & COMPANY-CA, LLP
Certified Public Accountants / Management Consultants

CITY OF OAKLAND
Measure C – Oakland Hotel Tax
(A Fund of the City of Oakland)
Year Ended June 30, 2018

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INDEPENDENT AUDITOR'S REPORT

To the Honorable Mayor and Members of the City Council
City of Oakland, California

Report on the Financial Schedule

We have audited the accompanying budgetary comparison schedule (financial schedule) of the City of Oakland's (City) Measure C – Oakland Hotel Tax (Measure C), a fund of the City, as of and for the year ended June 30, 2018, and the related notes to the budgetary comparison schedule, which collectively comprise the financial schedule.

Management's Responsibility for the Financial Schedule

Management is responsible for the preparation and fair presentation of the financial schedule in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of the financial schedule that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on the financial schedule based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial schedule is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

WILLIAMS, ADLEY & COMPANY-CA, LLP

Certified Public Accountants / Management Consultants

7677 Oakport Street, Suite 1000 • Oakland, CA 94621 • (510) 893-8114 • Fax: (510) 893-2603
<http://wacllp.com>



Opinion

In our opinion, the financial schedule referred to above presents fairly, in all material respects, the revenues and expenditures of Measure C – Oakland Hotel Tax for the year ended June 30, 2018, in conformity with the basis of accounting described in Note B.

Emphasis of Matter

The financial schedule was prepared to present the total revenue and expenditure of the Measure C fund as described in Note B, and do not purport to, and do not, present fairly the changes in the City's financial position for the year ended June 30, 2018 in conformity with accounting principles generally accepted in the United States of America.

Other Matters

Other Information

Our audit was conducted for the purpose of forming an opinion on the financial schedule as a whole. The Status Report on the Use of Measure C Funds is presented for purposes of additional analysis and is not a required part of the financial schedule.

The Status Report on the Use of Measure C Funds information has not been subjected to the auditing procedures applied in the audit of the financial schedule and, accordingly, we do not express an opinion or provide any assurance on it.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated January 9, 2019, on our consideration of the City's internal control over financial reporting as it pertains to Measure C – Oakland Hotel Tax and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements and other matters. The purpose of that report solely is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the City's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the City's internal control over financial reporting and compliance.

Williams, Adley & Company - CA, LLP

Oakland, California

January 9, 2019

CITY OF OAKLAND
Measure C - Oakland Hotel Tax
(A Fund of the City of Oakland)
Budgetary Comparison Schedule
For The Year Ended June 30, 2018

	Original Budget	Final Budget	Actual (Budgetary Basis)	Positive (Negative) Variance
Revenues:				
Transient occupancy tax surcharge				
Oakland Convention and Visitors Bureau	\$ 3,089,157	\$ 3,089,157	\$ 3,226,324	\$ 137,167
Oakland Zoo	772,289	772,289	807,334	35,045
Oakland Museum of California	772,289	772,289	807,334	35,045
Chabot Space and Science Center	772,289	772,289	807,334	35,045
Cultural Art Programs and Festivals	772,289	847,526	807,334	(40,192)
Total Revenue	6,178,313	6,253,550	6,455,660	202,110
 Expenditures:				
Oakland Convention and Visitors Bureau	3,089,157	3,089,157	3,226,324	\$ (137,167)
Oakland Zoo	772,289	772,289	807,334	(35,045)
Oakland Museum of California	772,289	772,289	807,334	(35,045)
Chabot Space and Science Center	772,289	772,289	807,334	(35,045)
Cultural Art Programs and Festivals	772,289	1,092,543	837,036	255,507
Total Expenditures	6,178,313	6,498,567	6,485,362	13,205
Change in fund balance, on a budgetary basis	\$ -	\$ (245,017)	(29,702)	\$ 215,315
 Items not budgeted:				
Investment income			14,298	
Change in fund balance, on a GAAP basis			(15,404)	
Fund balance, beginning of year			336,892	
Fund balance, end of year			\$ 321,488	

The notes to the budgetary comparison schedule are an integral part of this schedule.

