



Public Engagement Plan for the Former Oakland Army Base

June 2019

1.0 Introduction

The City of Oakland (“City”) and the Port of Oakland (“Port”) have prepared this Public Engagement Plan (“PEP”) for the former Oakland Army Base (“OAB”) to achieve the following goals as they relate to implementing the OAB redevelopment project approved by the City and Port in 2002, as amended in 2012, particularly in regard to actions that affect the air quality in West Oakland:

- a. inform and consult with the public to provide meaningful involvement of residents, businesses, and other stakeholders in West Oakland (collectively, the “West Oakland stakeholders”);
- b. provide engagement methodologies to address both specific projects and overall OAB activity;
- c. enhance the City’s and the Port’s dialogue with West Oakland stakeholders;
- d. provide effective ways to receive, document, and incorporate input and recommendations from West Oakland stakeholders;
- e. reduce barriers to access for under-represented West Oakland stakeholders and to those West Oakland stakeholders who may have not participated in previous public input processes; and
- f. comply with the provisions of federal nondiscrimination laws, including Title VI of the Civil Rights Act of 1964, and applicable regulations and guidance documents.

This OAB PEP outlines the City’s and the Port’s strategies and actions to engage West Oakland stakeholders, including limited-English proficient (“LEP”) populations, and provide accessible participation that is consistent with the City’s Disability Access Plan¹ and the Port’s Access for Members of the Public With Disabilities Plan² so that they can meaningfully participate in the public outreach for implementation of the OAB redevelopment. Meaningful participation means that the engagement is two-way, such that West Oakland stakeholders are provided with timely information on projects and decisions, given opportunities to provide input, and given feedback on how public input influenced decisions, particularly in regard to actions that affect air quality. At times, West Oakland stakeholders will be engaged in a consultative manner to provide input about specific projects proposed at the OAB; at other times, they will be provided with information about the OAB as a whole and asked to provide feedback. This OAB PEP outlines these two approaches to public engagement which will both be used to engage West Oakland stakeholders. While the City and the Port will solicit public engagement from the West Oakland stakeholders as described herein, ultimate decisions about OAB projects and programs

¹ Available at <https://www.oaklandca.gov/topics/civil-rights-access>

² Available at <https://www.portofoakland.com/civil-rights-policies-procedures/>

will be made at the sole discretion of the governing bodies of the City and the Port, including the City Council, the Board of Port Commissioners, and other decision-making bodies or designees.

This OAB PEP is generally consistent with the best practices to foster and build public engagement processes found in the West Oakland Truck Management Plan Public Engagement Plan and the Public Engagement Plan included as Appendix G in the Port of Oakland Seaport Air Quality 2020 & Beyond Plan. Each PEP however, describes and provides an appropriate level of public participation for its respective projects. To the extent the obligations set forth in this OAB PEP conflict with or are different from the obligations in the West Oakland Truck Management Plan Public Engagement Plan, the Public Engagement Plan included as Appendix G in the Port of Oakland Seaport Air Quality 2020 & Beyond Plan, or any other Public Engagement Plan for the City or the Port, the obligations in this OAB PEP shall govern and be controlling for the proposed projects set forth in Table 2 of this OAB PEP.

Consultation for preparation of this OAB PEP

This OAB PEP has been developed by the City and the Port with input from the U.S. Department of Transportation (“DOT”) Office of Civil Rights, the U.S. Environmental Protection Agency (“EPA”) External Civil Rights Compliance Office, and EPA Region 9. It builds upon past and current stakeholder engagement efforts and from the documents listed below:

- Public Engagement Plan included as Appendix G in the Port of Oakland Seaport Air Quality 2020 & Beyond Plan (06/13/19)
- West Oakland Truck Management Plan Public Engagement Plan (07/31/18)
- City of Oakland Stakeholder Process per Mitigation Measure PO-1
- Resilient Oakland: It takes a Town (by West Oakland Environmental Indicators Project (“WOEIP”)) and others, 2016)
- Title VI Public Involvement Guidance for EPA Assistance Recipients (2006)
- Environmental Justice Primer for Ports (EPA draft, 2016)
- Public Participation Plan for the Washington DC Transit Authority Title VI Program (2014)
- 2016 Refreshing Community Stakeholder Engagement Efforts Report*
- 2009 Maritime Stakeholder Group Outreach Report*

