



**CASS**  
**Community Engagement Plan**

**August 2022**

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## Attachments

Attachment 1 – Community Engagement Manager Qualifications

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## 1 Introduction

Craig Communications has prepared this Community Engagement Plan (CEP) to support the relocation of CASS, Inc. (CASS) from their existing facilities in West Oakland (main office is 2730 Peralta Street) to a site in the North Gateway area at the former Oakland Army Base.

This CEP identifies key stakeholders, provides information about the West Oakland community, and outlines outreach actions to ensure West Oakland businesses, residents, and other interested stakeholders are provided with timely information on project decisions and given opportunities to provide feedback.

This CEP is based on a strategy of informing, listening, and responding to community feedback so that West Oakland stakeholders are engaged in a consultative manner throughout this project. As this is a multiyear process, this CEP is designed as a living document and will be updated as needed throughout the project lifecycle.<sup>1</sup>

This CEP focuses on initial outreach for Phase 1 of the project which will occur before CASS enters into the Disposition and Development Agreement with the City. This CEP will be updated with outreach tasks for Phase 2, during project implementation, as the project proceeds.

## 2 CASS's Vision

CASS is committed to reducing environmental impact through recycling end-of-life metal and producing sustainable aluminum products that meet CASS's clients' needs today and in the future. CASS provides best in class service balanced with maintaining a positive presence in West

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<sup>1</sup> This CEP is designed consistent with the requirements of the Oakland Army Base Public Participation Plan available on the City of Oakland website at: [OAB-PEP-FINAL-in-ENGLISH-June-2022\\_2022-06-30-184748\\_wnja.pdf](https://www.oaklandca.gov/files/2022/06/2022-06-30-184748_wnja.pdf) ([cao-94612.s3.amazonaws.com](https://s3.amazonaws.com/cao-94612.s3.amazonaws.com))

Oakland. CASS's goal is to be a good neighbor and contributor to society, while fostering a sustainable approach to utilizing natural resources.

## **2.1 Situational Analysis**

CASS has operated in West Oakland since 1969, providing closed loop-recycling and manufacturing services. The closed loop recycling process allows CASS to convert aluminum and other metals back to raw material while minimizing harm to the environment and resource depletion.

CASS plans to reorganize its business processes and relocate most of its operations to the former Oakland Army Base, an industrial center near the Port of Oakland, so that it can continue to provide quality recycling operations while reducing potential environmental impacts (e.g., dust, noise, traffic) to the West Oakland community.

CASS leases all of its existing facilities and intends to vacate those leased premises in an orderly process once the new facility is completed. The redevelopment/re-use of those properties will be determined by the various property owners. Information gathered during the outreach process about investigation, potential remediation and/or suggested property redevelopment will be shared with current property owner(s). Property owner(s) will also be provided with a copy of the key stakeholder list and an overview of the outreach completed to support relocation so that they can continue to consult West Oakland stakeholders on potential remediation/property redevelopment efforts.

CASS has 4 business lines:

- a) Retail: CASS buys small quantities of ferrous (i.e., materials containing or consisting of iron) and/or non-ferrous recyclable

metals from individuals, sole proprietors or small business owners who typically deliver in cars, pickup trucks or small box vans.

Retail customers are seen in high frequency with small volumes.

- b) Ferrous industrial: CASS buys larger quantities of ferrous metals from larger commercial customers including end of life metal products feeder yards, industrial manufacturers, or construction contractors, who deliver materials via flatbeds or end dumps. Ferrous materials are processed and prepared for resale to ferrous recyclers. These clients are seen in low frequency with high volumes.
- c) Non-ferrous general: CASS processes and prepares for resale non-ferrous materials to other non-ferrous recyclers. These clients are also seen in low frequency with high volumes.
- d) Non-ferrous re-melting: CASS works with larger commercial customers, to receive, melt and resell recycled aluminum alloy. The residual metal from commercial process is shipped to CASS usually via flatbeds, end dump trucks or curtain vans, re-melted and resold, thus closing the loop and creating a more environmentally sustainable process. These clients are seen in low frequency with high volumes.

CASS does not intend to relocate the re-melting operations to the North Gateway due to a lack of space.