CITY OF OAKLAND
Measure C – Oakland Hotel Tax
(A Fund of the City of Oakland)
Notes to Budgetary Comparison Schedule
Year Ended June 30, 2018

NOTE A – DESCRIPTION OF REPORTING ENTITY

The Oakland City Council (City Council) approved Resolution No. 81855 on March 17, 2009 submitting the Measure C – Oakland Hotel Tax (Measure C) to the electors at the July 21, 2009 general election approving, adopting, and levying an additional transient occupancy tax for Measure C. The voters of the City of Oakland (City) approved Measure C in July 2009.

Measure C increases the transient occupancy tax from 11% to 14%. Revenue from the additional transient occupancy tax is allocated to the following programs as described. Unused funds are carried forward to be used in future years.

Oakland Convention and Visitors Bureau	50.0%
Oakland Zoo	12.5%
Oakland Museum of California	12.5%
Chabot Space and Science Center	12.5%
Cultural Arts Programs and Festivals	12.5%

The transient occupancy tax is considered a debt owed by a transient to the City that can be extinguished only by payment of the tax to the operator of the hotel at the time the rent is paid. If the rent is paid in installments, a proportionate share of the transient occupancy tax shall be due upon the transient's ceasing to occupy space in the hotel.

Measure C funds the following activities:

1. The Oakland Convention and Visitors Bureau (CVB) promotes the Oakland Convention Center to convention customers and the City to visitors. The incremental Measure C revenue allows the CVB to market the City as a destination for visitors, develop and promote a branding strategy, and promote the Oakland Convention Center to the travel trades to generate additional sales for the convention business.
2. The Oakland Zoo (Zoo) draws approximately 600,000 visitors per year. The Zoo provides the Zoo-to-Community outreach program, which serves the Oakland Unified School District with free programs targeted exclusively to lower economic levels of the community such as Head Start and California Early Childhood Development Centers.
3. The Oakland Museum of California (Museum) presents and interprets the art, history, and natural environment of the state of California and it has the most comprehensive collection of objects, artifacts, and art work related to the development of California. The incremental Measure C revenue allows the Museum to fund additional programs and exhibits that were reduced or eliminated in recent years due to budget reductions.
4. The Chabot Space and Science Center (Center) is a world class space and science center for residents and visitors of the City. The incremental Measure C revenue enables the Center to continue to provide important programs such as the Discovery Lab, Techbridge, the Challenger Learning Center, Micronauts, Galaxy Explorers, Summer Camps and Scout Groups.
5. The City's Cultural Arts Programs and Festivals (Program) was established to fund cultural arts programs and festivals in Oakland to draw Oakland residents and visitors to venues citywide, adding vibrancy, fueling community revitalization and creating jobs. The incremental Measure C revenue allows the City to continue to fund programs and festivals through the Cultural Funding Program and the Art and Soul Festival Program managed by the Cultural Arts and Marketing Division of the Economic and Workforce Development (EWD).

CITY OF OAKLAND
Measure C – Oakland Hotel Tax
(A Fund of the City of Oakland)
Notes to Budgetary Comparison Schedule
Year Ended June 30, 2018

NOTE B – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of Presentation

The accompanying budgetary comparison schedule presents only the revenues and expenditures of the Measure C activities and does not purport to, and does not present fairly the changes in the City's financial position for the year ended June 30, 2018 in conformity with accounting principles generally accepted in the United States of America.

A special revenue fund (governmental fund) is used to account for the City's Measure C activities. The measurement focus is based upon the determination of changes in financial position rather than upon the determination of net income. A special revenue fund is used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

Basis of Accounting

In accordance with the provisions of the City Charter, the City adopts an annual budget for the Measure C activity, which must be approved through a resolution by the City Council. The budget for Measure C is prepared on a modified accrual basis.

The Measure C activities are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recorded when "susceptible to accrual" (i.e., when they become both measurable and available). "Measurable" means that the amount of the transaction can be determined and "available" means that revenues are collected within the current period or soon enough thereafter to pay liabilities of the current period. Revenues susceptible to accrual include the transient occupancy tax surcharge. The City considers the transient occupancy tax surcharge revenues to be available for the year levied and if they are collected within 120 days of the end of the current year. Expenditures are recorded when a liability is incurred, as under accrual accounting.

Use of Estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make certain estimates and assumptions that affect the reported amounts and disclosures. Accordingly, actual results may differ from those estimates.

NOTE C – BUDGET

Measure C, as approved by the voters in July 2009, requires the adoption of an annual budget, which must be approved by the City Council. The City budgets annually for the Measure C activities. The budget is prepared on the modified accrual basis, except that the City does not budget for investment earnings on Measure C investments.

