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Oakland International Airport

Per Transaction Day Customer Facility Charge Implementation

Prepared for:

Port of Oakland

Prepared by:

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1. BACKGROUND

The Port of Oakland currently charges a Customer Facility Charge (CFC) at a rate of \$10.00 per rental car transaction at Oakland International Airport (the Airport) for on-Airport rental car operators and \$8.00 per rental car transaction for off-Airport rental car operators. Revenues from collection of the CFC are used to pay the common busing (bus system) operation and maintenance (O&M) expenses attributed to the busing of passengers between the Rental Car Center (RCC) and the Airport terminal, and any capital expenditures associated with the RCC. At the current CFC collection level, annual CFC revenues are not adequate to cover the current annual bus system costs, as well as future bus system O&M and capital costs.

As an alternative to the current per transaction CFC charged at the Airport, the Port is pursuing implementation of an alternative per transaction day CFC in accordance with California Government Code Section 50474.1. (the CFC Statute). The CFC Statute allows an airport sponsor to charge the alternative per transaction day CFC up to a maximum rate of \$9.00 per rental car transaction day, with a maximum of five days per transaction. Pursuant to the process outlined in the CFC Statute, an analysis was conducted to show the deficiency of the current per transaction CFC, as well as the projected CFC revenue associated with transition to the alternative per transaction day CFC. The CFC Statute does NOT permit CFC revenues to be used for *facility* operating and maintenance expenses.

Table 1 lists the rental car companies and brands currently serving the Airport (including offsite operators), along with Fiscal Year (FY) 2023 CFC collected by rental car companies and respective market shares. The Port's Fiscal Year spans July-June. Additional historical CFC collection data is presented in Appendix A.

TABLE 1 OAK RENTAL CAR CUSTOMER FACILITY CHARGE COLLECTED – FISCAL YEAR 2023

COMPANY/BRAND	CFC COLLECTIONS (FY 2023)	BRAND SHARE	TOTAL SHARE	COMPANY/BRAND	CFC COLLECTIONS (FY 2023)	BRAND SHARE	TOTAL SHARE
Avis Budget				Fox			
Avis	\$489,470	44.5%	14.5%	Fox	\$212,080	100.0%	6.3%
Budget	\$525,550	47.7%	15.6%		\$212,080		6.3%
Payless	\$85,940	7.8%	2.6%	Hertz			
	\$1,100,960		32.7%	Hertz	\$536,580	61.9%	15.9%
Enterprise				Dollar	\$123,410	14.2%	3.7%
Enterprise	\$389,820	32.8%	11.6%	Thrifty	\$201,260	23.2%	6.0%
National	\$461,260	38.8%	13.7%	FBO - Kaiser Air	\$2,660	0.3%	0.1%
Alamo	\$309,020	26.0%	9.2%	FBO - Signature	\$1,920	0.2%	0.1%
FBO - Kaiser Air	\$580	0.0%	0.0%	Offsite	\$752	0.1%	0.0%
FBO - Signature	\$5,620	0.5%	0.2%		\$866,582		25.7%
Offsite	\$21,632	1.8%	0.6%				
	\$1,187,932		35.3%	TOTAL¹	\$3,367,554		

NOTES:

Fiscal Year (FY) ending June 30; FBO – Fixed Base Operator

1 The amount shown on this table is total CFC collections by rental car companies for FY 2023. Total FY 2023 CFC collections may not necessarily equal the total remittance to the Port of Oakland. CFC revenue reported for FY2023 for the Port of Oakland was \$3,519,136 and includes only CFC received and interest income earned during FY2023.

SOURCE: Port of Oakland, September 2023.

2. ANALYSIS PARAMETERS AND INPUTS

2.1 GENERAL PARAMETERS

The following parameters and assumptions were established to guide the analysis:

- The projection period for the analysis is Fiscal Years FY 2025-2035, with years ending June 30. FY 2035 was selected as the end of the projection period to coincide with the anticipated final tranche of electric vehicle (EV) bus purchases to provide common busing for the rental car operation (see Section 2.4).
- Where the existing CFC rate is used in the analysis, the current rate of \$10.00 per transaction was assumed, which is the rate that applies to on-Airport rental car operators. A rate of \$8.00 per transaction applies to off-Airport rental car operators. Historically, the CFC revenue generated from off-Airport operators is less than 1.0 percent of total CFC revenue.
- Per the California Statute, the maximum alternative CFC rate is \$9.00 per transaction day, capped at 5 days per transaction.
- The per-transaction-day CFC rate would be effective October 1, 2024.
- A future per-transaction-day CFC rate was set at a level sufficient to:
 - reimburse all current and projected future common busing O&M expenses;
 - fund future CFC-eligible capital expenses, including the acquisition and operation of electric buses, the bus system's proportionate share of cost to construct an electric bus charging depot, and related infrastructure;
 - reimburse the rental car companies for previously unreimbursed common busing O&M shortfalls paid by the rental car companies;
 - maintain an annual positive ending CFC fund balance through the projection period;
 - establish a capital reserve of \$500,000 by end of FY 2035; and
 - establish a bus system O&M reserve equivalent to 3 months of bus system O&M expenses by end of FY 2029.

2.2 PASSENGER FORECAST

Cars at the Airport are generally rented by deplaned passengers (passengers arriving or landing at the Airport). For purposes of this analysis, an enplaned passenger forecast was provided by the Port from FY 2025 to FY 2035. The Port's enplaned passenger forecast incorporates the following growth assumptions:

- FY 2024 is anticipated to be 82.0 percent of actual FY 2019 enplaned passengers.
- FY 2025 is anticipated to be flat with 0.0 percent projected change in enplaned passengers.
- FY 2026-FY 2035 increases are anticipated to be 2.0 percent per year.

Based on historical data, enplaned passengers at the Airport are roughly equivalent to deplaned passengers. Therefore, this analysis assumes that the enplaned passenger forecast equates to a forecast of deplaned passengers.

Table 2 presents historical deplaned passengers by Calendar Year and Fiscal Year. **Table 3** presents the forecast deplaned passengers used in the analysis.

TABLE 2 HISTORICAL DEPLANED PASSENGERS

MONTH	DEPLANED PASSENGERS (CALENDAR YEAR)					MONTH	DEPLANED PASSENGERS (FISCAL YEAR) ¹				
	2019	2020	2021	2022	2023		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Jan	491,677	462,898	139,214	306,864	419,179	Jul	663,593	619,145	169,746	445,595	559,208
Feb	439,606	421,209	151,500	332,338	400,583	Aug	656,592	598,307	157,808	416,578	551,943
Mar	542,973	234,057	239,442	410,470	452,935	Sep	564,447	566,232	159,049	379,181	497,608
Apr	573,948	23,330	298,774	461,819	475,396	Oct	583,975	561,552	179,738	411,311	522,103
May	599,446	52,114	366,844	490,368	506,732	Nov	558,088	528,895	176,937	408,995	483,781
Jun	602,168	125,092	402,642	519,297	485,948	Dec	531,423	565,005	153,312	398,282	425,328
Jul	619,145	169,746	445,595	559,208	524,930	Jan	491,677	462,898	139,214	306,864	419,179
Aug	598,307	157,808	416,578	551,943	496,450	Feb	439,606	421,209	151,500	332,338	400,583
Sep	566,232	159,049	379,181	497,608	456,267	Mar	542,973	234,057	239,442	410,470	452,935
Oct	561,552	179,738	411,311	522,103	481,345	Apr	573,948	23,330	298,774	461,819	475,396
Nov	528,895	176,937	408,995	483,781	463,578	May	599,446	52,114	366,844	490,368	506,732
Dec	565,005	153,312	398,282	425,328	465,055	Jun	602,168	125,092	402,642	519,297	485,948
Total	6,688,954	2,315,290	4,058,358	5,561,127	5,628,398	Total	6,807,936	4,757,836	2,595,006	4,981,098	5,780,744

NOTE:

¹ Fiscal Years ending June 30.

SOURCE: Oakland International Airport Monthly Activity Reports (<https://www.oaklandairport.com/news/statistics/monthly-activity-report>).

TABLE 3 FORECAST DEPLANED PASSENGERS

FISCAL YEAR	DEPLANED PASSENGERS ¹	ANNUAL GROWTH
2024	5,592,013	
2025	5,592,013	0.0%
2026	5,704,000	2.0%
2027	5,818,080	2.0%
2028	5,934,442	2.0%
2029	6,053,130	2.0%
2030	6,174,193	2.0%
2031	6,297,677	2.0%
2032	6,423,630	2.0%
2033	6,552,103	2.0%
2034	6,683,145	2.0%
2035	6,816,808	2.0%
CAGR		
2024-2035	1.7%	

NOTES: Fiscal Years ending June 30; CAGR – Compound Annual Growth Rate

¹ Forecast values are for enplaned passengers and assumed as deplaned passengers.

