



AGENDA REPORT

PROPOSED ACTION: Resolution: Approve and Authorize the Executive Director to Execute a Supplemental Agreement to the Professional Services Agreement with Oliver Wyman, LLC, a Delaware limited liability company, through its Lippincott Division to Add \$500,000 to the Maximum Compensation for a Total Not to Exceed \$650,000 for an Additional One Year to Provide Brand Development and Marketing Consulting Services; Waive Formal Competitive Procurement Procedures; and Finding that the Proposed Action is Exempt Under the California Environmental Quality Act. **(Aviation)**

Submitted By: Craig Simon, Director of Aviation; Kristi McKenney, Executive Director

Parties Involved: Oliver Wyman, LLC, a Delaware limited liability company, through its Lippincott Division.

Amount: Additional \$500,000. For a maximum not to exceed of \$650,000 (Operating Expense)

EXECUTIVE SUMMARY: The Port of Oakland (Port) previously entered into a Professional Services Agreement with Oliver Wyman, LLC, a Delaware limited liability company, through its Lippincott Division (Consultant) for brand development options for \$150,000 expiring on November 27, 2025. The execution of the supplemental agreement would add \$500,000 for a total of \$650,000 and add an additional one year to develop new brand guidelines and brand activation for Oakland San Francisco Bay Airport (Airport or OAK). This is a key strategy to elevate, modernize, and enhance the narrative for the Airport.

BACKGROUND & ANALYSIS

The Airport has a distinct brand that is respected in the communities it serves and by its airline and other tenants. To maintain the brand without changing the core elements, it is necessary to invest in further brand definition as well as strategies for effective deployment in the marketplace here in San Francisco Bay Area region as well as globally. The Consultant is well suited for the work having completed similar work for Port tenants including Southwest Airlines, Hawaiian Airlines, and Delta Air Lines. Port Staff have observed that the Consultant has done excellent work on the Port's most recent branding projects. The necessity to fully evolve the Airport's commercial branding is now clear. It is evident that the initial work completed should be augmented to create a new narrative for the Airport to move forward toward growth with an enhanced brand image. The Airport needs to proactively manage its identity change, so it becomes an operational lever for growth—well beyond the logo. The same Consultant team will be in place to embark upon the identified tasks that have been evaluated and prioritized to accomplish a refresh and revitalization of the popular I FLY OAK brand including standards for the deployment across a multitude of branded assets that will be used for the decades ahead in the Airport's second century of operation.

Examples of Lippincott's previous work are shown in the following exhibits; Exhibit 1: Southwest Airlines, Exhibit 2: Hawaiian Airlines and Exhibit 3: Bank of America. These examples underscore the strategic importance of implementing a cohesive brand framework, one that modernizes, elevates, and strengthens established consumer brands through consistent visual identity and disciplined execution.

Exhibit 1: Southwest Airlines

Lippincott refreshed Southwest's logo and visual system to appeal to new, high value customer segments



Exhibit 2: Hawaiian Airlines

Lippincott created a new visual expression for Hawaiian Airlines so the Aloha spirit could be felt throughout the complete experience

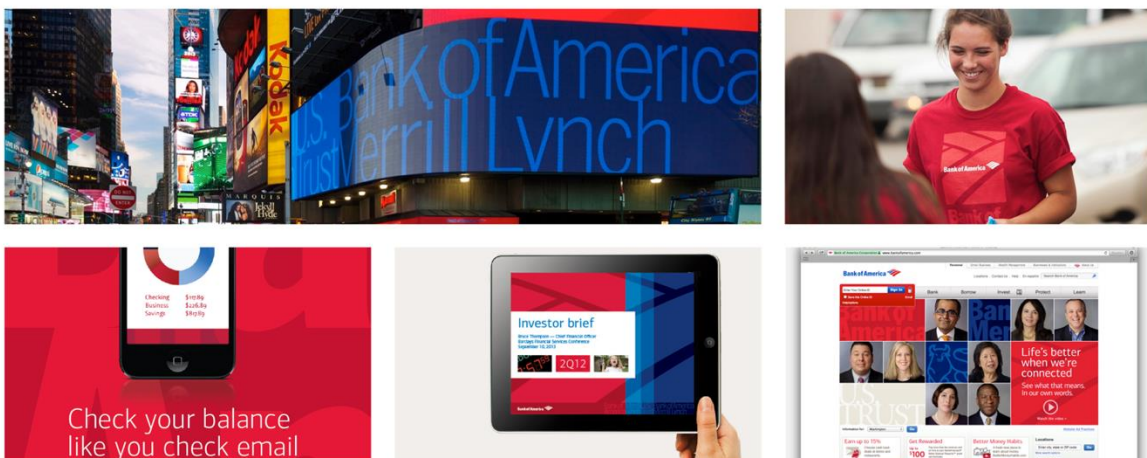


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Exhibit 3: Bank of America

Lippincott modernized the Bank of America visual system to unify the business and support a customer first approach to service