Budgetary control is maintained at the fund level. Line item reclassification amendments to the budget may be initiated and reviewed by the City Council, but approved by the City Administrator. Any shifting of appropriations between separate funds must be approved by the City Council. Annual appropriations for the budget lapse at the end of the fiscal year to the extent that they have not been expended. At year-end, unobligated appropriations may lapse and remain within the authorized program. Supplemental budgetary changes made to Measure C throughout the year, if any, are reflected in the "final budget" column of the accompanying budgetary comparison schedule.

CITY OF OAKLAND
Measure C – Oakland Hotel Tax
(A Fund of the City of Oakland)
Notes to Budgetary Comparison Schedule
Year Ended June 30, 2018

NOTE D – RESTATEMENT - CORRECTION OF AN ERROR

In fiscal year 2018, the City was made aware of an error whereby expenditures related to the fiscal year 2017 were mistakenly recorded in fiscal year 2018. As a result, the City adjusted the beginning fund balance by \$501,360 and reduced the expenditures recorded in fiscal year 2018 by an equal amount.

In fiscal year 2018, the City was also made aware of an error whereby expenditures were not fully accrued for fiscal year 2018. As a result, the City made an adjustment to the Measure C expenditures which increased the current amount of expenditures recorded in fiscal year 2018 by \$476,044.

The net effect of the two errors reduced the fiscal year 2018 expenditures by \$25,316.



**INDEPENDENT AUDITOR'S REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING
AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL
STATEMENTS PERFORMED IN ACCORDANCE WITH *GOVERNMENT AUDITING STANDARDS***

To the Honorable Mayor and Members of the City Council
City of Oakland, California

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the budgetary comparison schedule (financial schedule) of the City of Oakland's (City) Measure C – Oakland Hotel Tax (Measure C), a fund of the City, as of and for the year ended June 30, 2018, and the related notes to the financial schedule, which collectively comprise the financial schedule and have issued our report thereon dated January 9, 2019.

Internal Control over Financial Reporting

In planning and performing our audit of the financial schedule, we considered the City's internal control over financial reporting (internal control) as it pertains to Measure C, to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial schedule, but not for the purpose of expressing an opinion on the effectiveness of the City's internal control. Accordingly, we do not express an opinion on the effectiveness of the City's internal control as it pertains to Measure C.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies and therefore, material weaknesses or significant deficiencies may exist that have not been identified. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. We did identify a deficiency in internal control, described in the accompanying schedule of findings and responses as Finding 2018-001, that we consider to be a significant deficiency.



Compliance and Other Matters

As part of obtaining reasonable assurance about whether the City's Measure C's financial schedule is free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

The City of Oakland's Response to the Finding

The City's response to the finding identified in our audit is described in the accompanying schedule of findings and responses. The City's response was not subjected to the auditing procedures applied in the audit of the financial schedule and, accordingly, we express no opinion on it.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the City's internal control or on compliance as it pertains to Measure C. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the City's internal control and compliance as it pertains to Measure C. Accordingly, this communication is not suitable for any other purpose.

Williams, Adley & Company - CA, LLP

Oakland, CA
January 9, 2019

CITY OF OAKLAND
Measure C – Oakland Hotel Tax
(A Fund of the City of Oakland)
Schedule of Findings and Responses
Year Ended June 30, 2018

Measure C Budgetary Comparison Schedule - Finding 2018-001

Condition:

Closing procedures for the year-end accrual of Measure C expenditures were inadequate.

Criteria:

An adequate system of internal controls over financial reporting requires that there are procedures in place to ensure that expenditures are properly recorded in a timely manner.

Cause:

The error was caused due to the lack of adequate oversight of the year-end accrual process for Measure C.

Effect:

The City did not accrue \$476,044 of expenditures related to fiscal year 2018 during the closing process. Additionally, \$501,360 of fiscal year 2017 expenditures were recorded during fiscal year 2018. This resulted in an audit adjustment reducing the change in Measure C's fund balance for fiscal year 2018 by \$25,316. The error also led to the beginning fund balance being reduced by \$501,360.

Recommendation:

We recommend that the City implement a robust oversight process related to the year-end financial close process to ensure that expenditures are properly accrued.