SOURCE: Port of Oakland, May 2024.

2.3 TRANSACTION DATA

Historical monthly transaction data for Calendar Years 2019 through 2022 was obtained from the rental car companies operating at the Airport. The following data was obtained and compiled for use in the analysis:

- For contracts of 5 days or less:
 - Number of transactions (5 days or less)
 - Number of transaction days (5 days or less)
- For contracts over 5 days in length:
 - Number of transaction days over 5 days that apply to the alternative CFC – Per the California Statute, transactions associated with rentals of over 5 days are capped at 5 days
 - Number of transaction days over 5 days that don't apply to the alternative CFC – These transaction days are the remaining days that cannot be applied to the alternative CFC due to the 5-day cap.

Table 4 summarizes the transaction data used in the analysis. Detailed data is presented in Appendix A.

TABLE 4 RENTAL CAR TRANSACTION DATA SUMMARY

CALENDAR YEAR	TRANSACTIONS	TRANSACTION DAYS THAT APPLY ¹	TRANSACTION DAYS THAT DON'T APPLY ²	TOTAL TRANSACTION DAYS
2019	523,759	1,579,563	685,739	2,265,302
2020	215,422	672,455	436,202	1,108,657
2021	277,869	889,973	495,011	1,384,983
2022	333,127	1,043,301	509,946	1,553,247

NOTES:

1 Transaction days applicable to the alternative Customer Facility Charge (CFC) are capped at 5 days per transaction per California Code. These transaction days include contracts with a length of 5 days or less, as well as contracts with a length of over 5 days, but capped at 5 days per contract.

2 These transaction days are the remaining days that are not applied to the alternative CFC due to the 5-day cap.

SOURCE: Transaction data provided by individual rental car agencies operating at Oakland International Airport, February 2023.

The transaction data obtained from the rental car companies, along with historical passenger data, was used to develop key average ratios subsequently used to project transactions and transaction days through FY 2035.

Table 5 presents the key statistics/ratios used in the analysis.

Annual transactions are divided by deplaned passengers to derive the ratio of average transactions per deplaned passenger. Transaction days divided by transactions result in a ratio of average days per transaction/contract. The reduction percentage due to the 5-day cap is calculated by dividing the total transactions up to 5 days (total transaction days that apply) by total transaction days.

TABLE 5 KEY ANALYSIS STATISTICS AND RATIOS

CALENDAR YEAR	2019	2020	2021	2022	2023 ¹	AVERAGE	USED IN ANALYSIS
Deplaned Passengers	6,688,954	2,315,290	4,058,358	5,561,127	5,628,398	4,850,425	
Transactions	523,759	215,422	277,869	333,127	335,083	337,052	
Transaction Days	2,265,302	1,108,657	1,384,983	1,553,247		1,578,047	
Transaction Days (up to 5)	1,579,563	672,455	889,973	1,043,301		1,046,323	
Reduction Due to 5-Day Max	-30.3%	-39.3%	-35.7%	-32.8%		-33.7%	-30.0%
Avg. Transactions/Deplaned Passenger	0.078	0.093	0.068	0.060	0.060	0.072	0.060
Average Days per Transaction	4.325	5.146	4.984	4.663		4.675	4.700

NOTES:

Data is presented by Calendar Year

1 Subsequent to the request for and analysis of CY rental car data, CY 2023 deplaned passengers and transactions data was available from and provided by the Port. For 2023, the resulting ratio of transactions to deplaned passengers is 0.060, which is equal to the ratio derived from 2022 data. Although the resulting ratio for historical data through 2019 averaged 0.072, a ratio of 0.060 was used as a conservative assumption for purposes of this analysis.

SOURCES: Ricondo & Associates, Inc., February 2023, based on activity reports provided by the Port of Oakland and transaction data provided by individual rental car agencies operating at Oakland International Airport, February 2023; 2023 data passengers and transactions data provided by the Port of Oakland.

2.4 EXPENSES

The analysis includes a projection of annual busing O&M expenses, associated consultant and management agreement expenses, as well as anticipated CFC-eligible capital expenditures through the projection period. For the purposes of this analysis, all capital expenditures are assumed on a cash (pay-go) basis. CFC-eligible expenses assumed in this analysis are described as follows:

■ Busing O&M Expenses

- Busing O&M: Busing operator O&M expenses incurred totaled approximately \$3.9 million in FY 2023 and were budgeted at \$3.7 million for FY 2024 in May of 2023. As of the date of this analysis, actual busing operator O&M expenses for FY24 are anticipated to total approximately \$4.1 million. Due to insufficient CFC fund balance, \$3.1 million was reimbursed for FY 2023. For projection purposes, this analysis assumes increases in incurred busing O&M expenses of 3.0 percent per year beginning in FY2026, based on an approximate average of historical growth and average annual inflation assumptions.
- Consultant and Management Agreement Expenses: In support of the busing operation, third-party facility manager expenses are incurred to provide management, maintenance, and other services. These services totaled approximately \$325,000 in FY 2023 and are anticipated to total \$308,000 in FY 2024. Due to insufficient CFC fund balance, \$312,196 were reimbursed for FY 2023. For projection purposes, this analysis assumes these incurred expenses to increase 3.0 percent annually beginning in FY 2026 through the projection period, based on historical growth and average annual inflation assumptions.¹

¹ The CFC Statute does NOT permit CFC revenues to be used for *facility* operating and maintenance expenses. For this Report, it is assumed that projections of expenses associated with third-party manager services are CFC-eligible and related to the bus system operation in accordance with the CFC Statute and that any future reimbursement of such expenses with CFC revenue will be reviewed by the Port and determined by the Port to be CFC-eligible in accordance with the CFC Statute.

■ **RCC Capital Expenditures**

- **Bus Drop Off/Pick Up Area:** There is separation between the curb and the concrete pad that has created a gap and safety/tripping hazard. A re-cement of a minimum of 18-inch thickness is necessary within the next 3 years. Minor repairs are anticipated to be needed to maintain the road surface in the interim until major repairs can be undertaken. The estimated cost for this project is \$450,000 and is assumed to be completed in FY 2025.
- **Roof Replacement:** This project is based on the anticipated useful life of the existing RCC roof. The total estimated cost of \$250,000 is anticipated to be expended in FY 2026 (\$125,000) and FY 2027 (\$125,000).
- **Lobby Remodel/Rewire:** Light fixtures are hanging from the ceiling, not recessed within, which results in a dark lobby area. Leftover settees from the passenger terminal are used for seating and need to be replaced with proper seating. This project also provides for installation of additional outlets and charging portals for customers. The project is estimated to cost \$100,000, with implementation in FY 2026.
- **Restroom Update:** Existing public restrooms are in disrepair, including fixtures, lighting, sinks, urinals, and toilets. Common employee restrooms are also in need of updating. This project is estimated to cost \$200,000 and is prioritized to be completed in FY 2025.

■ **Electric Bus Acquisition and Implementation**

- **EV Buses:** A total of 16 EV buses are anticipated to be acquired and put into service over the projection period in accordance with State of California initiatives to convert conventional fuel bus fleets to zero-emission vehicles. To meet the specified state milestones, this analysis assumes the acquisition of 5 EV buses in FY 2027, 5 EV buses in FY 2031, and 6 EV buses in FY 2035. The total purchase price for each EV bus is estimated at \$1.5 million and includes the bus itself (\$1.2 million), taxes, licenses, and fees (\$180,000), and a charging unit (\$120,000). For the purposes of this analysis, it is assumed that a third-party bus owner/operator will lease the buses to the rental car companies. Annual lease payments of approximately \$244,000 per bus were calculated assuming an interest rate of 10 percent over a term (useful life) of 10 years. After each 10-year term, it is assumed that the bus operator will acquire new buses and lease them to the rental car companies at similar lease terms. By the time all 16 buses are under lease, lease expenses are assumed to total approximately \$3.9 million per year.
- **EV Bus Charging Depot:** The Port is constructing a consolidated electric bus charging depot, which the bus system will utilize for charging, storage, and dispatch of the buses for operation of the bus system. The facility would be shared with the airport's parking shuttle bus fleet. The bus system's proportionate share of the cost to construct the facility is estimated to be approximately \$5 million of the estimated total \$23.0 million project budget. Repayment of these proportionate costs would be made in \$1 million increments over a five-year period beginning in FY26.
- **Electrical Capacity Fee:** The fee that the Port's electric utility may charge to provide the electrical capacity to charge 16 EV buses is estimated to be \$6.4 million, based upon discussions with Port Planning and Port Utilities staff. This analysis assumes the fee will be prorated over the projection period in conjunction with each tranche of bus acquisitions (\$2.0 million in FY 2027, \$2.0 million in FY 2031, and \$2.4 million in FY 2035).

