

Building for the Next Generation



PORT OF OAKLAND

Strategic Plan
2025–2030

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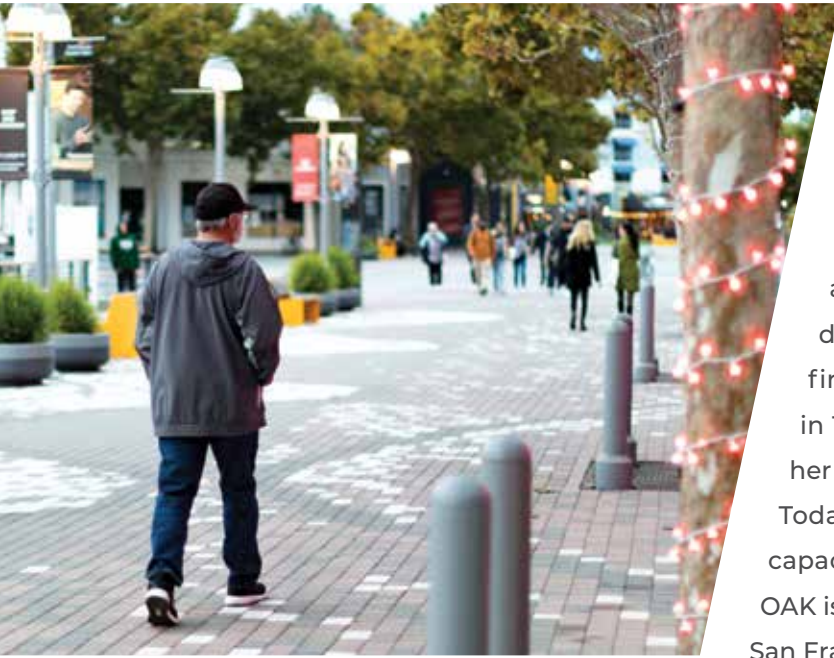
Port Commission President's Message

The Board of Port Commissioners was established in 1927 to govern and direct the use of Oakland's most precious and productive economic resources — the Port of Oakland which includes the Oakland Seaport, Airport and nearly twenty miles of Oakland's waterfront. Today, the Port, its tenants and business partners provide more than **98,000 jobs** and **\$7.6 billion in total personal income and spending** in Oakland and the broader region. This economic impact also delivers **\$970 million in local and State tax revenues** that support State and local governmental services.

WHY DO WE CALL OURSELVES “EVERYONE’S PORT”? The Port is a Public Asset designed to benefit everyone and provide public access to its Waterfront and promote economic prosperity. Ask people you know, and you will find someone who works at the Seaport or the Airport, or has a job supported by the Port's services. The Seaport is the gateway for the imported goods that we buy, whether at the stores or delivered to our door. Our Airport is a gateway to domestic and international destinations, not only for flying passengers but for high value and time-sensitive deliveries through partners like UPS and FedEx. The Port manages land along the waterfront for open-space, entertainment, hospitality, and water-related recreation. Indeed, we touch everyone's lives in the San Francisco Bay region through goods, travel, business, and recreation.

The Port has a long and rich history of innovation and delivery of our important economic mission. In the 1950s, the Port was one of the first in the nation to use containerized shipping that revolutionized the entire maritime industry. This advancement propelled the Port of Oakland to be a leading gateway for international commerce and shipping. Oakland Airport began its operations in 1927 as the only municipal Airport in the country at the time that offered a runway to support long haul aviation. The Airport builds upon a proud Oakland history of hosting





diverse aviation pioneers like Fung Joe Guey, a resident of Oakland's Chinatown who flew an airplane of his own design as early as 1909 and Weldon B. Cooke who designed and built his plane to become the first person to fly over the City of Oakland in 1911. Of course, Amelia Earhart landed her airplane in Oakland on January 12, 1935. Today, with two major terminals and a runway capacity for the largest international air carriers, OAK is a major air travel and air cargo hub in the San Francisco Bay.