CASS's current schedule anticipates starting construction of the new facility in 2025 and completion in 2027. CASS proposes relocation of existing operations will commence in 2027 and be organized along business lines (retail, ferrous industrial, non-ferrous general, non-ferrous general re-melting). CASS proposes to complete the relocation effort and shut down in 2030. This schedule will be discussed as part of the community outreach and through the City permitting process.

## **2.2 Dedicated Community Engagement Manager**

Gregory Townsend will implement the day-to-day community engagement efforts. Gregory brings over 20 years' experience in providing strategic communications and public relations services in underserved communities, which includes working with hard-to-reach populations in the West Oakland community and the Port of Oakland, as well as the larger City of Oakland. See Attachment 1 for qualifications.

## **3 West Oakland Community Profile**

The CASS facilities are located in the McClymonds and Clawson neighborhoods of West Oakland. The following provides an overview of these communities, local demographics and community concerns. This information will be used to inform all outreach activities and ensure that outreach efforts prioritize traditionally disadvantaged stakeholders, including African American, Latinx and Asian individuals.

### **3.1 Local Demographics**

Table 1 provides demographics for the West Oakland community, City of Oakland and Alameda County sourced from the 2020 US Census. Table 2 provides demographics from CalEnviroScreen 4.0 focusing on the census tract where CASS is located (6001401600) and adjacent census tracts.

**Table 1 – US Census West Oakland Demographic Data<sup>2</sup>**

| <b>2020 Census Data</b>                                 | <b>West Oakland<br/>(94607 Zip Code)</b> | <b>City of<br/>Oakland</b> | <b>Alameda<br/>County</b> |
|---|--|----------------------------|---------------------------|
| <b>Population</b>                                       | 25,723                                   | 440,646                    | 1,682,353                 |
| <b>Race</b>   |  |                            |                           |
| Caucasian   | 28.5%                                    | 34.4%                      | 49.3%                     |
| African American  | 30.4%                                    | 22.7%                      | 11.0%                     |
| Asian   | 26.0%                                    | 15.8%                      | 32.3%                     |
| Hispanic  | 13.6%                                    | 27.0%                      | 22.3%                     |
| Pacific Islander  | 0.6%                                     | 0.6%                       | 0.9%                      |
| Native American   | 1.1%                                     | 0.9%                       | 1.1%                      |
| Two or more races                                       | 7.0%                                     | 8.4%                       | 5.4%                      |
| <b>Housing Units</b>                                    |  |                            |                           |
| Owner-occupied  | 3,637                                    | 65,402                     | 307,281                   |
| Renter-occupied   | 7,484                                    | 94,693                     | 256,893                   |
| Vacant  | 965                                      | 11,654                     | 32,593                    |
| <b>Median Income</b>                                    | \$60,181                                 | \$80,143                   | \$104,888                 |
| <b>% of families below poverty</b>                      | 22.2%                                    | 10.9%                      | 5.8%                      |
| <b>Educational Attainment for<br/>residents age 25+</b> |  |                            |                           |
| Less than High School                                   | 7.3%                                     | 8.8%                       | 5.7%                      |
| High School or Equivalency                              | 16.7%                                    | 16.2%                      | 17.0%                     |
| College with degree                                     | 45.2%                                    | 46.1%                      | 48.7%                     |
| <b>Primary Language Spoken<br/>at Home</b>              |  |                            |                           |
| English only  | 60.4%                                    | 60.4%                      | 54.3%                     |
| Spanish   | 8.9%                                     | 21.06%                     | 16.0%                     |
| Asian/Pacific Islander                                  | 21.8%                                    | 11.9%                      | 19.7%                     |
| Other languages?  | 2.4%                                     | 2.8%                       | 25.1%                     |

<sup>2</sup> US Census, 2020. <https://data.census.gov/cedsci/table?q=94607&y=2020>,  
<https://data.census.gov/cedsci/profile?g=1600000US0653000> and  
<https://www.census.gov/quickfacts/fact/table/alamedacountycalifornia,oaklandcitycalifornia/POP010220>  
Accessed on June 30, 2022.