Managements Response:

The expenditures related to Measure C are unique in that the payment to providers is triggered by the receipt of the Transient Occupancy Tax (TOT) revenues versus a service date. The final June payment is dependent on the final receipt of that year's TOT. While our standard accrual process is effective, for payments such as these TOT payments (i.e., essentially pass-thru payments), we have revised the process for Measure C to ensure that the accruals are processed consistent with City policy and best practice.

CITY OF OAKLAND
Measure C – Oakland Hotel Tax
(A Fund of the City of Oakland)
Status of Prior Year Findings and Recommendations
Year Ended June 30, 2018

There were no findings reported in the prior year.

SUPPLEMENTARY INFORMATION

CITY OF OAKLAND
Measure C – Oakland Hotel Tax
(A Fund of the City of Oakland)
Supplementary Information
Year Ended June 30, 2018

The following table is a status report on the use of Measure C funds for projects required or authorized to be funded. The listed programs did not employ any City personnel (FTEs for the full year) during the year ended June 30, 2018, and were ongoing as of the end of the fiscal year.

Program Name and Description (Measure C Description)	Amount Expended	Outcomes	
		Program Achievements	Number of People Served During the Year / Other
Oakland Convention and Visitors Bureau			
Marketing/Communications	\$ 2,065,318	<p>Marketed Oakland as a travel destination to stimulate transient occupancy tax, solicit meetings, conventions, travel, etc. Supported the non-stop flights to OAK from Rome, and Paris</p> <p>Market Oakland to create strong consumer awareness about the positive assets of Oakland as a travel destination. Project a positive image for Oakland, interacting with national media print and electronic. Promoting Oakland internationally to capitalize on international lift from OAK.</p> <p>Maintained Oakland Urban Wine Trail, Oakland Ale Trail and launched Oakland Coffee Rush. 50,000 brochures distributed, 60 million media impressions, 100,000 page views at oaklandurbanwinetrail.com.</p> <p>Produced Inspiration Guide, Dining Guide, 100 Things To Do In Oakland</p> <p>Restaurant Week: 98 participating restaurants. Created Art Month and Oakland Mural Festival</p> <p>Social Media / Technology - expanded Oakland's exposure on social media and continue to update Facebook fan page, Twitter presence, enhanced Instagram engagement.</p> <p>Sponsored Bay Area Check Please PBS show on restaurants. Sponsored Original Fare PBS show.</p>	<p>Over 2 million website page views, saw increase in Youtube Channel views, Instagram followers, Facebook followers, Facebook Video Minute Views. #oaklandloveit used in 60,000 posts.</p> <p>Increase in City-wide occupancy of 5.2% from 72.8% to 76.6%. RevPAR increased 7.9% from \$105.62 to \$113.92</p> <p>Continued the monthly Oakland Spotlight and continued the Events of the Week newsletter.</p> <p>An estimated 3.8 million visitors to Oakland. Visitors sustain more than 7,100 tourism related jobs in Oakland.</p> <p>Restaurant week created 500,000+ website visits, \$35 million paid impressions. Art month created 300,000 website visits and was carried by over 40 separate media articles and feeds.</p> <p>PR: 65 press visits, 100+ media outlets, 800 million reach with 10 major countries reached.</p> <p>Secured over 85 media placements in top tier publications</p>

CITY OF OAKLAND
Measure C – Oakland Hotel Tax
(A Fund of the City of Oakland)
Supplementary Information
Year Ended June 30, 2018