The Port will draw on its spirit of innovation to meet the challenges of the post-pandemic economy, climate change, and geopolitical uncertainty. This 5-year plan envisions business growth and innovations for the next generation. We will leverage unprecedented federal and State investments to build new and renew infrastructure. We will grow the economic opportunities, jobs, and community benefits for our region by fully capturing the travel, goods movement, and leisure markets of the San Francisco Bay Area and the greater region.

Planned infrastructure investment will make it possible for the Port and its operating partners to adopt, at the fastest clip feasible, fuels, equipment and vehicles that emit zero greenhouse gases. The Port will grow sustainably by implementing zero emissions technologies and developing the economic and workforce opportunities of the emerging green energy industry.



Michael Colbruno
PRESIDENT

98,000 Jobs

Supported by
Combined Port Activity

\$970 Million

State & Local Taxes
Generated

\$7.6 Billion

Total Personal Income
& Local Spending

Executive Director Summary

This 5-year Strategic Plan focuses on investing in the Port's people and infrastructure assets and leveraging these assets for **job creation, economic prosperity, and business and environmental sustainability** for our communities. It recognizes that the Port engages in enterprises that compete with other ports, airports and attractions for cargo, passengers, and visitors. **The more business we bring to the Port, the more we can support well-paying local jobs, businesses, environmental initiatives, and public access to our shorelines.** To compete successfully, we must have updated infrastructure, a workforce that is ready to take advantage of job opportunities and a well-executed plan to maximize the value of the real estate that the Port owns and manages.

We must develop economically while achieving zero greenhouse gas emissions from Port operations. Achieving zero-emissions is possible with significant federal and State grant investments. With these investments, the Port will be making ground-breaking innovations in both zero-emissions infrastructure and equipment. We will focus on infrastructure to include electrical substations and capacity development, charging stations, and hydrogen fueling facilities. The Port and its partners are replacing fossil fuel-based equipment with those powered by clean energy at an accelerated pace as technology becomes feasible.



OUR SEAPORT

Oakland's Seaport with its iconic container cranes is a major port for both imported goods bound for San Francisco Bay Area consumers as well as exports for American products. As a leading import and export hub for the region and the West Coast, we proudly support our farmers and our industries as they ship their products to the world. The Seaport is also a designated national security and emergency response facility.

The Seaport's four container terminals and two intermodal rail facilities serve the Oakland waterfront. All shipping channels and 90% of berths at the Port are dredged to a depth of 50 feet, capable of accommodating vessels up to 24,000 TEUs (20-foot equivalent) capacity. The Union Pacific and BNSF railroad facilities are adjacent to the heart of the marine terminal area to provide reliable and efficient movement of cargo between the marine terminals or transload facilities and the intermodal rail facilities. The Port recently approved an aggregate import terminal to support the Bay Area's construction material needs.

The Seaport container volume has remained between 2 million and 2.5 million annual TEUs for the past decade, with 60% or more of the cargo going through the Oakland International Container Terminal in the inner harbor. While recent pandemic-related shipping disruptions led to a 10-year low container volume of 2.07 million, 2024 monthly volumes have seen an upward trend.

The Port must ensure its infrastructure remains viable for service and grow cargo volume, including the need for expensive infrastructure upgrades at significant portions of the outer harbor terminals — such as wharf upgrades, electrical substation replacements, and other improvements. Our Seaport Logistics Complex offers opportunities for transloading and warehouse support, including refrigerated facilities and electrification opportunities. The inner harbor turning basin project is another infrastructure upgrade that requires significant investment to support Seaport's modernization to receive the newest most efficient vessels. The Port is currently drafting a Seaport land use plan that will map out uses and facilities that would achieve the Port's business and community goals.



OUR AIRPORT

The Oakland Airport (OAK) welcomes over 11 million annual passengers flying to and from more than 54 domestic and international destinations. Also, OAK is the largest air cargo hub in the Bay Area, hosting operations by FedEx, UPS, and other cargo carrier operations. OAK is the most convenient airport for Bay Area travelers and visitors that gets you to-and-from destinations throughout the United States, Mexico, and Central America.