**Table 2 – CalEnviroScreen 4.0 Demographic Data<sup>3</sup>**

| <b>Census Tract</b>                  | <b>6001401600</b> |                   | <b>6001401700</b> |                   | <b>6001401500</b> |                   |
|--------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| <b>Category</b>                      | <b>Count</b>      | <b>Percentile</b> | <b>Count</b>      | <b>Percentile</b> | <b>Count</b>      | <b>Percentile</b> |
| Total Population                     | 2,289             | -                 | 3,018             | -                 | 2,839             | -                 |
| CalEnviroScreen4.0Results            | -                 | 86                | -                 | 80                | -                 | 81                |
| Pollution Burden                     | -                 | 78                | -                 | 91                | -                 | 79                |
| Population Characteristics           | -                 | 84                | -                 | 61                | -                 | 74                |
| Linguistic Isolation                 | -                 | 69                | -                 | 26                | -                 | 43                |
| <b>Category</b>                      | <b>Count</b>      | <b>Percentage</b> | <b>Count</b>      | <b>Percentage</b> | <b>Count</b>      | <b>Percentage</b> |
| African American                     | 822               | 35.9%             | 514               | 17%               | 1,060             | 37.3%             |
| Asian American                       | 260               | 11.4%             | 367               | 12.2%             | 153               | 5.4%              |
| Latinx                               | 459               | 20.1%             | 804               | 26.6%             | 177               | 6.2%              |
| White                                | 656               | 28.7%             | 1,173             | 38.9%             | 401               | 14.1%             |
| Other                                | 92                | 4%                | 160               | 5.3%              | 1,048             | 36.9%             |
| Limited English-speaking Proficiency | 652               | 28.5%             | 732               | 24.3%             | 561               | 19.8%             |
| Spanish                              | 303               | 13.2%             | 402               | 13.3%             | 233               | 8.2%              |
| Chinese                              | 109               | 4.8%              | -                 | -                 | 48                | 1.7%              |
| Other Unspecified                    | 84                | 3.7%              | -                 | -                 | 139               | 4.9%              |
| French, Haitian or Cajun             | -                 | -                 | 82                | 2.7%              | -                 | -                 |
| Other Indo European                  | -                 | -                 | 75                | 2.5%              | -                 | -                 |

<sup>3</sup> CalEnviroScreen 4.0, Office of Environmental Health Hazard Assessment, October 20, 2021. <https://oehha.ca.gov/calenviroscreen/report/calenviroscreen-40>. Accessed on January 26, 2022.



Based on this data, West Oakland qualifies as a disadvantaged community with over 20% of families living below the poverty line primarily of African American, Asian or Latinx backgrounds. The majority of housing is also renter-occupied as opposed to owner-occupied. The Site is also located in an environmental justice community given it has a total CalEnviroScreen score over 75%.

Given the percentage of individuals who speak Spanish and Chinese in the Site and adjacent areas, communications will be translated into both languages. Spanish, Cantonese and Mandarin interpreters or bilingual staff will participate in meetings and outreach events, as needed.

### **3.2 McClymonds / Clawson Neighborhoods**

CASS's facilities span both the McClymonds and Clawson neighborhoods. The following provides an overview of each neighborhood.

**McClymonds Neighborhood:** The McClymonds neighborhood is named after McClymonds High School and roughly consists of the area bounded by 30<sup>th</sup> Street to the north, San Pablo Avenue to the east, W. Grand Avenue to the south and Peralta Street to the west. The neighborhood is mainly residential, but there are current and former warehouses and factories dotting the area. Former warehouses and factories are either vacant or being repurposed for residential and/or mixed-use developments. McClymonds High School, the Oakland Adult and Career Education Center, the Leonard J. Meltzer branch of the Oakland Boys and Girls Club, and City Slicker Farms and the West Oakland Farm Park are located within the neighborhood providing educational and social services for the community.

In February 2020, routine environmental investigations found the presence of trichloroethylene (TCE) in groundwater underneath McClymonds High School which led to the school's temporary closure out of an abundance of caution. There is a high level of interest in environmental issues stemming from this temporary closure and the legacy of health disparities in the community caused by traffic related air pollution, the proximity of industrial sites next to housing, and past redlining practices.