Table 6 summarizes the expenses included in the analysis.

TABLE 6 SUMMARY OF CFC ELIGIBLE RENTAL CAR EXPENSES

FISCAL YEAR	BUS OPERATOR O&M	MANAGEMENT AGREEMENT EXPENSES	TOTAL BUSING O&M EXPENSES	FACILITY CAPITAL EXPENSES	ELECTRIC BUS ACQUISITION (LEASE)	ELECTRIC BUS CHARGING DEPOT	ELECTRICAL CAPACITY FEE	TOTAL CAPITAL EXPENSES	TOTAL EXPENSES
2024	\$4,118,306	\$307,928	\$4,426,234	\$0	\$0	\$0	\$0	\$0	\$4,426,234
2025	\$4,350,000	\$365,000	\$4,715,000	\$650,000	\$0	\$0	\$0	\$650,000	\$5,365,000
2026	\$4,480,500	\$375,950	\$4,856,450	\$225,000	\$0	\$1,000,000	\$0	\$1,225,000	\$6,081,450
2027	\$4,614,915	\$387,229	\$5,002,144	\$125,000	\$1,220,590	\$1,000,000	\$2,000,000	\$4,345,590	\$9,347,734
2028	\$4,753,362	\$398,845	\$5,152,208	\$0	\$1,220,590	\$1,000,000	\$0	\$2,220,590	\$7,372,798
2029	\$4,895,963	\$410,811	\$5,306,774	\$0	\$1,220,590	\$1,000,000	\$0	\$2,220,590	\$7,527,364
2030	\$5,042,842	\$423,135	\$5,465,977	\$0	\$1,220,590	\$1,000,000	\$0	\$2,220,590	\$7,686,567
2031	\$5,194,127	\$435,829	\$5,629,957	\$0	\$2,441,181	\$0	\$2,000,000	\$4,441,181	\$10,071,138
2032	\$5,349,951	\$448,904	\$5,798,855	\$0	\$2,441,181	\$0	\$0	\$2,441,181	\$8,240,036
2033	\$5,510,450	\$462,371	\$5,972,821	\$0	\$2,441,181	\$0	\$0	\$2,441,181	\$8,414,002
2034	\$5,675,763	\$476,242	\$6,152,006	\$0	\$2,441,181	\$0	\$0	\$2,441,181	\$8,593,187
2035	\$5,846,036	\$490,529	\$6,336,566	\$0	\$3,905,889	\$0	\$2,400,000	\$6,305,889	\$12,642,455

NOTE:

O&M – Operating and Maintenance

SOURCES: Port of Oakland; AvAirPros; Inc., Ricondo & Associates, Inc.

3. ANALYSIS RESULTS

The analysis conducted in support of implementing the alternative per-transaction-day CFC involved two projections: a CFC revenue projection, and a CFC cash flow analysis.

3.1 CFC COLLECTION PROJECTION

Projected rental car transactions were estimated by applying a ratio of transactions per deplaned passenger to the forecast of deplaned passengers. An average of 5 days per transaction was used to estimate annual transaction days. Total annual transaction days were reduced by a derived factor of 30 percent (using actual historical data provided by the rental car companies) to account for the limiting of transaction days to the statutory maximum of 5 days per transaction, resulting in a projection of annual chargeable transaction days. **Table 7** presents a projection of annual CFC collection based on the current CFC level of \$10.00 per on-Airport transaction and \$8.00 per off-Airport transaction, along with a projection of CFC collection under various total Airport transaction day CFC rates. As shown, projected per transaction CFC collection would continue to be inadequate to cover projected eligible busing O&M expenses, let alone the reimbursement of previously unreimbursed busing O&M expenses and inclusion of future projected CFC-eligible capital expenses.

3.2 CFC CASH FLOW PROJECTION

A cash flow projection was conducted to determine an appropriate per transaction day CFC level based on projected transaction days and annual eligible busing O&M and capital expenses. Under a typical CFC cash flow, the rental car companies would pay busing and capital expense invoices and would be reimbursed with collected CFC fund. Due to historical shortfalls in CFC collections compared to incurred busing expenses, the rental car companies have, at times, been required to pay expenses for which they have not been reimbursed. By the end of FY 2024, these previously unreimbursed expenses are estimated to total approximately \$2.36 million. In addition to reimbursing future busing O&M expenses and capital costs, a goal of the analysis was to establish a per transaction day CFC sufficient to ensure that all previously incurred busing O&M expenses could be reimbursed (at the Port's discretion) through future CFC collections in a timely manner upon transition to the alternative CFC rate.

Table 8 presents the results of the cash flow analysis, assuming an initial \$7.50 per-transaction-day rate for on-Airport rental car operators beginning October 1, 2024 (9 months of FY 2025). A corresponding rate for off-Airport operators was also developed. Per the CFC Statute, off-Airport CFCs cannot be used to fund rental car facility-related expenses. Such capital expenses, as presented in Table 6, equate to \$1.0 million through FY 2035, or approximately \$83,000 per month over a 12-month period. This amount was divided by the 12-month average expenditure of all busing O&M expenses and busing-related capital expenses (EV bus lease, EV bus charging depot, and electrical capacity fee expenses) through FY 2035, equating to approximately 1.12 percent of projected costs that would not be payable by an off-Airport CFC. Therefore, the assessed off-Airport CFC rate is projected to be 98.88 percent of the on-Airport CFC rate through the projection period.

Upon transition to the alternative CFC rate, all previously unreimbursed expenses would be reimbursed before the end of FY 2026. The remaining CFC fund would then begin to be used to fund a busing O&M reserve fund equal to 3 months of annual busing O&M expenses by the end of FY 2029. This O&M reserve fund would grow at a rate equal to the anticipated annual increases in busing O&M expenses (+3%). Additionally, contributions of \$50,000 annually would be made to a capital reserve fund until the fund totals \$500,000 by end of FY 2035. These funds would only be used in the event of an emergency.

