



**CALIFORNIA WASTE  
SOLUTIONS**

Zero Waste Specialists

**CWS Public Engagement Plan**  
*“Growing Oakland’s Green Economy”*

1. Introduction
2. Vision
  - a. Situational Analysis
  - b. Community Manager
3. Outreach Strategies
  - a. Step 1: Project description and current understanding of community concerns
  - b. Step 2: Targeted Outreach to Key Community Stakeholders
  - c. Step 3: Broad Community Outreach
  - d. Step 4: Communications
4. Implementation
5. Evaluation

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## **INTRODUCTION**

California Waste Solutions (CWS) has developed this public engagement plan to address the company’s pending relocation from their current sites in West Oakland to the Gateway Development Area at the former Oakland Army Base. Our public engagement plan identifies the audiences, outlines the messages, and establishes the approach we will employ to inform West Oakland residents, businesses and all stakeholders of our proposed move to the Gateway Development Area and its effect on the quality of life in the West Oakland area. Our approach will include informing, listening, and responding.

## **OUR VISION**

CWS’ vision is to continue its leadership in the recycling industry and build a state-of-the-art recycling city that will help grow the City’s green economy.

## **SITUATIONAL ANALYSIS**

CWS’ relocation to the Gateway Development Area has been anticipated for many years and was considered as part of the California Environmental Quality Act (CEQA) addendum approved in 2012. To ensure the overall success of the project, it is of the utmost importance that we inform and consult with the community to provide critical insight, gather their feedback, and understand their concerns.

## **DEDICATED COMMUNITY ENGAGEMENT MANAGER**



To ensure this plan is implemented effectively, CWS has hired a full-time community engagement manager to lead its community engagement efforts. Tasion Kwamilele is a West Oakland native and has a strong background in strategic communications and public relations.

**OUTREACH STRATEGIES**

CWS’ four-step outreach strategy will employ traditional and digital media mediums and direct engagement to West Oakland residents and businesses as well as to targeted diverse stakeholder groups to clearly understand the community needs and provide meaningful input to the project and associated community benefits:

| COMMUNITY OUTREACH  | DIGITAL   | BROADCAST   | PRINT  |
|---|---|---|--|
| <ul style="list-style-type: none"> <li>Public meetings</li> <li>Targeted outreach</li> <li>Surveys and polls</li> </ul> | <ul style="list-style-type: none"> <li>Email Newsletter</li> <li>Webpage</li> <li>Social Media</li> </ul> | <ul style="list-style-type: none"> <li>TV &amp; Radio Interviews</li> </ul> | <ul style="list-style-type: none"> <li>Informational Tabloid</li> <li>Direct Mailers</li> <li>Public notices</li> <li>News articles</li> </ul> |

In employing these outreach strategies, CWS will be guided by the following principles:

- **Inclusiveness:** to actively engage and facilitate the involvement of a diverse group of West Oakland community stakeholders in understanding the proposed CWS project. This will include outreach to limited-English proficient residents and businesses, and hard to reach stakeholders.
- **Responsiveness:** to effectively respond to community feedback and adjust outreach strategies to address the input of the community
- **Dissemination:** to build a wide outreach baseline with diverse audiences to share project related information

**Step 1: Project Description and Current Understanding of Community Concerns**



For many years, West Oakland residents have been vocal about their desire to have CWS’ operations moved out of its current locations in West Oakland at 1819 and 1820 10<sup>th</sup> street and 3300 Wood Street. CWS shares the desire to leave the current locations if the City approves their relocation to the Gateway Development Area. However, residents are unclear as to what the move to the Gateway Development Area will consist of, whether it will affect quality of life regarding air quality, traffic congestion, and other issues. This Public Engagement Plan will focus on developing the information to describe the CWS relocation project in order to provide community members with:

- A full overview of our relocation project, including visuals of the proposed facility, an overview of planned operations and important environmental and air quality information;
- A description of the community (including demographics<sup>1</sup>), history and background of the project
- Information and discussion about the future use of the three sites in West Oakland where CWS currently operates after CWS has completed the move to the Gateway Development Area; and,
- A summary of the community benefits stating how the move to the Gateway Development Area will benefit the community, business, and traffic operations in West Oakland, including a discussion of how the project will address the community benefits.
- Describe CWS’ understanding of community concerns including air quality and trucking concerns.