**Clawson Neighborhood:** The Clawson neighborhood, also nicknamed Dogtown, is to the north and west of the McClymonds neighborhood and roughly consists of the area bounded by I-580 to the north, San Pablo Avenue to the east, 30<sup>th</sup> Street and Peralta Street to the south and southwest, and Mandela Parkway to the west. For decades the neighborhood was primarily an African American working class residential neighborhood; however, since the 1990s the area has gone through a period of urban revitalization and gentrification. The Willie Keyes Recreation Center is located in this neighborhood at 3131 Union Street and is equipped with multipurpose rooms, a state-of-the-art kitchen, full-sized gym and outdoor recreation facilities. The Center was previously the location for West Oakland Neighbors meetings prior to the COVID-19 pandemic. West Oakland Neighbors meets on the Thursday of every month on Zoom, except for December, to discuss ways to improve the physical, environmental, social and economic conditions of the neighborhood.

### **3.3 Current Understanding of Community Concerns**

West Oakland residents have long been at the forefront of the campaign to improve air quality in communities disproportionately impacted by industrial businesses. The West Oakland Environmental Indicators Project (WOEIP) was founded in 2004 and is recognized internationally as a social and environmental justice non-profit that has

successfully championed cleaner air and better health outcomes for the West Oakland community. West Oakland Neighbors has also worked with the Port of Oakland, East Bay Municipal Utilities District, local industries, and environmental advocates to address air quality issues in the community for over 20 years. The outreach activities described in this Plan take into consideration the community’s focus on air quality and other quality-of-life concerns, as well as the community demographics described above to ensure that all members of the community have a chance to learn about this project and provide feedback.

#### 4 Outreach Strategies

CASS’s outreach strategy is centered around early and continued outreach and combines traditional and digital engagement to ensure interested West Oakland stakeholders participate in a collaborative process to understand relocation plans and provide input on said plans through various opportunities and formats. Table 3 shows the mix of strategies that will be implemented.

**Table 3 – Engagement Techniques**

| COMMUNITY ENGAGEMENT   | DIGITAL  | PRINT   |
|--|--|---|
| <ul style="list-style-type: none"> <li>• Single point-of-contact for community inquiries</li> <li>• Targeted stakeholder briefings</li> <li>• Virtual townhalls</li> <li>• Door-to-door outreach</li> <li>• Attendance at community meetings and other local events</li> </ul> | <ul style="list-style-type: none"> <li>• Website page</li> <li>• Email updates</li> <li>• Newsletters</li> <li>• Social media</li> </ul> | <ul style="list-style-type: none"> <li>• Mailings</li> <li>• Media engagement</li> <li>• Fact sheets</li> <li>• Public notices</li> </ul> |

Throughout this work, CASS will employ the following principles to ensure West Oakland stakeholders are engaged in a consultative manner:

- **Inclusiveness:** Actively engage and facilitate the involvement of a diverse group of West Oakland community stakeholders, prioritizing outreach to the African American, Latinx and Asian communities, to make sure they understand the project and how input will be considered. This includes outreach to limited-English proficient residents and businesses, stakeholders in underserved communities, and those that live in households without access to internet.
- **Responsiveness:** Community input is welcomed and necessary for this project to succeed. Community inquiries will be responded to within 3 hours Monday – Friday from 8 a.m. to 5 p.m. and the next business day for nights and weekends.
- **Dissemination:** Project information will be disseminated across multiple channels, in multiple languages, and via pre-existing stakeholder networks, so that it reaches a large and diverse audience.

#### **4.1 Step 1: Identify Engagement Parameters**

To provide a complete picture of CASS’s proposed new project at the former Army Base and the relocation phases and plan, benefits associated with the move, and how community members can provide feedback, the following has been identified as topics to be discussed as part of outreach efforts:

- Overview of the proposed project, community benefits and relocation plans, including visuals of the proposed facility, planned operations, and project timeline.
- Information about potential future uses of the current facilities in West Oakland, at which CASS is a tenant, and discussion of areas within CASS's control as a tenant.
- A discussion on how relocation will benefit the West Oakland community.
- Best ways to provide the community with timely information and anticipated level of community involvement.
- Overview of CASS's current understanding of community concerns and discussion on the community's areas of interest associated with relocation.
- Discussion of community interest in creating a Good Neighbor Agreement to address how concerns and issues that may cause a nuisance or disturbance to the West Oakland community will be addressed or resolved directly and within an established timeframe during the relocation period.

