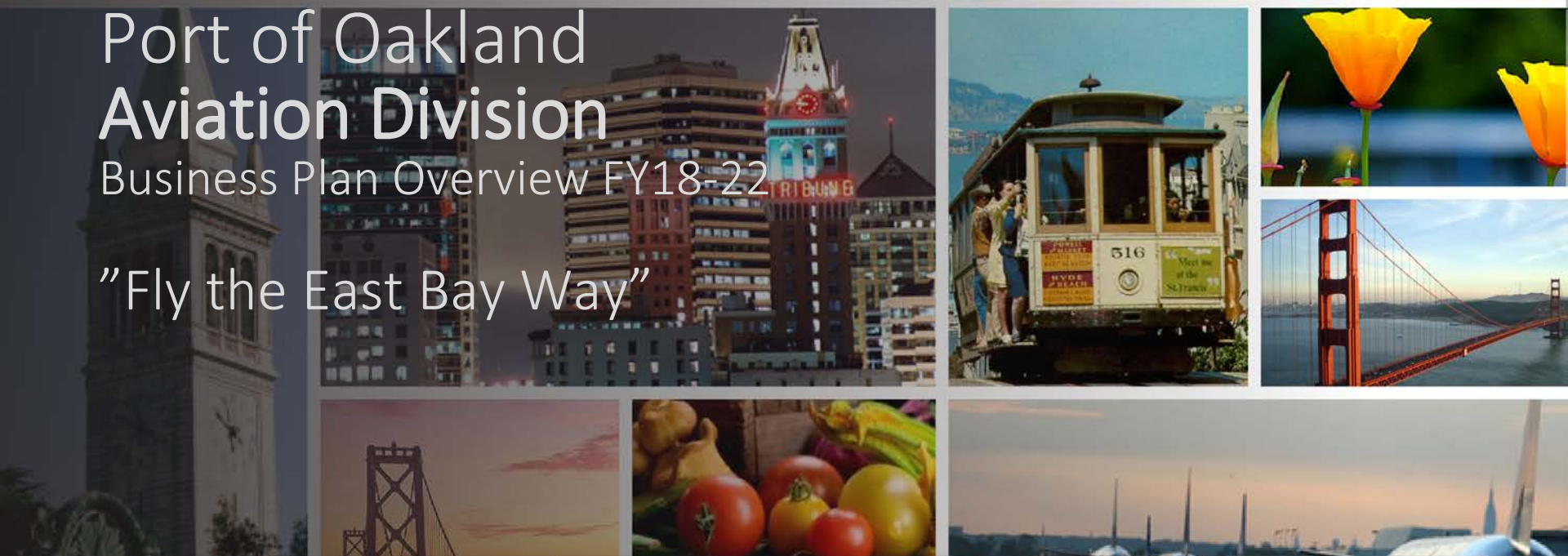




Port of Oakland Aviation Division

Business Plan Overview FY18-22

"Fly the East Bay Way"