While passenger volumes are returning to normal from pandemic lows, they have still not recovered from the pre-pandemic highs of 13.5 million passengers in 2018. Business travel in the age of online video meetings has not returned to previous levels. While leisure travel markets have made a bigger comeback, leisure flyers demand nonstop flights to more destinations beyond the traditional route map offerings of the intra-California markets that OAK has profited from during pre-pandemic travel market. The Port is actively working with our airline partners to fly to more destinations. Gaining more nonstop destinations would offer East Bay residents a choice to fly out of the closer and more convenient Airport at OAK, rather than being forced to commute a longer distance to fly out of SFO.

While the new restaurants and retail concession offerings have improved the passenger experience, the Airport will need to modernize its facilities such as check-in and luggage operations, gate spacing and amenities, as well as a more efficient international customs portal. With the certification of the Environmental Impact Study for the Oakland Airport Modernization and Development Project, the Port can actively design and implement a more modern, secure, and comfortable airport environment that can accommodate a wider range of domestic and international flight destinations.



OUR COMMERCIAL REAL ESTATE AND WATERFRONT

Outside of the Airport and Seaport footprints, the Ports owns 875 acres of Oakland's waterfront property along the San Francisco Bay and the Oakland Estuary, over 75% of which is open space. As trustee of the State's tideland and Oakland's waterfront, the Port manages a portfolio of visitor-oriented businesses, office, commercial and industrial properties, as well as recreational space.

Jack London Square is the home to the East Bay's prime waterfront entertainment destination as well as a variety of restaurants and entertainment options. Sunday farmers' markets, educational events, festivals, outdoor movie screenings, and numerous seasonal community celebrations and beautiful public walking paths all work together to keep this waterfront bustling. The Port's lands also provide public access at Brooklyn Basin, Embarcadero Cove, Union Point Park, and Martin Luther King Shoreline Park. The Middle Harbor Shoreline Park located at the Oakland Seaport also provides visitors a clear view of ships loading and unloading as well as the best view of the Bay Bridge and the San Francisco skyline.

The Port is committed to realizing the full potential of Port real estate to contribute to the revenue, commercial and community benefit goals of the Port. As envisioned by the Oakland Estuary Plan and the Downtown Oakland Specific Plan, the Port will develop the waterfront to connect points of interest along the shoreline and make connections inland to draw more people to our waterfront. The Port is developing plans to fully realize the commercial opportunities that present themselves. At the Airport in particular, the Port will identify underutilized and vacant sites for opportunities to activate and develop. The Howard Property is an example of an underutilized opportunity site that could lend itself to investment, development, and better use. The Port's real estate portfolio will be reviewed for opportunities to enhance revenue, locate quality jobs, and create additional community benefits.



OUR PUBLIC UTILITY

The Port is a publicly owned utility (POU) that provides electricity, serving the Seaport and Airport areas. This affords the Port unique opportunities in supporting operations, pursuing clean energy purchases, participating in cap-and-trade markets, and critically supporting the transition of Port related operations to zero emissions. This also results in additional direct utility tax payments from the Port to State and local governments.

There are significant POU compliance and regulatory requirements that the Port must adhere to under State and federal regulators. As a POU, the Port has rate-making authority allowing it to recover costs and support our tenants and our own operations in energy efficiency measures, on site generation, energy storage, and renewal of critical electrical infrastructure assets. The Port's utility business strives to provide our tenants and our own operations more favorable rates than they would receive from Oakland's Investor-Owned Utility (PG&E) and tailored solutions for their business and needs.

The Port's utility must continue to evolve and grow its expertise and services in the rapidly evolving energy space to ensure the Port is supporting the economic development needs of our other activities while ensuring maximum environmental benefits.



TIDELANDS TRUSTEESHIP

In total, the Port manages and operates 4,500 acres of land on or near the waterfront, consisting of the historically submerged lands (or tidelands) belonging to the State of California, as well as extensive additional submerged lands. As a trustee of the State, the Port holds these tidelands and must use the lands and assets for the benefit of navigation, water-related activities and Statewide commerce and recreation. With this requirement as a guide, the Port is committed to operating the Seaport and Airport and waterfront access for commerce and visitors.