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

Early, continued, and direct engagement with key stakeholders is critically important to this project. Stakeholders provide a direct line to the pulse of the community and are well-equipped to describe issues of importance to the community. CASS will prioritize engagement with African American, Asian and Latinx communities and engage stakeholders from traditionally hard to reach demographics and those with limited English proficiency. Outreach efforts will be consistent with the City's Limited English Proficiency (LEP) and Disability Access Plans.

Table 4 provides an initial stakeholder list, which will be expanded on based on further research and community discussions.

**Table 4 – Initial Stakeholder List**

|  |
|--|
| <b>COUNTY OF ALAMEDA</b>   |
| <ul style="list-style-type: none"> <li>• Supervisor Keith Carson</li> </ul>  |
| <ul style="list-style-type: none"> <li>• Dept. of Environmental Health – Dilan Roe</li> </ul>                            |
| <b>CITY OF OAKLAND</b>   |
| <ul style="list-style-type: none"> <li>• City Council District 3 – Carroll Fife and Chief-of-Staff Tanya Love</li> </ul> |
| <b>COMMUNITY</b>   |
| <ul style="list-style-type: none"> <li>• West Oakland Environmental Indicators Project (WOEIP)</li> </ul>                |
| <ul style="list-style-type: none"> <li>• West Oakland Neighbors</li> </ul>   |
| <ul style="list-style-type: none"> <li>• City Slickers Farm and Park</li> </ul>  |
| <ul style="list-style-type: none"> <li>• Asian Environmental Pacific Network</li> </ul>                                  |
| <ul style="list-style-type: none"> <li>• West Oakland Senior Center</li> </ul>   |
| <ul style="list-style-type: none"> <li>• West Oakland Community Advisory Group</li> </ul>                                |
| <ul style="list-style-type: none"> <li>• West Oakland Health Council</li> </ul>  |
| <ul style="list-style-type: none"> <li>• Oakland Unified School District – McClymonds High School</li> </ul>             |
| <ul style="list-style-type: none"> <li>• Oakland Parks and Recreation – Willie Keys Recreation Center</li> </ul>         |
| <ul style="list-style-type: none"> <li>• West Oakland Jobs Resource Center</li> </ul>                                    |
| <ul style="list-style-type: none"> <li>• Oakland Asian Cultural Center</li> </ul>  |
| <ul style="list-style-type: none"> <li>• California Environmental Justice Alliance</li> </ul>                            |
| <ul style="list-style-type: none"> <li>• Greenlining</li> </ul>  |
| <ul style="list-style-type: none"> <li>• Sierra Club</li> </ul>  |
| <b>FAITH-BASED ORGANIZATIONS</b>   |
| <ul style="list-style-type: none"> <li>• Mt. Zion Baptist Church</li> </ul>  |
| <ul style="list-style-type: none"> <li>• West Side Missionary Church</li> </ul>  |

|  |
|--|
| <ul style="list-style-type: none"> <li>• Olivet Oakland Church</li> </ul>                          |
| <ul style="list-style-type: none"> <li>• Green the Church</li> </ul>                               |
| <b>HOUSING/JOB TRAINING ADVOCATES</b>  |
| <ul style="list-style-type: none"> <li>• West Oakland Jobs Resource Center</li> </ul>              |
| <ul style="list-style-type: none"> <li>• Building Trades Council of Alameda County</li> </ul>      |
| <ul style="list-style-type: none"> <li>• Civicorps</li> </ul>                                      |
| <ul style="list-style-type: none"> <li>• The Unity Council</li> </ul>                              |
| <b>BUSINESS</b>  |
| <ul style="list-style-type: none"> <li>• Port of Oakland and Port businesses</li> </ul>            |
| <ul style="list-style-type: none"> <li>• Current Oakland Army businesses</li> </ul>                |
| <ul style="list-style-type: none"> <li>• East Bay Asian Local Development Corp (EBALDC)</li> </ul> |
| <ul style="list-style-type: none"> <li>• West Oakland Business Alert Group</li> </ul>              |
| <ul style="list-style-type: none"> <li>• California Waste Solutions</li> </ul>                     |
| <ul style="list-style-type: none"> <li>• Businesses adjacent to the current plant</li> </ul>       |
| <ul style="list-style-type: none"> <li>• American Steel Art Studios</li> </ul>                     |
| <ul style="list-style-type: none"> <li>• Oakland A's</li> </ul>                                    |
| <b>TRANSPORTATION</b>  |
| <ul style="list-style-type: none"> <li>• Transport Oakland</li> </ul>                              |
| <ul style="list-style-type: none"> <li>• Port of Oakland Truck Workers Group</li> </ul>            |