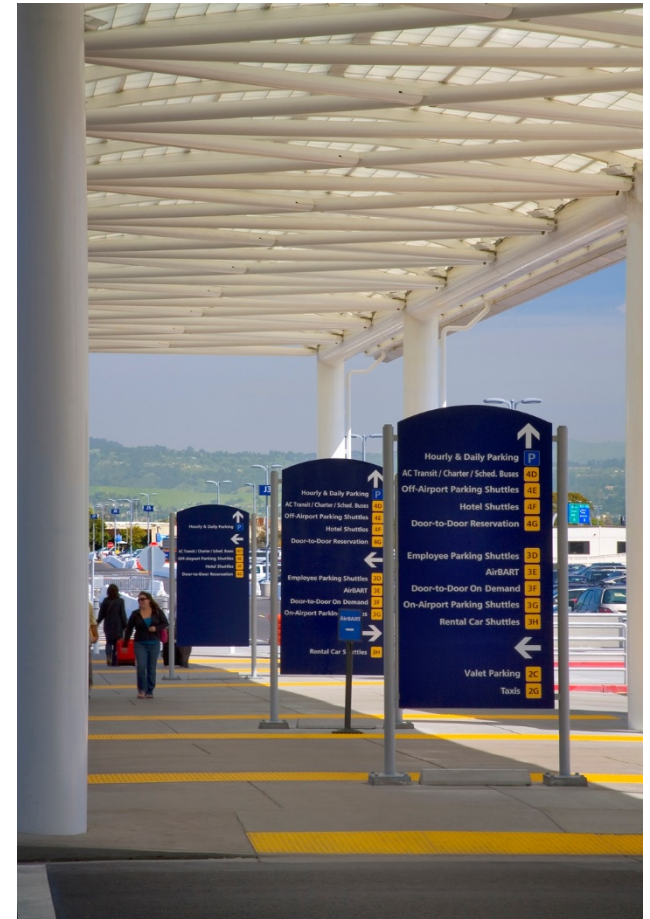


Oakland International Airport | July 2017



Oakland International Airport Overview

- 42 months of sustained YOY passenger traffic growth
- 35% increase during that period
- 13 million passengers expected this calendar year
- 60 nonstop destinations (including seasonal markets)
- 12 international markets currently
- Rome and Paris begin in 2018
- 13 passenger and 2 air cargo brands represented
- 2nd busiest air cargo airport in California
- 4th busiest passenger airport California



OAK Annual Airline Passenger Forecast (millions)

	FY 2017	FY 2022	Change	%
Low Range	12.6m	14.1m	1.5m	12%
High Range	12.6m	15.2m	2.5m	20%

- FY17 actual passenger traffic exactly reflects the forecast at 12.6m
- Current growth outpacing the FY22 “High Range”
- OAK is likely to surpass 15 million passengers by FY21
- New forecasting data available later this summer taking into account our current pace of growth



Fiscal Year 2018 Focus

Oakland International Airport, Fly the East Bay Way



4



Terminal 1 & IAB Renovation/Expansion Projects

- Complete current phase of T1 renovation this summer
- Complete IAB renovation & expansion this fall
- Enhanced safety with seismic retrofit
- Architectural elements modernize and increase natural light
- Expanded space will improve passenger flow



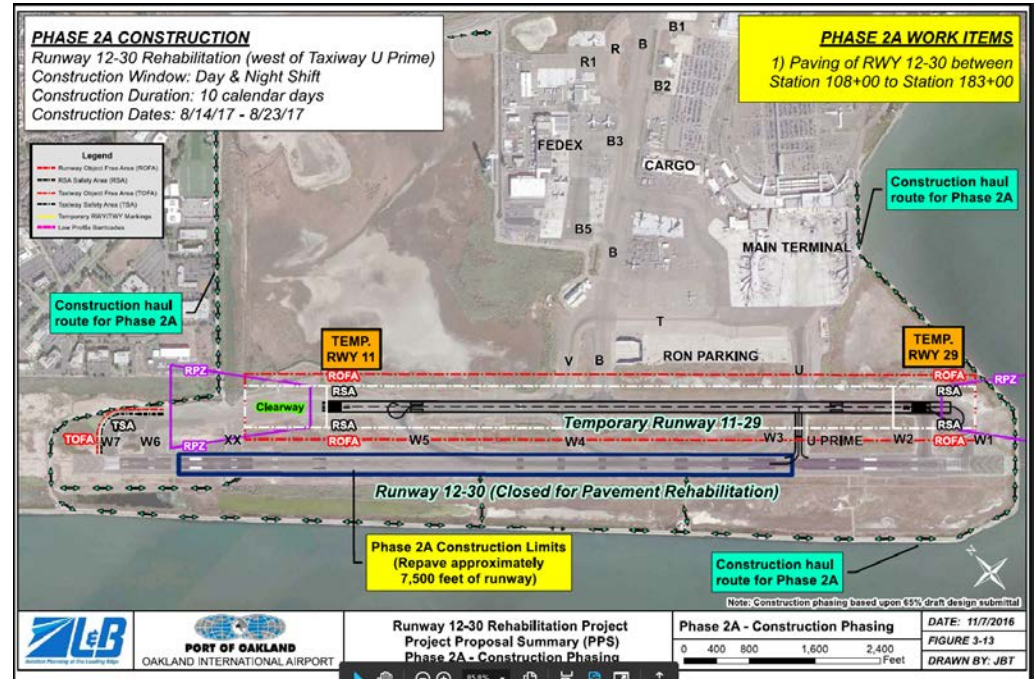
Terminal 2 Enhancements

- Southwest Airlines growth requires renewed focus on maximizing efficiency of T2 facilities
- Ramp restripe plan for larger Boeing 737 aircraft parking
- Expanded seating options in select T2 holdrooms
- Potential relocation of certain concessions kiosks in holdrooms to increase seating capacity