It is the Port's role as trustee to promote productive uses of trust assets. The Port must leverage its position as a major transportation hub and waterfront commerce center to generate more investment into Port assets to benefit the trust and trust-consistent uses. As the Port's infrastructure ages and zero-emissions goals place more demand on energy supplies, the Port must continually strive to generate more revenues to pay for ever-more expensive maintenance and upgrade of our trust assets.



Port Governance and Organization

Charter

Article VII, Section 700 of the City of Oakland Charter dictates the mission and governance of the Port:

“Establishment of a Port Department. To promote and more definitely ensure the comprehensive and adequate development of the Port of Oakland through continuity of control, management and operation, there is hereby established a department of the City of Oakland known as the “Port Department.”

City of Oakland tax revenues do not support the Port. The Port is an independent city enterprise that must make revenues from its operations and assets to conduct its economic development mission and stewardship of Oakland’s waterfront. The governance structure set forth in the charter provides for the Port Department to be separately governed by its Board of Port Commissioners having independent, final, and binding decision-making authority. The Charter specifies the scope of the Port’s role in developing, operating, and managing the “Port Areas” consisting of most of the land fronting the Bay and the Oakland-Alameda Estuary and encompassing the Seaport, the Airport, and Jack London Square.

BOARD OF PORT COMMISSIONERS

The City Charter gives the Board of Port Commissioners exclusive control and management of the Port of Oakland. Our Board consists of seven members nominated by the Mayor and appointed by the City Council for four-year terms. Port Commissioners donate their time to the Board as they serve without salary or compensation.



Michael Colbruno
PRESIDENT



Andreas Cluver
FIRST VICE PRESIDENT



Barbara Leslie
SECOND VICE PRESIDENT



Yui Hay Lee
COMMISSIONER



Arabella Martinez
COMMISSIONER



Jahmese Myres
COMMISSIONER

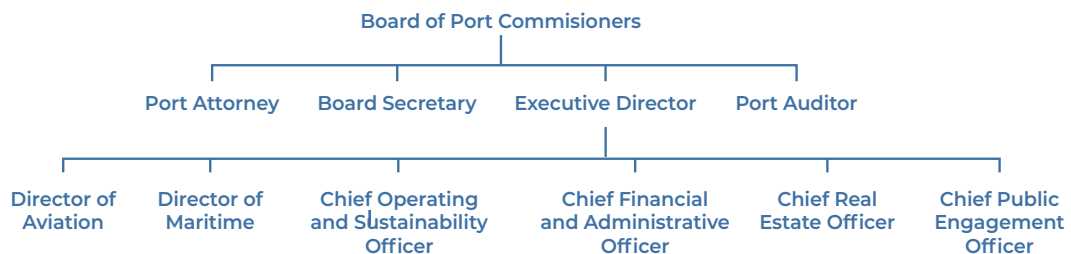


Stephanie Dominguez Walton
COMMISSIONER

SENIOR MANAGEMENT AND ORGANIZATION

The organization of the Port’s senior management team is designed to develop functional expertise to operate Airport, Seaport, and commercial leasing operations, while supported by cross-departmental planning and coordination to conduct port-wide missions and policies. The team is responsible for executing the Port’s strategy and achieving our objectives. The senior management structure should be flexible and organized to meet current goals and challenges.

Direct Reports to Board of Port Commissioners and the Executive Director as of Fiscal Year 2025 :



Vision, Mission, and Values

VISION

The Port of Oakland is a growing and vibrant center for international and regional commerce, travel, recreation, and clean energy innovation.

The Vision Statement is a shared and compelling picture of what we will see over the next five years.

MISSION

We grow the job base and commercial activities, provide public access, and share community benefits while developing clean energy to achieve zero emissions operations.

The Mission Statement reflects the business of the Port and our responsibility to care for our assets, our people, and our community.

VALUES

Our values reflect the ways in which we will conduct ourselves and our business to grow with care.

TRANSPARENCY

As a public agency, our actions, decisions, and policies are public. We communicate with customers, stakeholders, communities, and the public openly, frequently and transparently through a variety of forums, including public meetings, publications, traditional news media, and social media.

ETHICS

We function as fiduciaries of public assets and for the benefit of the public trust. We follow the letter and spirit of conflict-of-interest laws and rules. We institute and follow contracting and audit procedures to prevent fraud, bribery, or illegal private gains.