TABLE 7 CFC COLLECTIONS PROJECTION

		FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035
Deplaned Passengers	[A]	5,780,744	5,592,013	5,592,013	5,704,000	5,818,080	5,934,442	6,053,130	6,174,193	6,297,677	6,423,630	6,552,103	6,683,145	6,816,808
Annual % Change			-3.3%	0.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Transactions per Deplaned Passenger	[B]	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06
Rental Car Transactions	[C=A*B]	348,237	336,869	336,869	343,615	350,487	357,497	364,647	371,940	379,379	386,966	394,706	402,600	410,652
			-3.3%	0.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Rental Car Transactions (on-Airport) (99.4%)	[C1]	345,279	334,848	334,848	341,553	348,384	355,352	362,459	369,708	377,102	384,644	392,337	400,184	408,188
Rental Car Transactions (off-Airport) (0.6%)	[C2]	2,958	2,021	2,021	2,062	2,103	2,145	2,188	2,232	2,276	2,322	2,368	2,416	2,464
Average Days per Transaction	[D]	4.70	4.70	4.70	4.70	4.70	4.70	4.70	4.70	4.70	4.70	4.70	4.70	4.70
Estimated Transaction Days	[E=C*D]		1,583,283	1,583,283	1,614,990	1,647,290	1,680,236	1,713,840	1,748,117	1,783,080	1,818,741	1,855,116	1,892,218	1,930,063
Reduction Associated with 5-Day Max (-30.0%)	[F=E*-30.0%]		(474,985)	(474,985)	(484,497)	(494,187)	(504,071)	(514,152)	(524,435)	(534,924)	(545,622)	(556,535)	(567,666)	(579,019)
Chargeable Transaction Days	[G=E+F]		1,108,298	1,108,298	1,130,493	1,153,103	1,176,165	1,199,688	1,223,682	1,248,156	1,273,119	1,298,581	1,324,553	1,351,044
Transaction Days (on-Airport) (99.4%)	[G1]		1,101,648	1,101,648	1,123,710	1,146,184	1,169,108	1,192,490	1,216,340	1,240,667	1,265,480	1,290,790	1,316,606	1,342,938
Transaction Days (off-Airport) (0.6%)	[G2]		6,650	6,650	6,783	6,919	7,057	7,198	7,342	7,489	7,639	7,791	7,947	8,106
CFC Collections at Per Transaction Level														
	\$10.00 [Rate * C1]		\$3,348,475	\$3,348,475	\$3,415,532	\$3,483,843	\$3,553,520	\$3,624,590	\$3,697,082	\$3,771,024	\$3,846,444	\$3,923,373	\$4,001,841	\$4,081,877
	\$8.00 [Rate * C2]		\$16,170	\$16,170	\$16,494	\$16,823	\$17,160	\$17,503	\$17,853	\$18,210	\$18,574	\$18,946	\$19,325	\$19,711
Total Per Transaction CFC Collections			\$3,364,645	\$3,364,645	\$3,432,026	\$3,500,666	\$3,570,680	\$3,642,093	\$3,714,935	\$3,789,234	\$3,865,019	\$3,942,319	\$4,021,165	\$4,101,589
Busing Operation and Maintenance Expenses			\$4,426,234	\$4,715,000	\$4,856,450	\$5,002,144	\$5,152,208	\$5,306,774	\$5,465,977	\$5,629,957	\$5,798,855	\$5,972,821	\$6,152,006	\$6,336,566
Capital Expenses			\$0	\$650,000	\$1,225,000	\$4,345,590	\$2,220,590	\$2,220,590	\$2,220,590	\$4,441,181	\$2,441,181	\$2,441,181	\$2,441,181	\$6,305,889
Total Expenses			\$4,426,234	\$5,365,000	\$6,081,450	\$9,347,734	\$7,372,798	\$7,527,365	\$7,686,568	\$10,071,138	\$8,240,036	\$8,414,002	\$8,593,187	\$12,642,455
Per Transaction CFC Collection Shortfall			(\$1,061,589)	(\$2,000,355)	(\$2,649,424)	(\$5,847,068)	(\$3,802,119)	(\$3,885,271)	(\$3,971,633)	(\$6,281,904)	(\$4,375,018)	(\$4,471,683)	(\$4,572,021)	(\$8,540,867)
CFC Collection at Per Transaction Day Level (-Total Transactions)														
	\$5.00 [Rate * G1]		\$5,541,490	\$5,541,490	\$5,652,466	\$5,765,515	\$5,880,825	\$5,998,442	\$6,118,411	\$6,240,779	\$6,365,594	\$6,492,906	\$6,622,764	\$6,755,220
	\$5.50 [Rate * G1]		\$6,095,639	\$6,095,639	\$6,217,712	\$6,342,066	\$6,468,908	\$6,598,286	\$6,730,252	\$6,864,857	\$7,002,154	\$7,142,197	\$7,285,041	\$7,430,742
	\$6.00 [Rate * G1]		\$6,649,788	\$6,649,788	\$6,782,959	\$6,918,618	\$7,056,990	\$7,198,130	\$7,342,093	\$7,488,934	\$7,638,713	\$7,791,487	\$7,947,317	\$8,106,264
	\$6.50 [Rate * G1]		\$7,203,937	\$7,203,937	\$7,348,205	\$7,495,169	\$7,645,073	\$7,797,974	\$7,953,934	\$8,113,012	\$8,275,273	\$8,440,778	\$8,609,594	\$8,781,785
	\$7.00 [Rate * G1]		\$7,758,086	\$7,758,086	\$7,913,452	\$8,071,721	\$8,233,155	\$8,397,818	\$8,565,775	\$8,737,090	\$8,911,832	\$9,090,069	\$9,271,870	\$9,457,307
	\$7.50 [Rate * G1]		\$8,312,236	\$8,312,236	\$8,478,698	\$8,648,272	\$8,821,238	\$8,997,663	\$9,177,616	\$9,361,168	\$9,548,391	\$9,739,359	\$9,934,146	\$10,132,829
	\$8.00 [Rate * G1]		\$8,866,385	\$8,866,385	\$9,043,945	\$9,224,824	\$9,409,320	\$9,597,507	\$9,789,457	\$9,985,246	\$10,184,951	\$10,388,650	\$10,596,423	\$10,808,351
	\$8.50 [Rate * G1]		\$9,420,534	\$9,420,534	\$9,609,191	\$9,801,375	\$9,997,403	\$10,197,351	\$10,401,298	\$10,609,324	\$10,821,510	\$11,037,941	\$11,258,699	\$11,483,873
	\$9.00 [Rate * G1]		\$9,974,683	\$9,974,683	\$10,174,438	\$10,377,927	\$10,585,485	\$10,797,195	\$11,013,139	\$11,233,402	\$11,458,070	\$11,687,231	\$11,920,976	\$12,159,395

SOURCES: Port of Oakland; Ricondo & Associates, Inc., May 2024.

TABLE 8 CFC CASH FLOW ANALYSIS

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	FY 2034	FY 2035
Sources of Funds													
Beginning Balance	\$450,402	\$523,079	\$0	\$0	\$757,761	\$7,721	\$1,000,867	\$1,867,427	\$3,268,061	\$2,466,471	\$3,681,963	\$4,913,178	\$6,158,678
CFC Collections	\$3,519,136	\$3,364,645	\$6,504,464	\$8,478,132	\$8,647,694	\$8,820,648	\$8,997,061	\$9,177,002	\$9,360,542	\$9,547,753	\$9,738,708	\$9,933,482	\$10,132,152
CFC Rate per Transaction (on-Airport)	\$10.00	\$10.00											
CFC Rate per Transaction (off-Airport)	\$8.00	\$8.00											
CFC Rate per Transaction Day (on-Airport)		Per Transaction Day Rate Starts 10/1/2024	\$7.50	\$7.50	\$7.50	\$7.50	\$7.50	\$7.50	\$7.50	\$7.50	\$7.50	\$7.50	\$7.50
CFC Rate per Transaction Day (off-Airport)			\$7.42	\$7.42	\$7.42	\$7.42	\$7.42	\$7.42	\$7.42	\$7.42	\$7.42	\$7.42	\$7.42
Available CFC Fund	3,969,538	3,887,724	6,504,464	8,478,132	9,405,455	8,828,370	9,997,928	11,044,430	12,628,603	12,014,224	13,420,672	14,846,661	16,290,830
Uses of Funds													
Capital Reserve Fund Deposit	0	0	0	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
Remaining Funds	3,969,538	3,887,724	6,504,464	8,428,132	9,355,455	8,778,370	9,947,928	10,994,430	12,578,603	11,964,224	13,370,672	14,796,661	16,240,830
Capital Expenses	0	0	650,000	1,225,000	4,345,590	2,220,590	2,220,590	2,220,590	4,441,181	2,441,181	2,441,181	2,441,181	6,305,889
Reimbursement of Eligible Capital Expenses	0	0	(650,000)	(1,225,000)	(4,345,590)	(2,220,590)	(2,220,590)	(2,220,590)	(4,441,181)	(2,441,181)	(2,441,181)	(2,441,181)	(6,305,889)
Remaining Funds	3,969,538	3,887,724	5,854,464	7,203,132	5,009,865	6,557,779	7,727,338	8,773,839	8,137,422	9,523,043	10,929,491	12,355,480	9,934,941
Eligible Current Bus System O&M Expenses	4,249,818	4,426,234	4,715,000	4,856,450	5,002,144	5,152,208	5,306,774	5,465,977	5,629,957	5,798,855	5,972,821	6,152,006	6,336,566
Reimbursement of Eligible Bus System O&M	(3,446,459)	(3,887,724)	(4,715,000)	(4,856,450)	(5,002,144)	(5,152,208)	(5,306,774)	(5,465,977)	(5,629,957)	(5,798,855)	(5,972,821)	(6,152,006)	(6,336,566)
Remaining CFC Funds	523,079	0	1,139,464	2,346,682	7,721	1,405,571	2,420,564	3,307,862	2,507,466	3,724,188	4,956,670	6,203,474	3,598,375
Unreimbursed Eligible Bus System O&M Expenses	803,359	538,510	0	0	0	0	0	0	0	0	0	0	0
Reimbursement of Eligible Unreimbursed Bus System O&M	0	0	(1,139,464)	(1,220,068)	0	0	0	0	0	0	0	0	0
Cumulative Unreimbursed Eligible Bus System O&M	1,821,021	2,359,532	1,220,068	0	0	0	0	0	0	0	0	0	0
Remaining CFC Funds	523,079	0	0	1,126,614	7,721	1,405,571	2,420,564	3,307,862	2,507,466	3,724,188	4,956,670	6,203,474	3,598,375
Bus System O&M Reserve Fund Deposit				(368,853)	0	(404,704)	(553,137)	(39,801)	(40,995)	(42,225)	(43,491)	(44,796)	(46,140)
Total Source of Funds	\$3,969,538	\$3,887,724	\$6,504,464	\$8,478,132	\$9,405,455	\$8,828,370	\$9,997,928	\$11,044,430	\$12,628,603	\$12,014,224	\$13,420,672	\$14,846,661	\$16,290,830
Total Use of Funds	(3,446,459)	(3,887,724)	(6,504,464)	(7,720,370)	(9,397,734)	(7,827,502)	(8,130,501)	(7,776,369)	(10,162,132)	(8,332,261)	(8,507,493)	(8,687,983)	(12,738,595)
Ending Balance	\$523,079	\$0	\$0	\$757,761	\$7,721	\$1,000,867	\$1,867,427	\$3,268,061	\$2,466,471	\$3,681,963	\$4,913,178	\$6,158,678	\$3,552,235

SOURCES: Port of Oakland; Ricondo & Associates, Inc., May 2024.