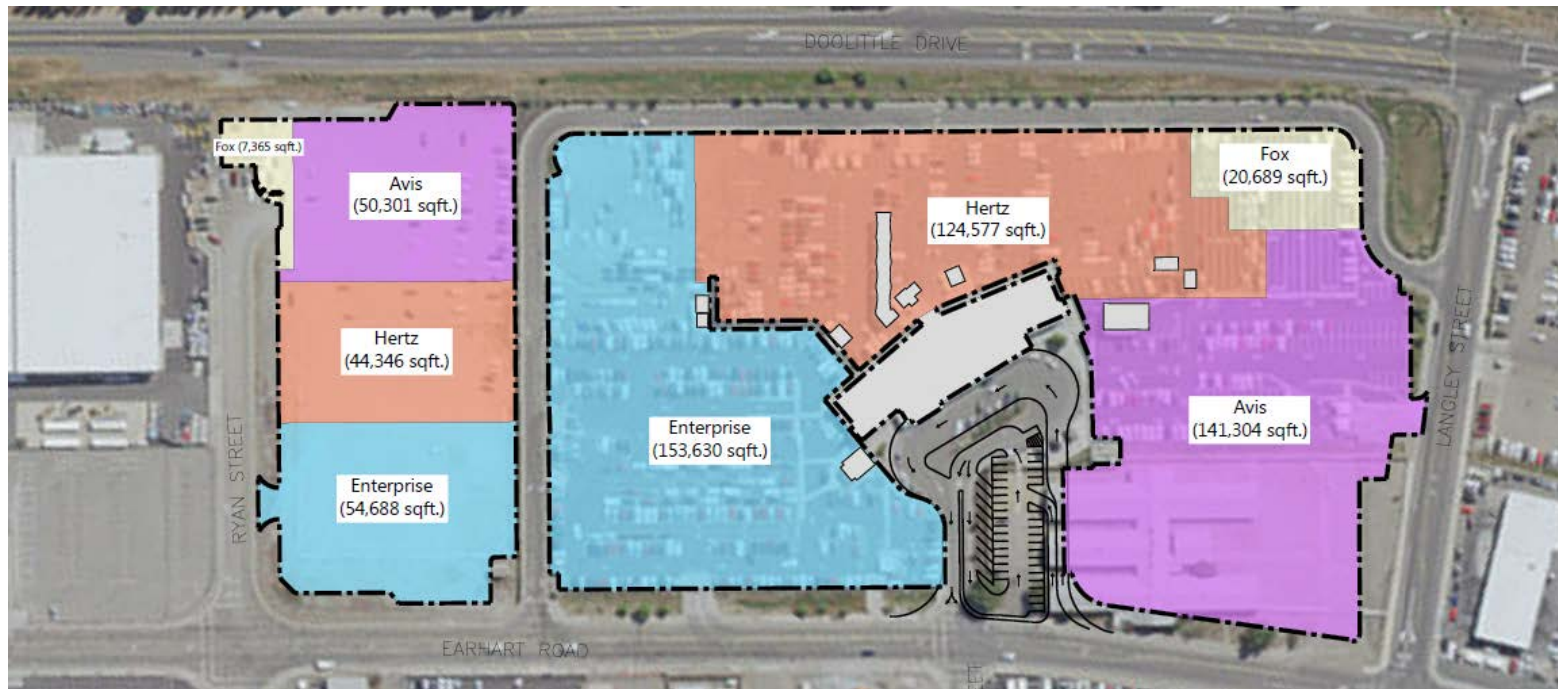
Runway 12-30 Overlay

- \$60+ million project to overlay primary air carrier runway
- Scheduled to take place in September 2017
- Extensive coordination effort well underway to ensure success
- Last Runway 12-30 overlay occurred in Summer 2001



Airport Rental Car Center

- \$8+ Million Expansion/Redevelopment
- Work is underway and will be completed this summer



Food & Beverage Concessions RFP

- Scheduled to be released in late 2017
- Consultant onboard to assist with RFP development, including input from Port Commission
- Current agreements expire in May 2018
- Total of 16 locations (each Food Court is counted as a single space)
- Great interest from Food & Beverage operators in the upcoming opportunity



OAK Gateway Improvement

- Release RFP for Hotel Development
 - Capital Investment = \$18.9 Million
 - \$665K Annual Revenue – Ground Lease for Hotel & Restaurant
- Relocation of Aviation Institute of Maintenance to Hangars 6 & 7
 - Capital Investment of \$150K with Annual Rental of \$500K



International Air Service Launches

- Norwegian Air will launch service to two new markets:
 - Rome in February 2x weekly
 - Paris in April 4x weekly
 - Extensive marketing and promotional efforts will be undertaken in each city and locally to maximize awareness