**Step 2: Targeted Outreach to Key Community Stakeholders**

CWS understands that direct engagement with key community stakeholders is of the utmost importance. They are a direct line to the pulse of the community and are well-equipped to describe issues of importance to the community. CWS also understands that it is important to engage key stakeholders from demographics traditionally hard to reach and with limited English proficiency. CWS’ outreach will be done consistent with the City’s Limited English Proficiency and Disability Access Plans

Direct meetings and presentations with key stakeholders will be held. To date, identified stakeholders could include:

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<sup>1</sup> See Attachment.



| Business                              | Community                              | Transportation                     |
|---------------------------------------|--|------------------------------------|
| CASS                                  | Prescott Neighborhood Council          | Bikes for Life*                    |
| AB&I Foundry                          | West Oakland Commerce Association      | Bill Aboudi                        |
| American Steel Art Studios            | West Oakland Neighbors                 | Port of Oakland Truck Worker Group |
| Current and future OAB & Port tenants | West Oakland Senior Center             |                                    |
|                                       | Lower Bottoms Neighborhood Association |                                    |
|                                       | West Oakland Business Alert Group      |                                    |
|                                       | West Oakland Community Advisory Group  |                                    |
|                                       | EBALDC                                 |                                    |
|                                       | UNITY Council*                         |                                    |
|                                       | Oakland Asian Cultural Center*         |                                    |

| Health/Environment Advocates              | Faith Leaders         | Housing/Job Training Advocates                         |
|---|-----------------------|--|
| WOEIP: Margaret Gordon*                   | Rev. Michael Wallace* | Kevin Jenkins, Housing Ventures JPA                    |
| WOEIP: Brian Beveridge*                   | Rev. Ken Chambers*    | BOSS, Cypress Mandela, and other training programs     |
| Sierra Club: Xavier Johnson               | Rev. Greg Hunter*     | West Oakland Job Resource Center                       |
| California Environmental Justice Alliance | Bishop Bob Jackson*   | Community Ambassadors Program                          |
| Greenlining: Tonya Love                   | Rev. Ambrose Carroll* | Civicorps  |
| West Oakland Health Council               |                       | HOA's  |
| Cat Brooks                                |                       | EBASE: Jahmese Myers and Kate O'Hara                   |
| Carroll Fife                              |                       | Alameda Co. Building Trades Council:<br>Andreas Cluver |

\*Community conveners that can help identify LEP and traditionally under-represented communities



### Step 3: Broad Community Outreach

Public meetings and attending community events/festivals are excellent opportunities for outreach to a wide variety of residents and businesses in West Oakland and to people throughout the City interested in CWS' relocation.

CWS will host approximately two to three public meetings to inform the public about the project, to listen to community comments and input, and to respond to the community's input. Comments related to how the project will affect the air quality and trucking in West Oakland are particularly important.

Broad community outreach will include but are not limited to:

- Public Meetings: Town-Hall style meetings hosted by CWS to explain the project, receive input, and respond to the input. Such meetings shall be broadly accessible in terms of location, time, and language, and support the engagement of residents with disabilities.
- These meetings will be organized consistent with the City's Limited English Proficiency and Disability Access Plans.
- Information for obtaining translation of documents and/or interpreters for public meetings.
- Tours of the existing CWS facilities in West Oakland and of the site of the proposed facility
- Tabling at large community festivals (*i.e. Life is Living, Black Cowboys Parade, Art & Soul, National Night Out*)

CWS will document comments received from the public during Steps 2 and 3 and will provide a written response as to how the comment was addressed or was incorporated into the project, particularly comments related to how the project will affect the air quality in West Oakland. It is understood that issues may be raised which are beyond the scope of the project or which cannot be resolved; none-the-less comments will be responded to in writing and the written responses will be made available to the public.

*Additionally, Mitigation Measure PO-1 Public Outreach (Stakeholder Review of Air Quality and Trucking Plans) is applicable to the CWS project. Mitigation Measure PO-1 states that the developer/project proponent shall engage the public in the development of a*



*specified list of plans required by the Standard Conditions of Approval/Mitigation Monitoring and Reporting Program (SCA/MMRP) for the OAB Project. Such plans required by the SCA/MMRP are subject to public outreach and to approval prior to issuance of the building permit (for certain plans) and prior to occupancy of the building for other plans. See SCA/MMRP PO-1 for more information.*

#### **Step 4: Communication**

Overall success of this public engagement plan requires communicating all project-related information with high quality visuals and concise, clear information to provide this information to broader audiences, including people with limited English proficiency. Key elements will include:

- **Website:** [www.calwaste.com](http://www.calwaste.com) will have a section specifically designed to contain pertinent information related to the project, including a schedule of key project meetings and dates.
- **Social Media:** Targeted social media campaigns will be employed used to share pertinent information about the project to reach Oakland residents. Paid ads will also be used to target key communities as the project progresses.
- **Outreach to people with limited English proficiency or with disabilities:** CWS' outreach and communication will comply with the City of Oakland's LEP Plan and Disability Access Plan so as to provide meaningful access for limited English proficient individuals or individuals with disabilities.
- **Project Materials:** Colorful, engaging printed materials will be used.
- **Traditional & Digital Media:** Broadcast, print and advertisement (in accordance with budgeted amounts).
- **Contact details** for CWS public engagement team to allow the public to communicate via phone or email.

#### **Additional CWS Programs and Efforts**

**Recycling Ambassadors Program:** In addition to public outreach about the CWS' relocation out of West Oakland to the Gateway Development Area, CWS intends to have a robust, grassroots public education & job training campaign. CWS will create the



Recycling Ambassadors Program to support targeted outreach efforts of the project as well as offer on the job training for at-risk individuals including youth, formerly incarcerated and homeless people.

To achieve this, CWS will partner with various organizations including but not limited to:

- S.A.V.E.'s Community Ambassador Program
- West Oakland Job Resource Center
- Cypress Mandela
- Civicorps
- McClymonds High School

The Recycling Ambassadors Program will provide selected participants with stipends and the information needed to promote the basics of clean and proper recycling, while educating residents on the project and the growth of the City's green sector. CWS will sponsor a certified job training workshop for participants.

## IMPLEMENTATION

### Phase 1

- **Design of the Public Engagement Plan and Preparation of Project Description (January-April 2019)**
  - Draft content for collateral materials including but not limited to fact sheets, site plan, tabloids, and public notices
  - Design and publish web page on [www.calwaste.com](http://www.calwaste.com) for project related information
- **Organize (January-May2019)**
  - Assemble key stakeholder list for targeted outreach
  - Identify date and time for our first public meeting





- Provide schedule of meetings, including targets for attendance and objectives for each meeting
- **Outreach to Key Stakeholders (May-October, 2019, and on-going as needed.)**
  - Attend monthly meetings of key stakeholders to inform them of the project and listen to concerns
  - Hold meetings with other key stakeholders who do not have a monthly meeting.
- **Public Meetings (May-October 2019, and on-going as needed)**
  - Host first public meeting to provide general overview of the project as well as request community feedback.
  - Host second public meeting approximately 45-60 days after the initial meeting to discuss and review community feedback.
  - Host a third public meeting (or more if needed) to complete discussion and review of community feedback. Distribute written responses to public comments.
  - Attend strategic community gatherings, including neighborhood association meetings and community festivals, to present to more targeted groups as needed.
  - Schedule and host facility tours in Oakland and/or San Jose with stakeholders to view current operations and provide a full scope of the new facility to be built
  -
- **Responding to Public Comments (May-October, 2019, and on-going as needed)**
  - Track all comments received and prepare written responses to public comments.
  - Explain how project was modified to respond to public concerns
  - Explain how the project addresses air quality concerns.

Public Outreach for specified Mitigations Measures per MM PO-1

  - To be done consistent with the requirements of MM PO-1.

*\*All engagement events will be opportunities to expand outreach database for all project related announcements*



- **Partnerships (ONGOING)**
  - Convene meetings with organizations to review and expand opportunities regarding recycling, environmental stewardship and the green sector. Begin identifying participants for the Recycling Ambassadors Program.
  - Organize a green job certification workshop for Recycling Ambassadors Program (RAP) participants to effectively support the project’s outreach message.
  - Use assessed feedback from stakeholders to develop targeted outreach opportunities for RAP participants.
  - Identify events for sponsorship.
  
- **SHARE (ONGOING)**
  - Use traditional and digital publications to continue providing the community with important updates
  - Designate page on Calwaste.com for project related information
  - Grow audience on all social media platforms to promote information related to the project and community engagement opportunities as needed

**Phase 2**

- **LAUNCH (TBD)**
  - Schedule groundbreaking event with stakeholders, community members and civic leaders upon final contract execution
  - Publish public notes at specified times (usually 30 and 10 days before construction); CWS’ RAP team will distribute notices at meetings, schools, and other events as needed.
  - As needed, the digital newsletter will be used to report project milestones and others notable items of the community benefits package.