EMPLOYEE EXCELLENCE

All Port employees are valued and understand the mission and goals of the Port. This way, the Port operates efficiently, effectively, and with purpose.

SUSTAINABILITY

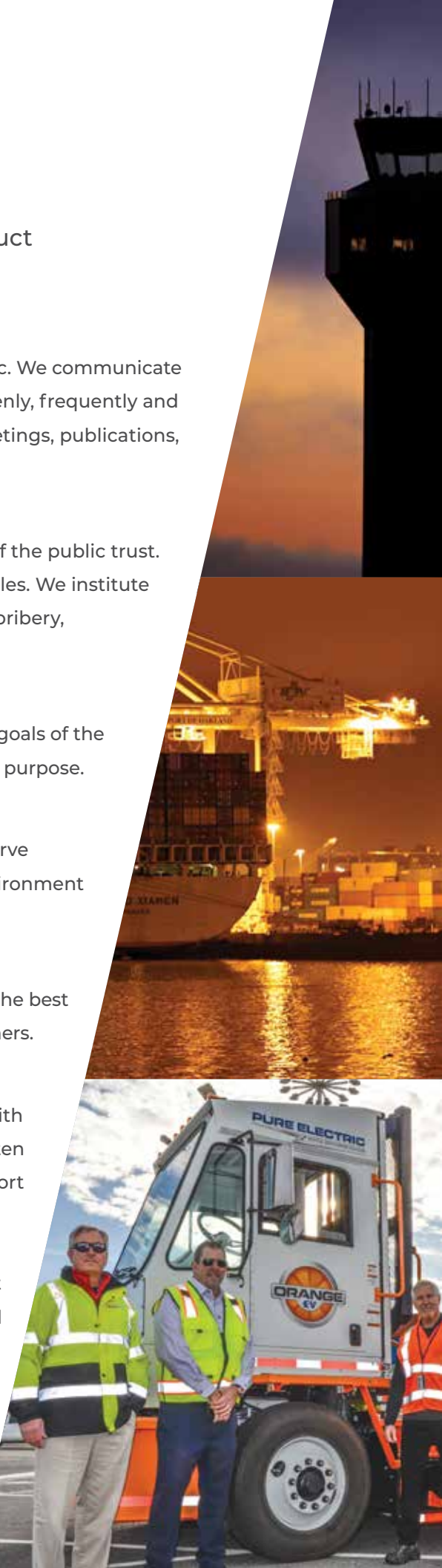
The Port is in business for the long term, and so we must conserve and maintain the physical and fiscal assets we use and the environment in which we operate.

SERVICE

We offer our tenants, users, passengers, customers, and visitors the best possible service, and we help them do the same for their customers.

COMMUNITY

We partner with our communities, including communicating with and acting responsibly in our neighborhoods around us. We listen to community input and needs and seek opportunities to support community benefits whether through Port expertise, funding, grant making, direct action, actions by Port business partners, or direct incorporation into Port led projects that are consistent with our Tidelands Trust responsibilities. We minimize potential negative impacts while maximizing the positive benefits to the communities in which we operate and serve.



Strategic Goals 2025–2030

Strategic Goals will guide the allocation of resources and staffing from 2025 to 2030, as well as policy direction and work plans. The objectives outline the projected accomplishments, beyond day-to-day operations and maintenance, during this strategic plan period.

While the adopted goals are policy directives, the objectives are planning guidelines subject to changes and adjustments due to financial, technological, regulatory, operational, and business factors.

GOAL

Capture Our Market and Grow the Economic Base

Challenges

The Port competes for its business and our shippers, passengers and visitors have other options for gateways and destinations if the Port does not meet their needs. Our challenge is to better capture the cargo throughput, airline passengers, and visitor spending that could be served by our facilities and geographic location. To grow the economic base for our region, the Port must do better in serving both the regional economy and those areas beyond that can be successfully served by the Port. When the Port successfully competes and grows, we and our business partners create jobs and community benefits. The following are the specific challenges of each line of our business:

- The Seaport's throughput volume has remained at an annual volume of around 2.3 million TEUs (that's approximately one million containers) for the last 10+ years, dropping from being the fourth busiest container port in the country to barely holding onto the 10th spot in a span of a decade. While the Seaport's volume has not grown, the Bay Area economy has grown exponentially over the same period.
- The passenger volume at the Oakland Airport (OAK) hit a peak of about fourteen million annual passengers just prior to the Great Recession in 2009. The after-effects of the COVID pandemic have caused shifts in travel patterns, causing the Airport's passenger count to stabilize at eleven million. Due to a range of factors, OAK has had difficulties attracting or retaining long-haul flights to the East Coast or international destinations to Europe and Asia. East Bay residents often must fly through SFO because of the lack of transcontinental or international flights available at OAK.
- The commercial property market in Oakland, the office sector in particular, is currently depressed due to a variety of factors, including demand shrinkage, safety, and access issues. The Port must constantly assess the market to take advantage of market sector demand for commercial leasing.



Objectives

Improve Seaport Fluidity and Cargo Transparency

- Complete and expand on the Go-Port Freight Intelligent Transportation System Project
- Implement data-sharing initiatives for cargo transparency and efficiency

Reshape Market and Marketing Strategies

- Increase usage of data driven market analyses and opportunities
- Pursue opportune growth commodities and underserved markets

Solidify Seaport Market Advantages

- Secure development approach for Seaport Logistics Complex phase II (old Army base warehouses)
- Implement Seaport Land Use Plan Initiatives and projects
- Improve assets for agricultural export/import, including refrigerated goods

Establish Off-Port Logistics Linkages

- Partner with one or more “in-land” port depots to facilitate off port container storage and transfer and rail transfer
- Facilitate the short haul transfers to inland hubs by rail or barge and collaborate with inland communities on warehousing and distribution resources
- Work with City to establish City-wide industrial base preservation and growth policy

Establish Flight Service to Top 10 Unserved Domestic Destinations and International Destinations that would be Supported by Market Area Demographics

- Market OAK as a preferred flight destination in the San Francisco Bay Area, particularly the East Bay

Modernize the Airport User Experience

- Complete full build-out and commence operation of new concessions
- Complete restroom renovations
- Complete Terminal 1 airline check-in counter area renovations

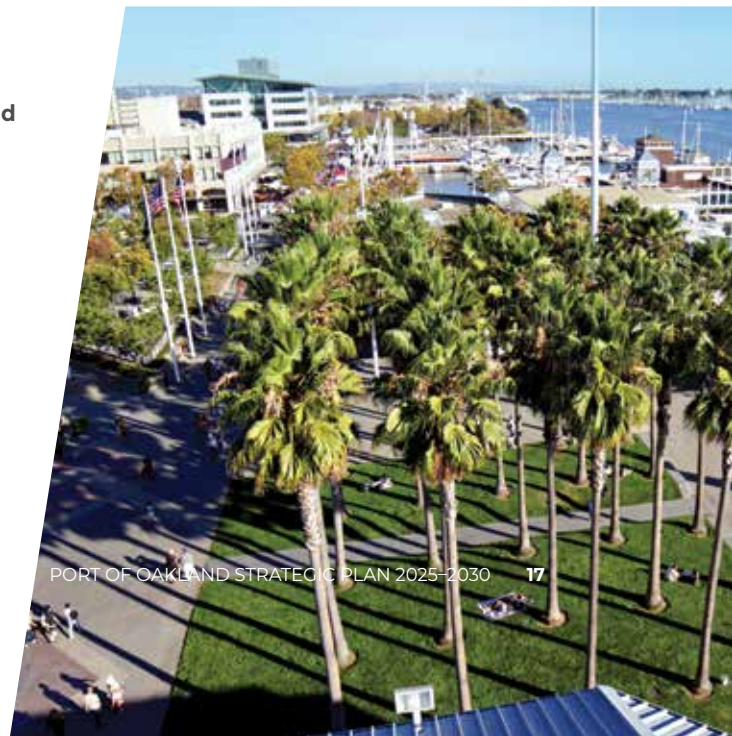
Community Benefits

Grow high quality local careers and workforce training opportunities

Decrease truck congestion and the corresponding traffic and air emissions

Lessen miles traveled for regional cargo and passengers and thereby reduce air emissions