4. CONCLUSION AND NEXT STEPS

Given the methodology and assumptions described in this Report, the existing CFC rates of \$10.00 per rental car transaction for on-Airport rental car operators and \$8.00 per rental car transaction for off-Airport rental car operators is not sufficient to cover existing and projected expenses associated with operating and maintaining the rental car bus system operations at the Airport. Transition of the CFC to a per-transaction-day rate would allow the Port to charge a CFC rate sufficient to cover these expenses, as well as support development of future rental car facilities at the Airport. A rate of \$7.50 per on-Airport transaction day beginning October 1, 2024 was determined for the purposes of this analysis. Once transition to the alternative per-transaction-day CFC is approved, the Port could adjust the per-transaction-day CFC rate in the future up to a maximum of \$9.00 per transaction day, with rate increases or decreases scheduled at the discretion of the Port to meet CFC-eligible expense requirements.

In accordance with the California CFC Statute, the Port is required to:

- Retain an independent auditor to examine and substantiate the necessity and amount of the alternative CFC and conduct a Brown Act public hearing prior to its formal authorization to implement the alternative per transaction day CFC rate.
- At the Brown Act public hearing the Board of Port Commissioners is required to make the following findings:
 - The amount of CFC collections needed to cover costs associated with the operation and maintenance of the current common busing system, the construction of an electric bus charging depot, the acquisition and operation of the planned future EV bus system, and capital requirements for planned future development of consolidated rental car facilities; and
 - That the \$10.00 per transaction CFC does not generate sufficient funding to cover those costs associated with the operation and maintenance of the current common busing system, the acquisition and operation of the planned future EV bus system, and capital requirements for planned future development of consolidated rental car facilities; and
 - That implementation of the alternative per-transaction-day CFC is needed to generate the additional funding required for CFC-eligible common busing O&M and facility development capital expenses.

APPENDIX A DATA TABLES

TABLE A-1 HISTORICAL CFC REVENUE

COMPANY/BRAND	CFC COLLECTIONS					
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Airport Rent A Car	\$2,872	\$0	\$0	0	\$0	\$0
Alamo Rent A Car (Vanguard)	635,820	551,040	385,240	261,033	248,710	309,020
Avis Rent A Car (AvisBudget)	634,620	606,460	445,720	206,093	428,500	489,470
Budget Rent A Car (AvisBudget)	612,120	655,380	446,940	291,708	532,400	525,550
Dollar Rent A Car	307,650	279,370	184,290	77,823	104,200	123,410
Enterprise Rent A Car	749,182	639,770	503,380	311,360	338,260	389,820
Enterprise - Kaiser Air	5,400	65,590	2,900	1,270	0	580
Enterprise-Signature	4,200	8,180	5,450	7,220	8,720	5,620
Enterprise-98th Ave (Offsite)	2,232	19,856	8,700	22,449	21,336	21,632
Fox Rent A Car	321,703	258,316	273,010	222,686	238,820	212,080
Hertz Rent A Car	850,880	1,068,210	654,816	295,139	513,580	536,580
Hertz - Business Jet Center	0	0	56,160	0	0	0
Hertz - Signature	8,910	5,700	3,210	2,629	3,200	1,920
Hertz - Doolittle (Offsite)	320	792	908	413	496	752
Hertz - FireFly	290	0	0	0	0	0
Hertz - Kaiser Air	198,760	3,820	2,640	1,900	3,220	2,660
National Rent A Car	855,480	865,090	576,800	291,980	472,060	461,260
Vanguard - Kaiser	270	0	0	0	0	0
Payless Rent A Car	201,210	62,910	86,230	29,760	36,030	85,940
Thrifty Rent A Car	263,240	293,460	195,460	157,188	205,530	201,260
Total	\$5,655,159	\$5,383,944	\$3,831,854	\$2,180,652	\$3,155,062	\$3,367,554

NOTE: Fiscal Years ending June 30. CFCs collected by rental car companies during each fiscal year does not necessarily agree to the amounts remitted to the Port of Oakland due to the lag time between collections, accounting, reporting and remittance. The Port of Oakland reports CFC revenues based on CFCs actually received during each fiscal year.

SOURCE: Port of Oakland.

TABLE A-2 RENTAL CAR TRANSACTIONS FOR CONTRACTS OF 5 DAYS OR LESS

MONTH	YEAR	[T1] TRANSACTIONS BY RENTAL CAR BRAND (<5 DAYS)							
		HERTZ	DOLLAR	THRIFTY	FOX	AVIS	BUDGET	PAYLESS	TOTAL
DEC	2022	3,576	511	1,163	1,424	2,970	2,960	834	13,438
NOV	2022	3,170	426	869	1,201	3,293	3,199	479	12,637
OCT	2022	4,032	596	1,355	1,546	3,484	3,588	384	14,985
SEPT	2022	4,024	869	1,377	1,236	3,406	3,887	461	15,260
AUG	2022	4,045	1,116	1,323	1,209	3,579	3,365	304	14,941
JUL	2022	3,474	827	1,143	1,184	3,098	3,339	433	13,498
JUNE	2022	4,076	905	962	1,184	3,610	3,915	415	15,067
MAY	2022	3,592	840	966	1,348	3,826	4,026	564	15,162
APR	2022	3,183	653	712	1,479	3,461	3,743	296	13,527
MAR	2022	3,496	748	751	1,255	2,980	3,618	267	13,115
FEB	2022	3,073	728	798	1,288	2,418	3,033	269	11,607
JAN	2022	2,531	385	716	1,142	1,708	2,171	173	8,826
DEC	2021	3,661	477	1,082	1,223	2,348	3,176	84	12,051
NOV	2021	3,505	594	1,322	1,428	2,650	3,469	51	13,019
OCT	2021	3,850	586	1,445	2,003	2,803	4,064	170	14,921
SEPT	2021	3,809	561	1,560	1,504	2,873	3,759	136	14,202
AUG	2021	3,710	689	1,678	1,411	2,861	3,528	352	14,229
JUL	2021	3,224	659	1,355	1,235	3,053	3,870	232	13,628
JUNE	2021	3,696	587	1,234	1,331	3,234	2,906	212	13,200
MAY	2021	3,077	545	1,352	1,094	2,280	3,276	349	11,973
APR	2021	2,465	467	1,125	1,238	1,663	3,287	156	10,401
MAR	2021	2,085	452	803	1,441	1,444	2,363	232	8,820
FEB	2021	1,607	330	753	1,060	1,066	1,374	186	6,376
JAN	2021	1,339	294	724	980	817	1,008	173	5,335
DEC	2020	1,122	264	711	1,004	658	1,028	143	4,930
NOV	2020	1,460	372	1,150	1,199	936	1,459	137	6,713
OCT	2020	1,860	526	1,131	1,273	1,281	1,531	195	7,797
SEPT	2020	1,630	479	974	1,185	1,075	1,501	164	7,008
AUG	2020	1,604	372	646	1,272	1,043	1,607	164	6,708
JULY	2020	1,432	305	408	1,503	1,113	1,666	184	6,611
JUNE	2020	1,192	280	434	1,034	864	1,121	172	5,097
MAY	2020	726	166	139	638	635	764	174	3,242
APR	2020	357	118	75	330	286	281	176	1,623
MAR	2020	2,796	1,048	898	1,182	1,696	1,469	425	9,514
FEB	2020	5,751	1,491	1,585	1,702	3,761	3,414	727	18,431

MONTH	YEAR	[T1] TRANSACTIONS BY RENTAL CAR BRAND (<5 DAYS)							
		HERTZ	DOLLAR	THRIFTY	FOX	AVIS	BUDGET	PAYLESS	TOTAL
JAN	2020	5,097	1,429	1,794	1,731	3,592	3,003	595	17,241
DEC	2019	5,248	1,496	1,425	1,834	3,802	3,756	745	18,306
NOV	2019	6,318	1,770	1,765	2,111	4,318	4,524	822	21,628
OCT	2019	6,748	1,621	1,544	2,313	4,437	4,427	642	21,732
SEPT	2019	7,001	1,532	1,489	1,582	4,813	4,253	1,355	22,025
AUG	2019	7,188	1,429	1,523	1,465	4,538	3,862	297	20,302
JULY	2019	6,675	1,532	1,689	1,976	4,345	3,806	498	20,521
JUNE	2019	7,931	1,504	1,580	2,193	4,524	4,260	629	22,621
MAY	2019	7,801	1,403	1,548	2,108	4,553	5,723	661	23,797
APR	2019	6,715	1,184	1,239	1,757	4,309	4,680	741	20,625
MAR	2019	7,222	1,440	1,415	1,985	4,337	4,606	446	21,451
FEB	2019	6,433	1,377	1,475	1,967	3,727	3,651	314	18,944
JAN	2019	6,174	1,714	1,946	2,299	3,599	3,470	250	19,452

SOURCE: Transaction data provided by individual rental car agencies operating at Oakland International Airport, February 2023.