Additional Areas of Focus

- Implementation of Parking Access Revenue Control System this summer
- Consolidate Administrative Offices into T1 Mezzanine this fall
- Advance internal engagement surrounding OAK development strategy
- **Complete staffing needs assessment to determine optimal level of personnel required to manage terminal facility amidst rapid growth**
- **Conduct facilities analysis to identify systems, equipment, etc. which must be upgraded or replaced in order to perform at highest levels**
- Collaborate with TSA surrounding security screening efficiencies with increased passenger volume
- Replace aging shuttle bus fleet (Rental Car & Parking)
- Add EV charging to Daily Lot – 46 stalls – (pending grant funding)



Fiscal Year 2019 & Beyond

Oakland International Airport, Fly the East Bay Way



13



Airport Parking Supply & Demand: Current and Future

Parking Supply	FY 2017	FY 2022	Change	%
Public Parking	6,920	6,449	(471)	(6.8%)
Permit Parking	1,758	711	(1,047)	(60%)
Total Supply	8,678	7,160	(1,518)	(18%)

Parking Demand	FY 2017	FY 2022	Change	%
Public Parking	5,900	6,200	300	5%
Permit Parking	1,500	1,575	75	5%
Total Parking	7,400	7,775	375	5%

Surplus (Deficit)	FY 2017	FY 2022	Change	
Public Parking	980	249	(731)	
Permit Parking	258	(864)	(1,122)	
Total Parking	1,278	(615)	(1,893)	



Ground Transportation Access Mode Shares (% of departing GT trips)

Mode	FY 2016-Q3	FY 2017-Q3	FY 2022	5-Year Change
Public Parking	31.6%	28.7%	18.0%	(30%)
Rental Car	19.3%	17.0%	15.0%	(11%)
Bart	18.0%	15.5%	15.0%	(3.2%)
Bus, Other	15.5%	14.5%	14.5%	0.0%
TNCs	10.3%	20.4%	35.0%	72%
Taxi/Shuttles	5.3%	3.9%	2.5%	(36%)
Total GT	100%	100%	100%	

- Anticipated 5-Year changes reflect potential loss of parking capacity and TNC growth
- By 2022 TNCs expected to be the highest volume mode, double the next highest mode



Landside Facility Options

- Terminal roadway, upgraded in 2007, is capable of accommodating vastly more traffic than current levels
- Parking expansion inhibited on several sites by wetlands and costly mitigation
- Reopening old Economy Lot on Cowan Parkway will require roadway safety improvements
- North Field/Doolittle Dr. sites may accommodate some future Ground Transportation or Park & Call staging
- Other site development options: Sky Chefs, North Field/Earhart sites, Swan Way (CRE)
- Will further analyze needs through a comprehensive Landside Plan



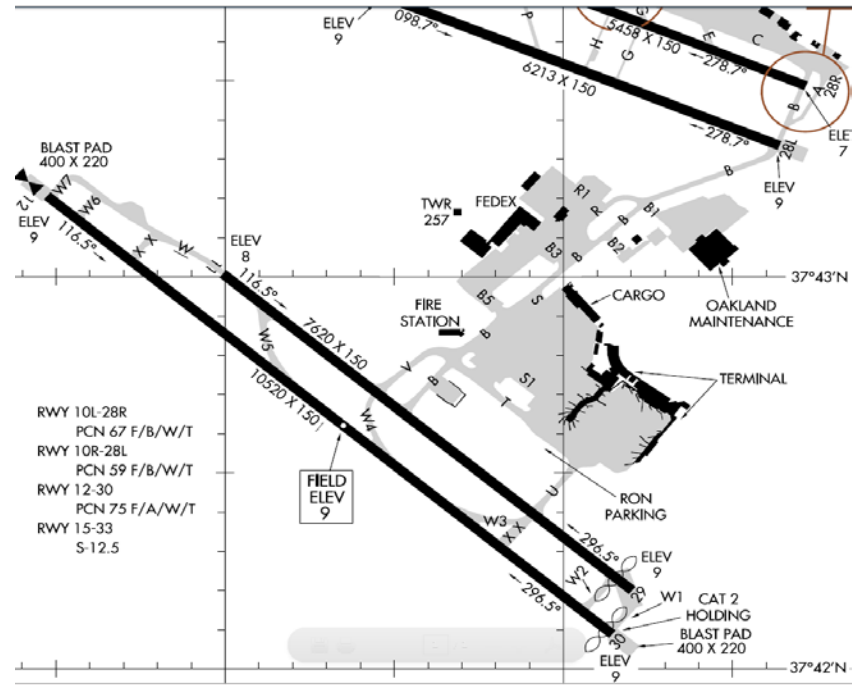
Future Land Development

- 125± Acres of OAK Airfield
- Existing Runway 15-33 and surrounding acreage
- May remain as runway long-term
- Options to be Explored in the next 5-years
- Development unlikely before 2022