**4.2.1 Initial Meetings with WOEIP**

Representatives of CASS have held two meetings with Ms. Margaret Gordon and Brian Beveridge, Co-Chairs of WOEIP, and discussed the proposed project and associated plans for outreach. The following information was shared:

- WOEIP supports relocation and will assist representatives of CASS with outreach, as appropriate.

- The community largely supports the relocation of CASS.
- Many community members are familiar with CASS's operational history and outreach will be a critical component of successful relocation.
- The community will be interested in the transition plan, potential future plans for the current site and workforce plan for the new facility.
- There is significant interest in the future remediation of the properties including community protection measures that will be employed to minimize off site impacts to protect the quality of air and community health. CASS is a tenant at the various properties it occupies in West Oakland. Information gathered regarding land reuse and potential remediation will be shared with the property owner(s).
- The project's timeline will need to be clearly explained and types of input that will be considered at each phase.
- Key stakeholders and their input will need to be captured and logged in a central repository so if project team members or external stakeholders change their input is not lost.
- Input from stakeholders should be shared across all groups to foster a collaborative process and allow individuals to see others' comments.
- Key stakeholders will include West Oakland Neighbors (Ray Kidd, Doug Taylor, Caroll Wyatt), Slickers Farm (Executive Director Juan Nunez) and Councilmember Fife and West Oakland Jobs Resource Center (Executive Director Joyce Guy).

### **4.3 Step 3: Community Outreach Tactics**

CASS will take a multi-pronged approach to community outreach. As a first step, CASS met twice with the WOEIP to review the outreach plan and gather input to make sure the plan is culturally sensitive, is



responsive to the needs of the West Oakland community, and allows for a collaborative outreach process with West Oakland residents moving forward.

CASS's initial outreach efforts will focus on individual meetings with key stakeholders to introduce the relocation plans and gather input. CASS will also attend pre-existing meetings and local events, as appropriate, to share relocation plans, answer questions, and gather input. As part of these efforts, CASS will clearly explain areas where input will be considered, opportunities for collaboration on future plans, and how community input will be incorporated.

To ensure a collaborative process with West Oakland stakeholders, CASS will host three community meetings to inform the broader public about the relocation project, gather public feedback and input where appropriate, and to listen and respond to community questions. Throughout this sequence of meetings CASS will address pertinent changes connected to the project and elaborate on how community input will be incorporated into current designs.

Community engagement outreach will include, but not be limited to:

- **Individual Stakeholder Briefings:** Meetings will be held with key stakeholders to introduce the project, answer questions, and gather input. This will allow CASS to proactively address concerns and make changes to the proposed site plan and the proposed relocation plans in response to community input, where appropriate.
- **Attendance at Pre-existing Meetings:** Relocation plans will be presented at pre-existing West Oakland meetings to make it convenient for people to participate and learn about the project.

- **Attendance at Community Events:** Attendance at local community events, when appropriate, will provide an opportunity to answer questions and accept feedback about the relocation process in a setting that is convenient for attendees.
- **Community Meeting:** Three virtual Zoom meetings that focus on the proposed project will be held. The CASS leadership team will present project plans, answer questions and gather input from attendees. Later meetings will show how input was incorporated where possible, and where not explaining the reasoning behind that decision. Zoom polls and/or small breakout groups may be used during these community meetings to help promote a collaborative process with stakeholders. Meeting summaries will be prepared for each meeting that includes a list of attendees and questions/comments received.
- **Area Canvassing:** Area canvassing will be used, as appropriate, to gather input from hard-to-reach populations and to invite individuals to the community meeting.
- **Project Contact Log:** A contact log will be maintained that documents all interactions with the public to demonstrate a robust outreach process. The log will be updated weekly with a list of key concerns and issues that will be addressed as the project moves forward.
- **Translation/Interpretation:** All material prepared will be translated into Spanish and Chinese and Spanish, Cantonese and Mandarin interpreters will be present at community meetings, as needed. CASS may elect to translate project materials into other languages based on community demographics and interest.