*\*Implementation to commence immediately approval of CWS’ community outreach plan.*

**EVALUATION**



The evaluation process will be ongoing throughout the implementation of this public engagement plan to assess outcomes and improve as needed. Regular updates will be provided to the City and posted to the CWS website.

Specific evaluations techniques will include the following:

- a. Review comments, questionnaires and surveys including data of how feedback was collected (in-person, online, etc.) and documentation of feedback
- b. Community participation (i.e. number of attendees, race, age, language, and geography)
- c. Number of meetings held
- d. Number of paid ads & media related articles including tracking and engagement data
- e. Number of project-related materials disseminated (fliers, factsheets, etc.)
- f. Most effective types of outreach (i.e. stakeholder engagement, mailers, RAP, factsheets, workshops)
- g. Effectiveness of outreach to LEP community and assessment of barriers to involvement and strategies to remove barriers.

## Demographic Data for West Oakland

Prepared by the Port of Oakland, Social Responsibility Division, March 2019  
 Data from US Census Bureau American Community Survey 2017

### Demographic Data for West Oakland (13 Census Tracts)<sup>1</sup> Oakland and Alameda County

| 2017 Census Estimates                                   | West Oakland<br>2017 Estimates | Oakland<br>2017 Estimates | Alameda County<br>2017 Estimates |
|---|--------------------------------|---------------------------|----------------------------------|
| <b>Population</b>                                       | <b>25,993</b>                  | <b>417,442</b>            | <b>1,629,615</b>                 |
| <b>Race</b>   |                                |                           |                                  |
| Caucasian   | 23.6%                          | 27.3%                     | 32.2%                            |
| African American  | 41.7%                          | 23.6%                     | 10.7%                            |
| Asian   | 11.1%                          | 15.8%                     | 28.7%                            |
| Hispanic  | 17.6%                          | 27.0%                     | 22.5%                            |
| Pacific Islander  | 0.5%                           | 0.6%                      | 0.8%                             |
| Native American   | 0.5%                           | 0.4%                      | 0.3%                             |
| Two or more races                                       | 4.8%                           | 5.0%                      | 4.4%                             |
| <b>Housing Units</b>                                    | <b>11,283</b>                  | <b>169,303</b>            | <b>596,898</b>                   |
| Owner-occupied  | 23.4%                          | 37.5%                     | 50.5%                            |
| Renter-occupied   | 68.5%                          | 56.7%                     | 44.8%                            |
| Vacant  | 8.1%                           | 5.8%                      | 4.7%                             |
| <b>Median Income</b>                                    | <b>\$43,711</b>                | <b>\$63,251</b>           | <b>\$85,743</b>                  |
| <b>% of families below poverty</b>                      | <b>27.2%</b>                   | <b>14.5%</b>              | <b>7.4%</b>                      |
| <b>Educational Attainment for residents<br/>age 25+</b> |                                |                           |                                  |
| Less than High School                                   | 15.5%                          | 19.3%                     | 12.5%                            |
| High School   | 16.7%                          | 15.6%                     | 17.9%                            |
| College w/o degree                                      | 24.3%                          | 18.7%                     | 18.4%                            |
| College with degree                                     | 43.5%                          | 46.4%                     | 51.2%                            |
| <b>Language Spoken<sup>1</sup></b>                      |                                |                           |                                  |
| English only  | 70.2%                          | 59.4%                     | 55.4%                            |
| Spanish only  | 6.9%                           | 11.1%                     | 7.0%                             |
| Chinese   | 5.8% <sup>2</sup>              | 4.9%                      | 5.5%                             |

<sup>1</sup> Primary language spoken at home

### Demographic Analysis

- a. The census data for West Oakland show that approximately 76% of the population of West Oakland is comprised of people of color, including African Americans, Hispanics, and Asians, compared to approximately 72% in Oakland and 67% in Alameda County.

<sup>1</sup> Data from US Census Bureau American Community Survey 2017 available on US Census Bureau website. Thirteen census tracts in West Oakland are: 4014, 4015, 4016, 4017, 4018, 4022, 4024, 4025, 4026, 4027, 4105, 9819, and 9820.

- b. The census data show that approximately 69% of West Oakland residents are renters, which is a notably higher percentage than throughout the City of Oakland and Alameda County.
- c. The census data show that the median income of residents of West Oakland is about three quarters of the median income for City of Oakland residents and about half of the median income for Alameda County residents.
- d. Based on this census data, the outreach will be designed to prioritize reaching the African American, Hispanic, and Asian residents of West Oakland. It will also be focused on effectively reaching low income residents and renters.