TABLE A-3 RENTAL CAR TRANSACTION DAYS FOR CONTRACTS OF 5 DAYS OR LESS

MONTH	YEAR	[D1] TRANSACTION DAYS BY RENTAL CAR BRAND (<5 DAYS)							
		HERTZ	DOLLAR	THRIFTY	FOX	AVIS	BUDGET	PAYLESS	TOTAL
DEC	2022	7,792	1,202	2,763	4,112	7,288	7,464	2,132	32,753
NOV	2022	7,275	1,056	2,161	3,539	8,634	8,942	1,340	32,947
OCT	2022	9,382	1,480	3,170	4,576	9,337	10,133	955	39,033
SEPT	2022	9,636	2,230	3,360	3,519	9,182	11,000	1,292	40,219
AUG	2022	9,884	2,955	3,281	3,436	9,701	9,380	837	39,474
JUL	2022	8,456	2,213	3,035	3,520	8,592	9,667	1,316	36,799
JUNE	2022	9,295	2,387	2,422	3,367	9,836	11,095	1,179	39,581
MAY	2022	8,570	2,130	2,431	3,959	10,111	11,398	1,207	39,806
APR	2022	7,476	1,565	1,715	3,901	8,938	10,167	694	34,456
MAR	2022	8,125	1,883	1,777	3,833	7,768	10,088	672	34,145
FEB	2022	7,415	1,783	1,956	3,766	6,374	8,238	676	30,209
JAN	2022	5,997	915	1,890	3,319	4,463	5,972	526	23,083
DEC	2021	8,392	1,140	2,704	3,724	6,230	8,767	186	31,143
NOV	2021	8,238	1,575	3,352	4,276	7,324	10,156	128	35,049
OCT	2021	9,209	1,474	3,508	5,690	7,817	11,572	400	39,670
SEPT	2021	9,288	1,345	3,990	4,326	8,293	11,241	322	38,804
AUG	2021	9,160	1,791	4,448	4,375	8,089	9,949	883	38,694
JUL	2021	7,997	1,775	3,637	3,556	8,395	11,415	529	37,304
JUNE	2021	8,701	1,494	3,014	3,801	8,700	8,769	493	34,971
MAY	2021	7,240	1,352	3,308	3,318	6,169	9,406	930	31,723
APR	2021	5,771	1,187	2,719	3,688	4,355	9,471	388	27,579
MAR	2021	4,997	1,077	1,925	4,117	3,817	6,570	593	23,096
FEB	2021	3,862	795	1,792	2,896	2,739	3,608	493	16,185
JAN	2021	3,236	695	1,734	2,821	2,042	2,541	454	13,523
DEC	2020	2,504	633	1,696	2,910	1,565	2,742	373	12,423
NOV	2020	3,532	960	3,001	3,746	2,365	3,887	385	17,875
OCT	2020	4,508	1,327	2,858	3,954	3,384	4,110	503	20,645
SEPT	2020	3,872	1,160	2,394	3,645	2,837	4,179	503	18,590
AUG	2020	3,708	875	1,547	3,988	2,783	4,320	387	17,609
JULY	2020	3,278	715	1,031	4,540	2,994	4,723	576	17,858
JUNE	2020	2,687	659	1,041	3,055	2,166	2,855	444	12,907
MAY	2020	1,526	370	298	1,932	1,464	1,857	451	7,899
APR	2020	714	264	179	899	669	634	437	3,796
MAR	2020	6,435	2,650	2,331	3,250	4,199	3,981	1,099	23,945
FEB	2020	13,135	3,541	3,834	4,790	9,788	9,324	2,009	46,422

MONTH	YEAR	[D1] TRANSACTION DAYS BY RENTAL CAR BRAND (<5 DAYS)							
		HERTZ	DOLLAR	THRIFTY	FOX	AVIS	BUDGET	PAYLESS	TOTAL
JAN	2020	11,475	3,365	4,389	4,765	9,231	8,145	1,562	42,933
DEC	2019	12,112	3,472	3,467	5,213	9,584	9,824	1,859	45,531
NOV	2019	14,576	4,150	4,296	5,994	11,426	12,904	2,084	55,431
OCT	2019	15,422	3,707	3,754	6,507	11,802	12,308	1,682	55,182
SEPT	2019	16,196	3,529	3,667	6,782	12,667	11,644	3,710	58,196
AUG	2019	16,415	3,388	3,861	5,488	12,254	10,971	812	53,189
JULY	2019	15,682	3,710	4,271	6,640	11,834	10,852	1,587	54,576
JUNE	2019	18,515	3,552	3,865	7,579	12,051	12,378	1,558	59,497
MAY	2019	18,047	3,331	3,940	7,382	11,621	15,969	1,601	61,891
APR	2019	15,311	2,868	3,239	6,244	11,256	13,421	1,759	54,098
MAR	2019	16,430	3,428	3,588	6,720	11,360	12,967	1,098	55,591
FEB	2019	14,730	3,209	3,560	6,563	9,484	10,250	815	48,611
JAN	2019	14,095	3,950	4,782	7,279	9,245	9,561	590	49,503

SOURCE: Transaction data provided by individual rental car agencies operating at Oakland International Airport, February 2023.

TABLE A-4 RENTAL CAR TRANSACTIONS FOR CONTRACTS OVER 5 DAYS

MONTH	YEAR	[T2] TRANSACTION DAYS BY RENTAL CAR BRAND (>5 DAYS)							
		HERTZ	DOLLAR	THRIFTY	FOX	AVIS	BUDGET	PAYLESS	TOTAL
DEC	2022	710	248	408	545	811	855	221	3,798
NOV	2022	610	330	390	743	641	743	192	3,649
OCT	2022	659	252	399	609	689	827	74	3,509
SEPT	2022	759	428	596	542	780	959	119	4,183
AUG	2022	1,142	685	777	621	784	1,087	126	5,222
JUL	2022	1,219	688	797	754	992	1,273	108	5,831
JUNE	2022	1,090	670	544	658	959	1,238	139	5,298
MAY	2022	923	419	286	496	821	1,165	66	4,176
APR	2022	738	207	254	528	638	807	43	3,215
MAR	2022	643	282	247	578	577	846	50	3,223
FEB	2022	575	220	237	485	504	645	48	2,714
JAN	2022	611	164	439	561	492	497	79	2,843
DEC	2021	814	130	676	584	752	985	43	3,984
NOV	2021	948	130	787	620	714	870	11	4,080
OCT	2021	795	106	808	530	676	794	21	3,730
SEPT	2021	760	192	639	631	636	748	15	3,621
AUG	2021	919	317	878	853	729	898	80	4,674
JUL	2021	875	330	872	749	818	1,264	32	4,940
JUNE	2021	1,074	306	510	634	895	1,140	40	4,599
MAY	2021	765	205	539	591	584	803	81	3,568
APR	2021	628	206	488	622	529	921	41	3,435
MAR	2021	766	243	351	651	361	709	93	3,174
FEB	2021	629	188	336	558	310	417	62	2,500
JAN	2021	523	260	443	629	243	320	47	2,465
DEC	2020	463	293	443	624	263	426	56	2,568
NOV	2020	531	294	479	668	332	455	36	2,795
OCT	2020	512	341	488	720	317	495	56	2,929
SEPT	2020	495	288	487	733	356	567	71	2,997
AUG	2020	461	205	314	866	398	640	76	2,960
JULY	2020	505	175	259	883	391	545	90	2,848
JUNE	2020	355	150	152	793	341	606	54	2,451
MAY	2020	262	122	70	598	232	306	94	1,684
APR	2020	191	142	124	381	182	174	105	1,299
MAR	2020	889	542	449	463	397	607	96	3,443
FEB	2020	1,090	537	484	519	511	803	242	4,186

MONTH	YEAR	[T2] TRANSACTION DAYS BY RENTAL CAR BRAND (>5 DAYS)							
		HERTZ	DOLLAR	THRIFTY	FOX	AVIS	BUDGET	PAYLESS	TOTAL
JAN	2020	1,197	576	678	452	512	786	155	4,356
DEC	2019	1,481	688	761	685	795	1,021	166	5,597
NOV	2019	1,256	497	446	599	650	1,002	207	4,657
OCT	2019	1,654	591	648	374	764	871	172	5,074
SEPT	2019	1,680	580	597	256	820	942	309	5,184
AUG	2019	1,958	705	873	237	892	978	89	5,732
JULY	2019	1,979	669	763	319	1,081	1,433	164	6,408
JUNE	2019	2,140	769	726	355	1,016	1,751	192	6,949
MAY	2019	1,750	651	683	341	701	1,362	174	5,662
APR	2019	1,509	526	600	284	722	1,333	89	5,063
MAR	2019	1,479	620	589	321	757	1,336	84	5,186
FEB	2019	1,195	488	627	318	502	857	59	4,046
JAN	2019	1,314	655	940	372	492	926	43	4,742

SOURCE: Transaction data provided by individual rental car agencies operating at Oakland International Airport, February 2023.