#### 4.4 Step 4: Communication

Overall success of the CEP requires communicating all project-related information with high quality visuals and concise, clear information in

addition to providing this information to a broader audience, including those with limited English-speaking proficiency or lack of access to the internet. Key elements will include:

- **Targeted Outreach:** CASS community engagement will comply with the City of Oakland’s LEP Plan and Disability Access. This includes meaningful outreach to individuals who have limited English-speaking proficiency or lack access to internet.
- **Project Fact Sheets:** Colorful, engaging and informative printed materials will be distributed and posted on social media platforms and websites.
- **Presentations:** Colorful, visually engaging presentations will be used to provide information on the project. An introductory presentation will be used for presentations at pre-existing meetings and individual presentations will be prepared for each of the community meetings.
- **Website:** <https://www.customalloy.com> will have a section specifically designed to provide all information pertinent and related to the project, including a schedule of key project events, meetings, and dates.
- **Social Media Updates:** All project updates will be posted and provided to keep social media followers informed on all matters related to relocation, including a schedule of key events, meetings, and dates. Additionally, updates will be posted on Nextdoor, so those located near the plant can stay informed about work in the neighborhood.
- **Point of Contact:** Gregory Townsend, (510) 570-6053, [gregory@craig-communications.com](mailto:gregory@craig-communications.com)

## 5 Implementation

The following section describes the Phase 1 community outreach implementation process, various activities that will be conducted, and types of input expected. Table 5 shows community engagement implementation and timing. This CEP will be updated with outreach tasks for Phase 2 (during project implementation) as the project proceeds forward.

### Phase 1 - Introduction of Project/Relocation Plans to Community – 2022-23

| <b>Table 5 – Engagement Implementation</b>  |                  |
|---|------------------|
| <b>Finalize Community Engagement Plan and Prepare Communication Materials</b>   |                  |
| <b>Activity</b>   | <b>Timeframe</b> |
| Prepare project description, timeline and key messages.   | August 2022      |
| Draft content for collateral materials: fact sheets, site plan, presentation, and notices. Update as needed based on project phase.   |                  |
| Design and publish webpage on <a href="https://www.customalloy.com">https://www.customalloy.com</a> for project-related information. Update as needed based on project phase.           |                  |
| Assemble key stakeholder list for targeted outreach.  |                  |
| Develop detailed outreach roll out with key dates for targeted stakeholder briefings, dates for public meetings, community events that will be attended and the goals for each meeting. |                  |

|   |                                       |
|---|---------------------------------------|
| Meet with WOEIP to review outreach roll out and confirm the outreach is appropriate for the community and responds to their needs.  |                                       |
| <b>Outreach to Key Stakeholders</b>   |                                       |
| <b>Activity</b>   | <b>Timeframe</b>                      |
| Attend pre-existing monthly meetings of key stakeholders to inform them of the project and listen to concerns.  | August 1-<br>November 30,<br>2022     |
| Hold meetings/briefings with other key stakeholders who do not have monthly meetings.   |                                       |
| Attend community gatherings, including neighborhood association meetings and community festivals, to present to more targeted groups, as appropriate.   |                                       |
| <b>Hold Community Meeting</b>   |                                       |
| <b>Activity</b>   | <b>Timeframe</b>                      |
| Hold first public meeting to provide general overview of the project, including new site development plan, local hiring and jobs policy, relocation plan, protection measures during transition and construction, relocation plan, and remediation. Request community feedback. | September 1 -<br>November 30,<br>2022 |
| Hold second public meeting 45-60 days after the initial meeting to review community feedback and discuss considerations for how this feedback would be incorporated into the project, where appropriate.  |                                       |
| Host a third public meeting (or more, if needed) to complete the discussion around how feedback was incorporated, where appropriate, and answer any further questions.  |                                       |