Provide travel and consumer conveniences, consumer choice and better customer experience



GOAL

Modernize and Upgrade Infrastructure

Challenges

The Port's physical assets consist of real properties and the infrastructure that puts real assets into productive use. Our tenants and operators need utilities, pavement, wharfs, terminals, and related improvements to function efficiently and meet modern standards. As the Port's industries evolve and the market demand for Port services grows, our facilities must keep pace. At the Airport, this means meeting forecasted passenger demands while delivering modern Airport facilities standards. At the Seaport, the Port must have navigation, terminal capacities, and transportation corridors to serve ship calls, and facilitate access and egress fluidity.

Objectives

Complete Deferred Maintenance and Regulatory Compliance

- Complete pavement, electrical, water, sewer and storm drain deferred maintenance
- Comply with stormwater, sewer, and other regulatory requirements

Implement Roadway and Rail Efficiency and Safety Projects

- Complete 7th Street Grade Separation
- Provide on-dock rail
- Improve Adeline Street access

Complete Environmental Review for Port Efficiency and Capacity Projects

- Complete EIR review for Board consideration of Seaport Turning Basin Project

Funding and Implementation of Projects

- Propose design and funding plan of major projects for Board approval, including Airport Modernization and Development Program
- Pursue and obtain external funding for Port Projects to the extent feasible

Community Benefits

Improved stormwater water quality, pavement condition and management, and electrical capacity and reliability

Safer streets and improved streetscape

Create construction-related jobs subject to MAPLA, and workforce training opportunities

Create contracting opportunities for local and small businesses and contractors



GOAL

Transition to Zero-Emissions and Build Climate Resilience

Challenges

It's the Port's commitment to transition to clean energy and facilitate the transition of its tenant operations as soon as feasible. With the infusion of capital investments from State and federal sources and the rapid development of clean energy alternatives to fossil fuels, the implementation of zero-emission equipment and technologies at the Port is not only possible but urgent. The Port will need to build Port-owned infrastructure to facilitate compliance with all State and federal regulations and standards. The other side of reducing greenhouse gases is resilience to mitigate the effects of climate change. Because the Port manages Oakland's coastline, sea level rise and ground water intrusion are challenges we must meet to protect both our assets and neighbors.

Objectives

Draft and Adopt Port Wide Zero-Emissions Plan and Metrics

- Draft and approve port wide zero emissions plans
- Develop aviation and maritime specific metrics for measuring achievement

Design and Install Clean Energy Infrastructure and Equipment

- Upgrade electrical substations and distribution systems
- Install truck and equipment charging and alternative fuel facilities
- Collaborate with Port operators to pursue funding and technology for zero-emissions equipment
- Transition the Port's Fleet to zero emissions

Expand Energy Capacity

- Pursue additional power lines to carry more power to PG&E substations and from those substations to Port facilities
- Design and install microgrids and on-site generation to supplement power availability during high demand periods
- Develop battery energy storage systems and smart power controls to help manage peak demand
- Expand capacity for Sustainable Aviation Fuel (SAF)

Design and Build for Climate Change Resilience

- Implement Phase II Airport Perimeter Dike and Seismic Improvements
- Collaborate with neighboring waterfront agencies to design adaptations to sea level rise vulnerabilities and ground water intrusion mitigation measures
- Adopt and Implement Port Sea Level Rise and Ground Water Intrusion Adaptation Plan

Community Benefits

Reduce air emissions

Attract and create local and high-quality clean energy careers

Upgrade area energy infrastructure and resilience

Protect adjoining communities from effects of sea level rise and ground water intrusion



GOAL

Maximize Land Use Value and Revenues

Challenges

The Port must plan and intentionally develop underutilized property to maximize the value of real estate assets for revenue growth and to achieve policy goals. The Port's strategic land use planning considers evolving market conditions, changes in business trends, updates to historical land use policies, and financial capacity and feasibility. Additional considerations for planning Port land development are compliance with State and local regulations, environmental justice, transportation access, community benefits, and potential operational impacts.