Airfield Operations

- Runways & Taxiways:
 - Generally not seen as a capacity constraint in the next 5-years
 - Airfield capacity sufficient for the foreseeable future
- ARFF Facility:
 - Sustained increase in commercial flights from north side of airfield may eventually require the construction of a new ARFF station.
 - Further increased widebody aircraft activity will result in upgrade in ARFF index, requiring purchase of additional emergency response equipment



Marketing & Air Service

Oakland International Airport, Fly the East Bay Way



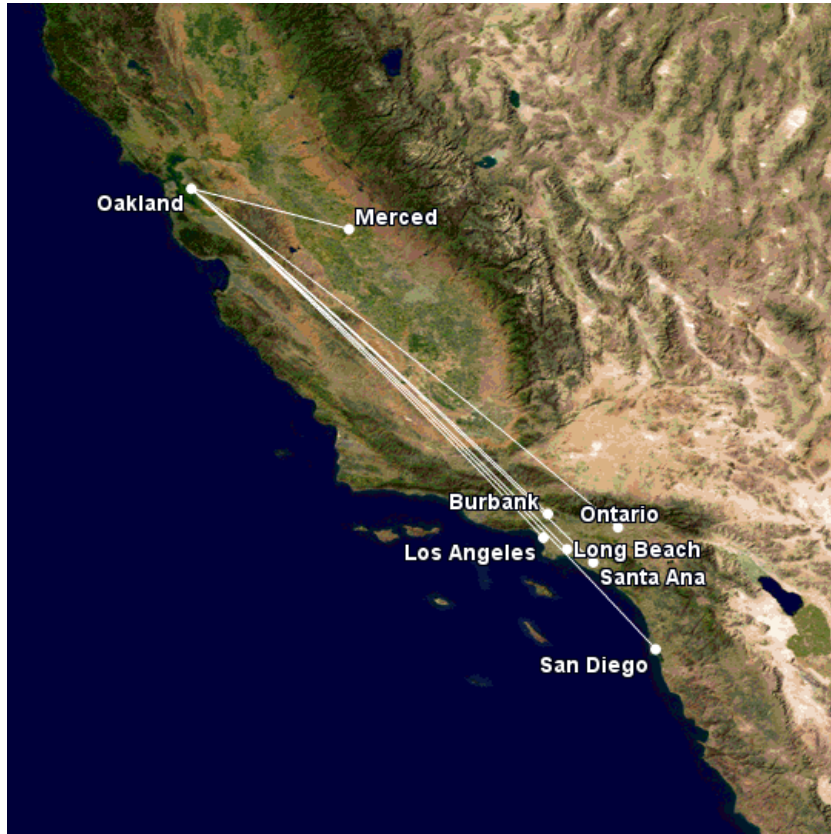
19



Building Upon Success, Diversification and Expanding Reach with Over 40 Domestic Markets Served Nonstop



Intra-California Remains Essential, Mexico Growth Continues



Oakland International Airport, Fly The East Bay Way



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Low-Cost, Long Haul Revolution is Upon us OAK will Continue to be an Epicenter



Hawaii and Asia will become part of this

Oakland International Airport, The Best Way to San Francisco Bay



22



5-Year Focus on Growth from All Carriers and Seek out Key Routes

- Top priority is serving Top 50 Bay Area markets
- Unserved like Minneapolis/St. Paul, Orlando, Charlotte
- Underserved like New York, Boston, Washington D.C.
- Targeting International markets in Regions such as Canada, Asia and South America
- Route retention and sustainability are essential
- Competition on busiest routes brings value to the consumer, added traffic to the airport
- Continue to build on **Keystone Partnership** with Southwest Airlines





Cultivate and Maintain Partnerships



TRIVALLEY
THE HEART OF CALIFORNIA INNOVATION



Oakland International Airport, Fly the East Bay Way



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HIGH PRIORITY: Attention to Aging, Bustling Terminal Facilities



Oakland International Airport, Fly the East Bay Way



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Oakland International Airport, Fly the East Bay Way



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