Program Name and Description (Measure C Description)	Amount Expended	Outcomes	
		Program Achievements	Number of People Served During the Year / Other
Oakland Convention and Visitors Bureau continued			
Sales	\$ 702,454	<p>Expanded Visit Oakland's message to Oakland businesses to stimulate sales in Oakland</p> <p>Promoted Oakland to the Travel Trade and meeting planners to generate group and convention business through attendance and sponsorships of national and international trade shows.</p> <p>Hosted sales training events and digital media training for hotel sales staff</p>	<p>Launched a digital marketing and training program for Oakland business owners</p> <p>Leads continued to grow, 38 tradeshow attended, 63 familiarization tours and 212 customers were hosted.</p> <p>Increased hotel weekend stays and increased November and December 'slow' periods over previous year</p>
Operations	\$ 458,552	Managed administrative costs by selecting lower cost local vendors	Operating costs were below budget
Subtotal Oakland Convention and Visitors Bureau	\$ 3,226,324		
Oakland Zoo			
Zoo To Community Program	\$ 253,509	The Oakland Zoo uses Measure C fund for the following activities: Education Department provided Zoo Education Programs to underserved Elementary and Middle Schools, Child Development Centers, Head Start Centers, libraries, and outdoor venues in the City of Oakland. These programs included school-based ZooMobile programs in individual classrooms and multi-class assemblies, as well as site-based Zoo School classes and Wildlife Assemblies. Our Conservation ZooMobile also provided free conservation programming at Oakland Schools, libraries, and special events. In addition, bus transportation was provided from Oakland Schools to the Zoo for Zoo-based programs.	Oakland Zoo continued its strong relationship with the community. In addition to offering free Educational programming to a total of 5,542 underserved students, we provided 5,500 free family vouchers to underserved families in our community. Approximately 12,210 family members visited the Zoo and enjoyed Knowland Park because of these vouchers.

CITY OF OAKLAND
 Measure C – Oakland Hotel Tax
 (A Fund of the City of Oakland)
 Supplementary Information
 Year Ended June 30, 2018

Program Name and Description (Measure C Description)	Amount Expended	Outcomes	
		Program Achievements	Number of People Served During the Year / Other
Oakland Zoo continued			
Conservation & Education	\$ 77,674	Provide hands-on conservation and environmental education and service opportunities to local families, schools, community and youth groups, and business in cooperation with the Zoo's Horticulture, Animal Care and Conservation, and Education Departments.	Teen Programs helped 255 teens learn about and participate in a total of 9 research-based, local and national conservation research trips and overnights, 50 conservation research and work events, and approximately 69 pathway encounters and animal stations (delivered to over 10,350 zoo visitors). The zoo also commits staff time, expertise, and supplies to conservation projects right here in the US. Through our partnership with Ventana Wildlife Society, the zoo staff treated ten California Condors which were released back to the wild. Oakland zoo's own Amphibian Crisis Response team released 130 critically endangered yellow legged frogs into Sequoia and Kings Canyon national Park and rescued another 100 tadpoles from Inyo National Forest. We once again partnered with Golden Gate Audubon society to rescue, triage, and transport 70 Black Crowned night herons in downtown Oakland. Altogether, the zoo spent over \$217,000 in cash and donated the equivalent of \$95,000 in time, expertise, and supplies to conservation partners around the globe.

CITY OF OAKLAND
 Measure C – Oakland Hotel Tax
 (A Fund of the City of Oakland)
 Supplementary Information
 Year Ended June 30, 2018

Program Name and Description (Measure C Description)	Amount Expended	Outcomes	
		Program Achievements	Number of People Served During the Year / Other
Volunteers	\$ 95,013	Volunteers help to inspire and educate our visitors as they participate in local conservation projects such as Arroyo Viejo Creek and Peralta Creek Watershed Restoration, the Ventana Wildlife society and the California Condor Recovery program, and global projects such as ARCAS in Guatemala, Centre ValBio in Madagascar, and the Uganda Carnivore communities, Conservation, and Children projects in Uganda.	574 volunteers, including 176 teen volunteers working as part of our Teen Wild Guides program.
Exhibits/Parking	\$ 381,138	General repairs/maintenance of facilities	More than 800,000 Visitors
<i>Subtotal Oakland Zoo</i>	\$ 807,334		

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Program Name and Description (Measure C Description)	Amount Expended	Outcomes	
		Program Achievements	Number of People Served During the Year / Other
Oakland Museum of California			
Museum exhibitions and education programs	\$ 148,088	The 2017-18 schedule included the following exhibitions: Metamorphosis and Migration: Days of the Dead; Nature's Gift: Humans, Friends and the Unknown; Question Bridge: Black Males; Take Root: Oakland Grows Food; RESPECT: Hip-Hop Style & Wisdom. The Museum also made significant rotations of collections and exhibits in its 90,000 of core collection galleries of California Art, History and Natural Sciences.	More than 197,000 on-site to OMCA exhibitions.
Public Programs and Community Festivals	\$ 219,749	OMCA produces a wide range of participatory public programs on-site and off-site. Major programs include Friday Nights @ OMCA in partnership with Off the Grid; OMCA Connect which engages the public in off-site community events; and large-scale community festivals including Dias de los Muertos and Lunar New Year.	More than 205,000 participants in Friday Nights plus thousands more program participants on-site and off-site.
Education and School Programs	\$ 219,749	The Museum provides a range of educational programs including school field trips, curriculum resources, and teacher training. The Museum's new "innovation lab" process serves as a new kind of educational resource for the Common Core Curriculum. The Museum offers student-centered learning programs in conjunction with its 300 volunteer docents.	Nearly 35,000 students and teachers served through education programs.
Collections Care	\$ 219,748	The Museum's collections comprise more than 2 million artifacts, art works, natural science specimens and large photographic collection. It is the most complete multi-disciplinary collection related to California and its people in the world. OMCA has been readying space for a new Cold Storage Unit for the preservation of acetate prints.	