Objectives

Complete Market Study of Real Assets and Adopt Land Use Plan

- Complete maritime market study
- Adopt Seaport Land Use Plan
- Update Airport Business Park zoning to reflect market demand and further port goals

Identify and Negotiate Development Opportunity Sites:

- Negotiate development agreements for Howard Terminal and 70 Swan Way (former Hilton) sites
- Map out other opportunity sites along Hegenberger, Doolittle, and the Oakland waterfront
- Identify opportunities in Airport North Field areas

Promote JLS as Oakland's primary and secure venue for celebrations, parades, and community events

Partner with Community Business Partners to Better Activate Jack London Square and the Oakland Waterfront

- Study connecting waterfront parcels and activate for commercial activities and public access
- Adopt waterfront plan consistent with the Oakland Estuary Plan

Community Benefits

Maximize the value of Port lands for increased local quality job production and economic activity

Increase opportunities for commercial, retail services, and industrial services

Maintain approximately 630 acres of public parks and public access to provide the community with waterfront recreational amenities



GOAL

Workforce Training and Jobs Development

Challenges

A primary mission of the Port is to create and grow the job base for the region. The Port is highly regarded as a major generator of high-quality jobs and employment opportunities throughout the Bay Area and is one of the largest generators of jobs within the City of Oakland. The variety of seaport, airport, and commercial real estate employers offers an extremely broad range of job opportunities that are generally stable, regardless of economic cycles, and are also suitable for a wide talent pool with different levels of employment experience and backgrounds. The Port needs to serve as a conduit for both local job-seekers looking to be placed in Port-related sectors and for Port tenants and customers who want to utilize the expertise of the Port and its stakeholders to meet their evolving workforce needs. This is even more important as the Port and its partners adopt new technologies and decarbonization strategies. Similarly, Port of Oakland employees will need additional tools and skills to adapt and to maximize their performance for the benefit of the organization and to prepare for personnel succession events.

Objectives

Maximize Industry Work Force Development Partnerships

- Develop, along with community, industry and labor partners, a suite of workforce development pathways for applicants seeking Port-related employment opportunities
- Develop and implement a job referral and matching program for Port tenants and industry partners

Enhance Training for Port Employees in Industry Best Practices and For Succession

- Implement Port Management Module training and workshops
- Update and reorient in-house and contracted training programs to focus on best practices, technology, security, and compliance expertise

Community Benefits

Provide job skills and opportunities to workers who want to successfully compete for and succeed in Port-related employment

Maximize job opportunities for local and impacted area residents, and thereby grow the local employment base

Create pathways for careers in emerging green energy jobs



GOAL

Create Opportunities for Local Businesses and Community Economic Development

Challenge

In addition to creating jobs, the Port is committed to providing opportunities for local businesses to thrive either through direct contracting with the Port or by indirectly benefiting from business activity, visitor spending, or real estate development that the Port generates. The Port must update policies to encourage and attract local contractors qualified to do business with the Port. We must engage local communities to make the Port's operations more transparent and identify the areas of synergies between Port activities and community economic development.

Objectives

Maximize Opportunities for Local Contractors and Supplier.

- Convene Stakeholder Group to Review the Port's Local Business Utilization and Non-Discrimination Policy
- Update Local Business Utilization and Non-Discrimination Policy

Implement the "Everyone's Port" Information Community Engagement Program

- Create a public information campaign to educate and inform local communities about Port operations and economic opportunities the Port creates
- Revive Port speakers' bureau to engage local communities and economic development organizations

Community Benefits

Leverage Port operations to support and develop local business incomes

Enhance local businesses that offer local community amenities

Generate community wealth and jobs





Commitment

The 2025–2030 Strategic Plan establishes the goals that will guide the Port’s policies and operations.

The Port will compete successfully to grow business, with focus on markets we serve, and thereby enhance opportunities for quality local jobs and small local businesses. The Port will rebuild and improve its infrastructure to support growth in both commercial activities and zero-emissions energy use. Building on partnerships with local stakeholders, the Port will implement programs to translate commercial success into benefits for the surrounding communities.





 **Terminals**

- Terminal 1 
- Terminal 2 
- Ticketing 
- Bag Claim 

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