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The consultant will develop a strategy-driven approach to brand evolution that maintains authenticity while carefully managing risk and preserving and growing stakeholder trust. This extension includes tasks that support deliverables in two primary areas:

1. Development of Brand Expression Guidelines

- a. Establish updated brand strategy and design guidelines to better reflect who we are and where we're headed.
- b. Comprehensive review of new logo ideas, especially how our name connects with the "I Fly OAK" identity.
- c. Development of a clear and flexible visual style that supports a refreshed brand story, showing what stays consistent and where we can be creative.
- d. Develop a new guide to help unify the look and feel of our materials, ensuring everything from ads and digital signage reflects OAK's commitment to a great passenger experience.
- e. Build our updated visuals to reflect OAK as a modern, forward-looking airport focused on transportation and innovation.
- f. Deliver refreshed logo artwork and visual system toolkit including the logo plus:
 1. Custom image library that supports developing the Airport as a destination in and of itself, relevant to primary audiences.
 2. Official color palette. Establish a bold, ownable color palette that reflects the vibrant Oakland (and OAK) culture and supports brand differentiation from other airports.
 3. Secondary graphic devices (such as patterns, holding shapes, etc. as shown in the included Exhibits)
 4. Social media toolkit including sample suggested posts and templates for Meta and LinkedIn online platforms.
 5. Airline sales presentation, including a fully redesigned PowerPoint template and slide library.
 6. Sample merchandising applications for promotional items.

2. Development of Brand Activation and Rollout

- a. Deployment of new brand guidelines including internal team review.
- b. Activation work session with cross functional team to assess internal and external training and launch needs, priorities and timing.
- c. Exploration and determination of logo use that supports a wide range of applications and formats. Explore novel ways to celebrate the local communities and the San Francisco Bay Area.

It is in the Port's best interest to extend the current agreement with the Consultant, as the Consultant team has been directly involved in related Board approved projects since 2022 (Port Resolution No.:22-86, Board Approval Date: September 15, 2022) and has consistently demonstrated a deep understanding of the Airport's brand, strategic goals, and operational context. Their continuity on this initiative ensures minimal onboarding time and allows the team to immediately forge ahead on a tightly scheduled timeline. The Consultant has already delivered high-quality work, met key milestones, and built strong

working relationships with internal stakeholders, making them uniquely positioned to maintain momentum and deliver results efficiently. Extending their engagement is also the most cost-effective approach, avoiding the delays and additional costs associated with onboarding a new firm. Staff recommend increasing the not-to-exceed amount by an additional \$500,000 for a one year extension and finding that it is in the best interests of the Port to waive formal competitive procurement procedures in this instance.

OTHER FINDINGS AND PROVISIONS

ENVIRONMENTAL REVIEW

The proposed action was analyzed under the California Environmental Quality Act (CEQA) and was found to be:

☐ Categorically exempt under the following CEQA Guidelines Section:

Choose an item.

☒ "Common Sense" exemption under CEQA Guidelines Section 15061(b)(3).

☐ Other/Notes:

BUDGET

☐ Administrative (No Impact to Operating, Non-Operating, or Capital Budgets); OR

☒ Operating

☐ Non-Operating

☐ Capital

Analysis: There is no impact to the Board adopted FY 2026 Aviation Operating Budget, as there is sufficient budget set-aside in the Aviation Marketing Department's Contractual Services and Marketing & Advertising accounts to cover the Consultant's costs for brand definition and marketing consulting services.

STAFFING

☒ No Anticipated Staffing Impact.

☐ Anticipated Change to Budgeted Headcount.

Reason:

☐ Other Anticipated Staffing Impact (e.g., Temp Help).

Reason:

MARITIME AND AVIATION PROJECT LABOR AGREEMENT (MAPLA):

Applies? No (Not Aviation or Maritime CIP Project) – proposed action is not covered work on Port's Capital Improvement Program in Aviation or Maritime areas above the threshold cost.

☐ Additional Notes:

LIVING WAGE (City Charter § 728):

Applies?

No (Not Covered Entity) – proposed action involves entity not covered by Living Wage requirements because it is not a covered service provider or tenant, does not employ at least 21 employees, or receive from or pay to Port at least \$50,000.

☐ Additional Notes:

SUSTAINABLE OPPORTUNITIES:

Applies? **No.**

GENERAL PLAN (City Charter § 727):

Conformity Determination:

<u>Reason:</u>	Not Required – conformity determination not required because proposed action does not change use of or make alterations to an existing facility, or create a new facility.
<p><u>STRATEGIC PLAN.</u> The proposed action would help the Port achieve the following goal(s) in the Port's Strategic Plan:</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Capture Our Market and Grow the Economic Base <input type="checkbox"/> Modernize and Upgrade Infrastructure <input type="checkbox"/> Transition to Zero-Emissions and Build Climate Resilience <input type="checkbox"/> Maximize Land Use Value and Revenues <input type="checkbox"/> Workforce Training and Jobs Development <input type="checkbox"/> Create Opportunities for Local Businesses and Community Economic Development 	