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Program Name and Description (Measure C Description)	Amount Expended	Outcomes	
		Program Achievements	Number of People Served During the Year / Other
<i>Subtotal Oakland Museum of California</i>	\$ 807,334		

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Program Name and Description (Measure C Description)	Amount Expended	Outcomes	
		Program Achievements	Number of People Served During the Year / Other
Chabot Space and Science Center			
Support science & educational awareness	\$ 807,334	Chabot Space & Science Center uses Measure C funding to increase attractiveness for its visitors. Also, funds are used to continue to provide science & educational awareness for school groups and the general public visiting the City of Oakland.	General Admission Tickets (July 2017 - June 2018): 116,714 School Students Attendance (July 2017 - June 2018): 27,559 Grand Total: 144,273
<i>Subtotal Chabot Space and Science Center</i>	\$ 807,334		
Cultural Arts Programs and Festivals			
Cultural Funding Program	\$ 461,241	Grant funds awarded in the Individual Artist Project Support, Organization Project Support, Artists-in-the-Schools and Organizational Assistance categories supported approximately 7,240 cultural events and activities, with roughly 3,500 of these activities offered free to the public. These highly sought-after arts grants leveraged over \$4.3 million in private-sector spending on the arts (including ticket sales, ancillary expenditures by arts attendees, private-sector grants and contributions, and taxes payable to the City and State), representing an almost 4:1 return on the City's total investment.	An estimated 240,000 participants were exposed to Oakland arts organizations and artists through the grant-funded activities; of this total, an estimated 79.6% were Oakland-based citizens. Separately, 7,948 students Unified School District and Charter schools directly participated in the arts through 72 artist residencies funded by Art in the Schools grants.

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Program Name and Description (Measure C Description)	Amount Expended	Outcomes	
		Program Achievements	Number of People Served During the Year / Other
Art & Soul Festival	\$ 167,639	<p>These funds were used to supplement performing entertainer fees and marketing for Art + Soul. The festival is a major economic development and revitalization tool for Oakland that attracts 30,000 people to downtown, supports local businesses, generates extensive positive publicity, offers cultural enrichment for Oakland residents and visitors in addition to providing a forum for Oakland and regional/national artists. Measure C funds are used to leverage an additional \$500,000 in proceeds from admissions, concessions, booth fees and sponsorships to sustain the annual event. Each year, the festival employs approximately 100 temporary workers (many Oakland residents) and 150 performing artists in addition to contracting with local vendors for equipment, supplies and services. More than 170 local artisans, nonprofits and small businesses are promoted through booth space and other festival activities.</p>	<p>Projected annual audience is 30,000 people at the festival itself with exposure to millions throughout the region through the media.</p>

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Program Name and Description (Measure C Description)	Amount Expended	Outcomes	
		Program Achievements	Number of People Served During the Year / Other
Cultural Arts Programs and Festivals continued			
Fairs & Festival (Parades, Runs and Street Festival fund)	\$ 208,156	These funds were used to offset City fees and costs for thirteen (13) large-scale community festivals. These events support economic development and community revitalization, generate foot traffic in neighborhood commercial districts and celebrate Oakland's cultural diversity. These thirteen (13) annual festivals have a combined annual attendance of approximately 350,000 people and represent an estimated combined private sector investment of \$1.0 million.	These thirteen (13) annual festivals have a combined annual attendance of approximately 350,000 people and represent an estimated combined private sector investment of \$1.0 million.
<i>Subtotal Cultural Arts Programs and Festivals</i>	\$ 837,036		
G-Total	\$ 6,485,362		