TABLE A-5 RENTAL CAR TRANSACTION DAYS FOR CONTRACTS OVER 5 DAYS THAT APPLY TO CFC

MONTH	YEAR	[D2] TRANSACTION DAYS BY RENTAL CAR BRAND (>5 DAYS THAT APPLY TO CFC)							
		HERTZ	DOLLAR	THRIFTY	FOX	AVIS	BUDGET	PAYLESS	TOTAL
DEC	2022	3,550	1,240	2,040	2,725	4,055	4,275	1,105	18,990
NOV	2022	3,050	1,650	1,950	3,715	3,205	3,715	960	18,245
OCT	2022	3,295	1,260	1,995	3,045	3,445	4,135	370	17,545
SEPT	2022	3,795	2,140	2,980	2,710	3,900	4,795	595	20,915
AUG	2022	5,710	3,425	3,885	3,105	3,920	5,435	630	26,110
JUL	2022	6,095	3,440	3,985	3,770	4,960	6,365	540	29,155
JUNE	2022	5,450	3,350	2,720	3,290	4,795	6,190	695	26,490
MAY	2022	4,615	2,095	1,430	2,480	4,105	5,825	330	20,880
APR	2022	3,690	1,035	1,270	2,640	3,190	4,035	215	16,075
MAR	2022	3,215	1,410	1,235	2,890	2,885	4,230	250	16,115
FEB	2022	2,875	1,100	1,185	2,425	2,520	3,225	240	13,570
JAN	2022	3,055	820	2,195	2,805	2,460	2,485	395	14,215
DEC	2021	4,070	650	3,380	2,920	3,760	4,925	215	19,920
NOV	2021	4,740	650	3,935	3,100	3,570	4,350	55	20,400
OCT	2021	3,975	530	4,040	2,650	3,380	3,970	105	18,650
SEPT	2021	3,800	960	3,195	3,155	3,180	3,740	75	18,105
AUG	2021	4,595	1,585	4,390	4,265	3,645	4,490	400	23,370
JUL	2021	4,375	1,650	4,360	3,745	4,090	6,320	160	24,700
JUNE	2021	5,370	1,530	2,550	3,170	4,475	5,700	200	22,995
MAY	2021	3,825	1,025	2,695	2,955	2,920	4,015	405	17,840
APR	2021	3,140	1,030	2,440	3,110	2,645	4,605	205	17,175
MAR	2021	3,830	1,215	1,755	3,255	1,805	3,545	465	15,870
FEB	2021	3,145	940	1,680	2,790	1,550	2,085	310	12,500
JAN	2021	2,615	1,300	2,215	3,145	1,215	1,600	235	12,325
DEC	2020	2,315	1,465	2,215	3,120	1,315	2,130	280	12,840
NOV	2020	2,655	1,470	2,395	3,340	1,660	2,275	180	13,975
OCT	2020	2,560	1,705	2,440	3,600	1,585	2,475	280	14,645
SEPT	2020	2,475	1,440	2,435	3,665	1,780	2,835	355	14,985
AUG	2020	2,305	1,025	1,570	4,330	1,990	3,200	380	14,800
JULY	2020	2,525	875	1,295	4,415	1,955	2,725	450	14,240
JUNE	2020	1,775	750	760	3,965	1,705	3,030	270	12,255
MAY	2020	1,310	610	350	2,990	1,160	1,530	470	8,420
APR	2020	955	710	620	1,905	910	870	525	6,495
MAR	2020	4,445	2,710	2,245	2,315	1,985	3,035	480	17,215
FEB	2020	5,450	2,685	2,420	2,595	2,555	4,015	1,210	20,930

MONTH	YEAR	[D2] TRANSACTION DAYS BY RENTAL CAR BRAND (>5 DAYS THAT APPLY TO CFC)							
		HERTZ	DOLLAR	THRIFTY	FOX	AVIS	BUDGET	PAYLESS	TOTAL
JAN	2020	5,985	2,880	3,390	2,260	2,560	3,930	775	21,780
DEC	2019	7,405	3,440	3,805	3,425	3,975	5,105	830	27,985
NOV	2019	6,280	2,485	2,230	2,995	3,250	5,010	1,035	23,285
OCT	2019	8,270	2,955	3,240	1,870	3,820	4,355	860	25,370
SEPT	2019	8,400	2,900	2,985	1,279	4,100	4,710	1,545	25,919
AUG	2019	9,790	3,525	4,365	1,184	4,460	4,890	445	28,659
JULY	2019	9,895	3,345	3,815	1,597	5,405	7,165	820	32,042
JUNE	2019	10,700	3,845	3,630	1,773	5,080	8,755	960	34,743
MAY	2019	8,750	3,255	3,415	1,704	3,505	6,810	870	28,309
APR	2019	7,545	2,630	3,000	1,420	3,610	6,665	445	25,315
MAR	2019	7,395	3,100	2,945	1,605	3,785	6,680	420	25,930
FEB	2019	5,975	2,440	3,135	1,590	2,510	4,285	295	20,230
JAN	2019	6,570	3,275	4,700	1,859	2,460	4,630	215	23,709

SOURCE: Transaction data provided by individual rental car agencies operating at Oakland International Airport, February 2023.

TABLE A-6 RENTAL CAR TRANSACTIONS FOR CONTRACTS OVER 5 DAYS THAT DON'T APPLY TO CFC

MONTH	YEAR	[D3] TRANSACTION DAYS BY RENTAL CAR BRAND (>5 DAYS THAT DON'T APPLY TO CFC)							
		HERTZ	DOLLAR	THRIFTY	FOX	AVIS	BUDGET	PAYLESS	TOTAL
DEC	2022	6,897	2,644	4,594	5,220	4,751	3,652	752	28,510
NOV	2022	5,770	3,326	4,249	6,795	4,087	3,106	680	28,012
OCT	2022	6,273	2,597	4,375	5,322	4,586	3,705	259	27,117
SEPT	2022	7,635	4,385	5,636	5,254	5,143	4,926	383	33,361
AUG	2022	10,928	6,638	7,425	6,211	5,572	5,370	519	42,664
JUL	2022	11,599	6,420	6,850	7,104	6,761	6,118	465	45,317
JUNE	2022	9,891	6,107	4,776	6,130	6,478	5,634	456	39,472
MAY	2022	8,179	4,014	2,551	4,596	5,760	5,104	209	30,413
APR	2022	7,056	2,103	2,257	4,790	4,362	3,559	181	24,308
MAR	2022	6,043	2,911	2,350	5,392	4,108	4,170	193	25,166
FEB	2022	5,946	2,356	2,628	4,540	3,533	3,159	136	22,298
JAN	2022	6,454	1,773	4,631	5,319	3,789	2,593	341	24,900
DEC	2021	7,742	1,236	6,660	5,572	4,546	3,933	160	29,849
NOV	2021	8,954	1,362	7,756	5,910	4,508	3,743	23	32,256
OCT	2021	7,618	968	7,331	4,771	4,228	3,800	75	28,791
SEPT	2021	7,274	1,993	5,618	5,697	3,805	3,087	42	27,516
AUG	2021	8,851	3,152	7,741	7,444	4,076	3,974	232	35,469
JUL	2021	8,843	3,276	7,662	6,839	4,235	4,917	185	35,957
JUNE	2021	9,983	3,037	4,954	5,892	4,401	4,640	135	33,042
MAY	2021	8,385	2,535	5,382	5,446	4,086	3,349	308	29,491
APR	2021	8,135	2,644	5,114	6,135	3,144	4,001	209	29,382
MAR	2021	10,142	4,130	4,499	6,544	2,454	3,187	576	31,532
FEB	2021	7,948	3,459	4,355	6,202	1,914	2,020	413	26,312
JAN	2021	6,282	4,342	5,256	7,256	1,803	1,710	256	26,904
DEC	2020	5,510	3,542	5,215	6,619	1,750	1,946	319	24,900
NOV	2020	5,870	3,825	5,403	6,701	1,981	1,959	96	25,836
OCT	2020	5,764	4,220	5,920	7,652	2,193	2,248	175	28,172
SEPT	2020	5,630	3,330	4,956	7,737	2,405	2,272	163	26,493
AUG	2020	5,031	2,756	3,497	8,629	2,376	3,016	161	25,465
JULY	2020	6,131	2,538	2,975	9,480	2,300	2,547	295	26,266
JUNE	2020	4,403	2,642	2,102	9,121	2,312	2,879	151	23,610
MAY	2020	3,908	3,041	1,777	6,934	1,682	1,522	278	19,142
APR	2020	3,339	2,431	2,562	4,354	1,722	1,221	393	16,022
MAR	2020	9,213	6,874	4,858	4,675	2,216	3,215	239	31,290
FEB	2020	10,852	5,918	5,336	5,089	2,828	3,242	1,046	34,311