|  |                  |
|--|------------------|
| Schedule site tours, as needed, with stakeholders to view current operations and provide a full scope of the new facility to be built.       |                  |
| <b>Project Contact Log and Respond to Public Comments</b>  |                  |
| <b>Activity</b>  | <b>Timeframe</b> |
| Maintain project contact log documenting all outreach/issue resolution.  | Ongoing          |
| Track all comments received and prepare written responses to public comments.  |                  |
| Prepare Response Summary showing responses to public concerns and issue to all people who commented.   |                  |
| <b>Partnerships</b>  |                  |
| <b>Activity</b>  | <b>Timeframe</b> |
| Convene meetings with organizations to review and expand opportunities regarding recycling, environmental stewardship, and the green sector. | Ongoing          |
| Identify events for sponsorship and volunteer participation opportunities.   |                  |
| <b>Share Project Information</b>   |                  |
| <b>Activity</b>  | <b>Timeframe</b> |
| Use traditional and digital publications to continue providing the community with important updates.   | Ongoing          |
| Designate page on <a href="https://www.customalloy.com">https://www.customalloy.com</a> for project related information.                     |                  |
| Grow audience on all social media platforms to promote information related to the project and community engagement opportunities, as needed. |                  |
| <i>*All engagement events will be opportunities to expand outreach database for all project related announcements.</i>                       |                  |

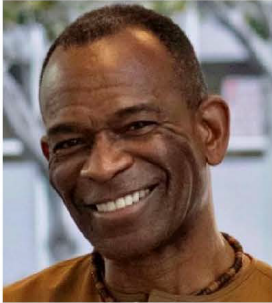
## 6 Evaluation

The outreach strategy will be evaluated throughout the life of the project and outreach activities may change to improve engagement, as needed. Regular updates will be provided to the City of Oakland and posted on the CASS website.

Metrics to evaluate outreach performance will include:

- a. Review public comments received and data of how feedback was collected (in person, online, etc.) and documentation of feedback, including information on how project or approach was revised in response to feedback
- b. Review questionnaires designed to gauge effectiveness of community meeting
- c. Community participation at public meetings (i.e., number of attendees, race, age, language, and geography)
- d. Engagement numbers on paid advertisements and media-related articles, including tracking and engagement data
- e. Effectiveness of different outreach methods (e.g., questionnaires distributed at community meetings confirming how individuals heard about the project, how they would prefer to receive information, effectiveness of meetings, etc.)
- f. Attendance/participation from limited English proficiency speakers and/or traditionally hard-to-reach communities

## Attachment 1 – Community Engagement Manager Qualifications



**Gregory Townsend**

- Public Information professional with over 20 years of experience in facilitating communication between public organizations, media and the public.
- Extensive experience in public relations, public policy and government relations, with a focus in results-driven campaigns and grassroots advocacy in the environmental field.
- Excellent communicator with ability to connect with traditionally difficult-to-reach groups.
- Demonstrated ability in establishing, developing, and maintaining contact with media, professional and civic organizations and special interest groups.
- Competent in preparing releases, agency newsletters, stories and talking points that align with executive direction.

### Experience

#### Outreach Specialist

Supportive Services for Veteran Families (SSVF)  
Oakland, CA  
2019 - 2021

- Provided outreach services throughout Alameda County to identify and engage veterans and their families who are most in-need and hard to reach.
- Managed and conducted weekly veteran meal distribution program for veterans and their families.
- Networked with local and regional service providers and other community organizations who serve homeless individuals and families.
- Educated homeless veterans on Swords to Plowshares and other service providers, on program criteria, build and maintain these relationships, and provide additional support as needed.
- Conducted intake and referred all eligible participants to appropriate team members and case managers, or community resources.
- Educated homeless providers and the general community about the (SSVF) program through informational events.
- Developed and maintained knowledge of community resources including but not limited to Veteran-based agencies, homeless programs, and housing programs.

#### Public Information Officer

The City of San Francisco, Public Works  
San Francisco, CA  
2014-2018

- Implemented, enforced and educated various internal and external stakeholders on public works policy, methods and procedures.
- Managed community concerns, deploying specific public works resources as needed
- Organized community meetings with stakeholders, city officials and residents.
- Conducted city-wide and zone-specific outreach, enforcement and inspections
- Collaborated with agency supervisors to perform monthly compliance inspections.



California State University,  
San Bernadino  
B.A. Communications  
M.A. Communications Studies  
San Bernadino, CA

### Education

San Jose Police Academy  
Police Recruit  
San Jose, California

### Additional

Proficient in Research, Broadcast Facilitation, Videography, Public Information Strategies, News Coverage Coordination and Media Training and Consultation