



PORT OF OAKLAND

YOUR PORT, YOUR PARTNER



STRATEGIC PLAN FY 2011-2015

Our Vision

We are an innovative and sustainable Port through an aggressive focus on business and optimal performance.

Our Mission

The Port of Oakland delivers the highest value to our customers and community through sustainable stewardship and growth of our assets, optimal performance of our people, and clarity of focus on our aviation, maritime, and real estate businesses.

Our Future

The Strategic Plan allows us to focus on growing and expanding the Port's core businesses and enhancing its stewardship while aligning and strengthening finances, people, systems, policies, processes and governance.

The Strategic Plan creates an organizational culture based upon the values of collaboration, accountability and innovation.

Through commitment to the Strategic Plan, the Port will realize its highest potential for the City of Oakland, the region, and the State of California and our global partners.

Strategic Priority Areas

- Sustainable Economic and Business Development
- Stewardship and Accountability
- Port Workforce and Operations
- Communications and Information



PORT OF OAKLAND
www.portofOakland.com

Our Guiding Principles

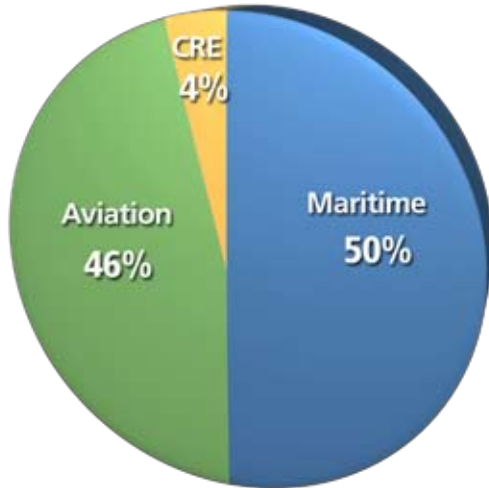
1. Economic development is the center of the Port's work.
2. Environmental stewardship is a lens for all Port activities.
3. The Port is a public enterprise that uses all applicable business development models to pursue its business and strategic goals.
4. The Port seeks opportunities to leverage cross-business line benefits.
5. The Port proactively communicates with its multiple stakeholders.
6. The Port maximizes its assets, investments and resources.
7. Relevant and timely information is fundamental to Board stewardship and decision-making.
8. The Port aligns its staff to its strategic goals.
9. All Port activities must incorporate a full financial assessment.
10. The Port is a high performing workplace with partnership, accountability and teamwork among staff.
11. The Port delivers the highest value in its services and facilities at the most competitive price.

Prioritized Goals

1. Maintain and aggressively grow core businesses
2. Aggressively obtain maximum amount of external grant and government funding and regulatory relief
3. Sustain healthy communities through leading edge environmental stewardship
4. Improve the Port's financial position
5. Align the Port's workforce, organizational structure and personnel management practices for optimal performance of the Port
6. Promote equitable community access to employment and business opportunities
7. Improve the processes for evaluating and managing capital expenditures and for long term management of Port property and infrastructure
8. Improve internal governance practices
9. Create sustainable economic growth for the Port and beyond
10. Develop and maintain a high performing workforce
11. Promote a proactive and responsive communications model
12. Provide timely and relevant information to support critical analysis and decisionmaking

Port of Oakland By the Numbers

Three Revenue Streams



Port Operating Revenues

The Port of Oakland exemplifies a unique combination of public/private endeavors. It encompasses a world-class container port, a thriving airport, an array of retail and commercial buildings, and acres of recreational and open space. The Port of Oakland through its policies and its tenants' activities supports approximately 70,855 jobs in the region and impacts about 624,000 jobs nationwide.

Governed by a Board of Port Commissioners nominated by the mayor of Oakland and appointed by a vote of the City Council, the Port of Oakland occupies an important place in the city's and the region's economy. It employs 400+ dedicated and skilled professionals and generates thousands more jobs for local residents and businesses.

The Port funds its own operations. It receives no tax money from the city, and indeed, returns millions in tax revenue to the City of Oakland.



Oakland Waterfront

We oversee our land and water resources for public use, both recreational and commercial.

- ◆ 19 miles of waterfront, much of it devoted to open space, public access or resource conservation
 - 6 parks
 - bike paths
 - wetlands habitat
 - marinas
- ◆ Middle Harbor Shoreline Park offers 40 acres of open space, pathways, a beach and 180 acres of shallow-water wildlife habitat.
- ◆ Jack London Square is an early example of a U.S. port opening its waterfront to the public for recreation, dining and education.

Printed on Recycled Paper



Oakland International Airport

OAK (Oakland International Airport) is a major contributor to the economic well-being of the San Francisco Bay Area.

- **9,505,281 total passengers** passed through OAK in 2009
 - ◆ 4,750,185 departures
 - ◆ 4,755,096 arrivals
- **482,595 metric tons** of cargo passed through OAK in 2009
 - ◆ 231,165 inbound
 - ◆ 251,430 outbound
- **8,648 metric tons** of U.S. mail passed through OAK in 2009
 - ◆ 4,624 inbound
 - ◆ 4,024 outbound
- **13 airlines** fly in and out of OAK, serving 26 cities in the U.S., Mexico and Europe
 - ◆ Alaska Airlines and Horizon Air
 - ◆ Allegiant Air
 - ◆ Azores Express/SATA
 - ◆ Delta and Delta Connection
 - ◆ Hawaiian Airlines
 - ◆ JetBlue
 - ◆ Southwest
 - ◆ United
 - ◆ U.S. Airways and U.S. Airways Express
 - ◆ Volaris
- **2 major cargo carriers** operate at OAK
 - ◆ FedEx
 - ◆ UPS



Oakland Seaport

The Port of Oakland is Northern California's gateway to the world.

- **99%** of the containerized goods moving through the region pass through the Port of Oakland
 - ◆ We welcomed **1,897 vessels** in 2009
- In 2009, that cargo was
 - ◆ Valued at **\$34 billion** (imports and exports)
 - ◆ Totaled more than **2,045,200 TEUs** (twenty-foot equivalent units)

We offer our trading partners:

- ◆ **1,210** acres of marine terminals, intermodal rail facilities and maritime support areas
- ◆ **20** deepwater berths
- ◆ **36** container cranes (30 post-Panamax)
- ◆ **8** container terminals, covering 771 acres
- ◆ **2** intermodal rail facilities (Union Pacific and Burlington Northern Santa Fe)

Key Contacts

www.portofoakland.com

Aviation Director, Deborah Ale Flint
510.627.1133

Commercial Real Estate Acting Director
Pamela Kershaw
510.627.1168

Engineering Acting Director/Chief Engineer
Chris Chan
510.627.1331

Environmental Programs and Planning Director
Richard Sinkoff
510.627.1182

Executive Director Omar R. Benjamin
510.627.1210

Acting Deputy Executive Director
Joyce Washington
510.627.1217

Governmental Affairs Manager
Eve Grossman-Bukowski
510.627.1635

Maritime Director James J. Kwon
510.627.1243

Social Responsibility Director Diann Castleberry
510.627.1302

Port Commissioners

board@portoakland.com
510.627.1696

JAMES W. HEAD, PRESIDENT

PAMELA CALLOWAY, FIRST VICE-PRESIDENT

GILDA GONZALES, SECOND VICE-PRESIDENT

MARGARET GORDON, COMMISSIONER

KENNETH S. KATZOFF, COMMISSIONER

MICHAEL LIGHTY, COMMISSIONER

VICTOR UNO, COMMISSIONER