MONTH	YEAR	[D3] TRANSACTION DAYS BY RENTAL CAR BRAND (>5 DAYS THAT DON'T APPLY TO CFC)							
		HERTZ	DOLLAR	THRIFTY	FOX	AVIS	BUDGET	PAYLESS	TOTAL
JAN	2020	11,597	6,671	6,997	4,435	3,346	4,105	437	37,588
DEC	2019	13,111	6,424	7,042	6,298	3,878	3,794	492	41,038
NOV	2019	11,867	5,213	4,220	5,216	3,246	3,665	770	34,197
OCT	2019	15,823	5,748	6,203	3,026	4,353	3,767	550	39,469
SEPT	2019	16,083	6,368	6,043	3,154	4,972	4,199	1,052	41,871
AUG	2019	19,197	7,807	8,856	2,552	5,449	4,647	289	48,798
JULY	2019	19,923	7,396	7,462	3,088	6,985	7,176	534	52,565
JUNE	2019	19,971	8,686	7,326	3,524	5,806	8,174	585	54,073
MAY	2019	16,019	6,968	6,457	3,433	3,804	6,086	470	43,237
APR	2019	13,609	5,632	5,814	2,903	4,466	6,177	162	38,763
MAR	2019	13,759	6,440	5,687	3,125	3,841	5,395	291	38,539
FEB	2019	10,880	5,503	6,866	3,052	3,386	4,078	211	33,976
JAN	2019	12,424	6,893	9,884	3,385	3,007	4,472	180	40,245

SOURCE: Transaction data provided by individual rental car agencies operating at Oakland International Airport, February 2023.

TABLE A-7 TOTAL RENTAL CAR TRANSACTIONS AND TRANSACTION DAYS

MONTH	YEAR	TRANSACTIONS	TRANSACTION DAYS THAT APPLY TO CFC	TRANSACTION DAYS THAT DON'T APPLY TO CFC	TOTAL TRANSACTION DAYS
DEC	2022	17,236	51,743	28,510	80,253
NOV	2022	16,286	51,192	28,012	79,204
OCT	2022	18,494	56,578	27,117	83,696
SEPT	2022	19,443	61,134	33,361	94,496
AUG	2022	20,163	65,584	42,664	108,247
JUL	2022	19,329	65,954	45,317	111,271
JUNE	2022	20,365	66,071	39,472	105,544
MAY	2022	19,338	60,686	30,413	91,099
APR	2022	16,742	50,531	24,308	74,839
MAR	2022	16,338	50,260	25,166	75,427
FEB	2022	14,321	43,779	22,298	66,077
JAN	2022	11,669	37,298	24,900	62,198
DEC	2021	16,035	51,063	29,849	80,912
NOV	2021	17,099	55,449	32,256	87,705
OCT	2021	18,651	58,320	28,791	87,111
SEPT	2021	17,823	56,909	27,516	84,425
AUG	2021	18,903	62,064	35,469	97,534
JUL	2021	18,568	62,004	35,957	97,961
JUNE	2021	17,799	57,966	33,042	91,008
MAY	2021	15,541	49,563	29,491	79,054
APR	2021	13,836	44,754	29,382	74,136
MAR	2021	11,994	38,966	31,532	70,498
FEB	2021	8,876	28,685	26,312	54,997
JAN	2021	7,800	25,848	26,904	52,752
DEC	2020	7,498	25,263	24,900	50,163
NOV	2020	9,508	31,850	25,836	57,686
OCT	2020	10,726	35,290	28,172	63,461
SEPT	2020	10,005	33,575	26,493	60,068
AUG	2020	9,668	32,409	25,465	57,874
JULY	2020	9,459	32,098	26,266	58,364
JUNE	2020	7,548	25,162	23,610	48,773
MAY	2020	4,926	16,319	19,142	35,461
APR	2020	2,922	10,291	16,022	26,312
MAR	2020	12,957	41,160	31,290	72,450
FEB	2020	22,617	67,352	34,311	101,663

MONTH	YEAR	TRANSACTIONS	TRANSACTION DAYS THAT APPLY TO CFC	TRANSACTION DAYS THAT DON'T APPLY TO CFC	TOTAL TRANSACTION DAYS
JAN	2020	21,597	64,713	37,588	102,301
DEC	2019	23,903	73,516	41,038	114,554
NOV	2019	26,285	78,716	34,197	112,913
OCT	2019	26,806	80,552	39,469	120,022
SEPT	2019	27,209	84,115	41,871	125,986
AUG	2019	26,034	81,848	48,798	130,646
JULY	2019	26,929	86,618	52,565	139,182
JUNE	2019	29,570	94,240	54,073	148,313
MAY	2019	29,459	90,201	43,237	133,438
APR	2019	25,688	79,414	38,763	118,177
MAR	2019	26,637	81,521	38,539	120,060
FEB	2019	22,990	68,841	33,976	102,817
JAN	2019	24,194	73,212	40,245	113,457

SOURCE: Transaction data provided by individual rental car agencies operating at Oakland International Airport, February 2023.

TABLE A-8 SUMMARY OF TOTAL RENTAL CAR TRANSACTIONS AND TRANSACTION DAYS

YEAR	TRANSACTIONS	TRANSACTION DAYS THAT APPLY TO CFC	TRANSACTION DAYS THAT DON'T APPLY TO CFC	TOTAL TRANSACTION DAYS
2019	315,704	972,793	506,771	1,479,564
2020	129,431	415,480	319,096	734,576
2021	182,925	591,592	366,501	958,093
2022	209,724	660,812	371,540	1,032,352

SOURCE: Transaction data provided by individual rental car agencies operating at Oakland International Airport, February 2023.

TABLE A-9 SUMMARY OF TOTAL RENTAL CAR TRANSACTIONS AND TRANSACTION DAYS - EHI

BRAND AND YEAR	TRANSACTIONS	TRANSACTION DAYS THAT APPLY TO CFC	TRANSACTION DAYS THAT DON'T APPLY TO CFC	TOTAL TRANSACTION DAYS
Alamo				
2019	53,951	180,818	70,010	250,828
2020	25,751	83,436	36,414	119,850
2021	21,747	73,056	24,951	98,008
2022	31,773	104,805	26,913	131,719
Enterprise				
2019	68,800	200,579	62,547	263,126
2020	30,232	88,213	48,336	136,549
2021	31,901	101,216	60,948	162,164
2022	38,765	122,027	64,871	186,898
National				
2019	85,304	225,373	46,410	271,783
2020	30,008	85,326	32,355	117,682
2021	41,296	124,108	42,610	166,718
2022	52,865	155,657	46,622	202,279

SOURCE: Transaction data provided by EHI, February 2023.

TABLE A-10 RENTAL CAR TRANSACTION DATA SUMMARY

CALENDAR YEAR	TRANSACTIONS	TRANSACTION DAYS THAT APPLY TO CFC ¹	TRANSACTION DAYS THAT DON'T APPLY TO CFC ²	TOTAL TRANSACTION DAYS
2019	523,759	1,579,563	685,739	2,265,302
2020	215,422	672,455	436,202	1,108,657
2021	277,869	889,973	495,011	1,384,983
2022	333,127	1,043,301	509,946	1,553,247

NOTES:

1 Transaction days applicable to the alternative Customer Facility Charge (CFC) are capped at 5 days per transaction per California Code. These transaction days include contracts with a length of 5 days or less, as well as contracts with a length of over 5 days, but capped at 5 days per contract.

2 These transactions days are the remaining days that are not applied to the alternative CFC due to the 5-day cap.

SOURCE: Transaction data provided by individual rental car agencies operating at Oakland International Airport, February 2023.