The documents with an asterisk (*) involved focus sessions with Port senior managers and staff and external stakeholders, including:

- Community (environmental groups, local businesses, and impacted residents)
- Port tenants and Industry Associations
- Labor and Workforce Development
- Maritime Air Quality Improvement Program (“MAQIP”) Interagency Group

The information and stakeholder comments from these sources are reflected in this OAB PEP.

2.0 Background of the Oakland Army Base Redevelopment Plan and West Oakland

2.1 Description of OAB Redevelopment

Construction of the OAB began in 1941. For decades, the OAB served as a military transportation hub; millions of tons of cargo passed through the OAB to support the Department of Defense. The OAB was “home to the largest military port complex in the world” during the Vietnam War era.³ The OAB provided thousands of local residents with middle-class jobs. In 1995, the U.S. Army designated the OAB for closure pursuant to the Defense Base Realignment and Closure Act of 1990. In July 2002, the City adopted and approved the Redevelopment Plan for the OAB and established an approximately 1,730-acre redevelopment project area. The Redevelopment Plan divides the OAB into the City’s Gateway Development Area (approximately 193 acres) and the Port Development Area (approximately 187 acres).

The OAB Redevelopment Plan was approved in 2002 after review and public participation pursuant to the California Environmental Quality Act (“CEQA”). The CEQA process allowed for public review and comment and resulted in an Environmental Impact Report (“EIR”) that identified mitigation measures, which the City and the Port adopted.

In 2012, the City adopted an amended OAB Reuse Plan and prepared an addendum to the EIR, a process that resulted in the approval of additional mitigation measures set forth in the OAB Standard Conditions of Approval and Mitigation Monitoring and Reporting Program (“SCA/MMRP”). In July 2013, the City Council revised the SCA/MMRP to require additional public outreach by adding mitigation measure Public Outreach PO-1 (“MM PO-1”). MM PO-1 applies only to the City’s portion of the former OAB. This mitigation measure specifies a process for engaging the public in the development of a specified list of plans (required by other mitigation measures) related to air quality and trucking for certain projects (“air quality plans”). MM PO-1 requires a 45-day announcement prior to release of the draft air quality plans and a 17-day review period of the draft air quality plans. MM PO-1 also requires that the City maintain a list of names and email addresses of stakeholders that express interest in receiving information on these plans and that the City hold quarterly meetings, when needed, to discuss the status of these plans until the City Administrator has approved all the subject plans.

Prior to adopting the 2012 amended OAB Reuse Plan, the City convened numerous meetings with City Council members and community members to discuss the project and negotiate community benefits. The City and the community groups entered into a Cooperation Agreement dated December 20, 2012, addressing labor-related issues and creation of a Jobs Center. The Cooperation Agreement was signed by the Alameda County Building and Construction Trades Council, Alameda County Central Labor Council and certain community-based organizations, including the West Oakland Environmental Indicators Project (“WOEIP”). See <http://www2.oaklandnet.com/oakca1/groups/ceda/documents/report/oak062012.pdf>.

From 2002 to present, the City and the Port have completed infrastructure improvements at the OAB to prepare the OAB for reuse. Buildings were demolished, sites were cleared, and environmental

³ <https://www.globalsecurity.org/military/facility/oakland.htm>; accessed February 15, 2019.

remediation was undertaken. The Port completed rail improvements as part of the Outer Harbor Intermodal Terminal (“OHIT”) in 2017 and the City completed the construction of new roadways, utilities, site grading, and other infrastructure in the Spring of 2019.

As part of the 2012 approvals associated with the amended OAB Reuse Plan, the City entered into a lease disposition and development agreement with Prologis CCIG Oakland Global LLC, followed by five ground leases: three with Prologis Mesquite LLC for warehouses and container storage, one with CCIG Oakland Global LLC for warehousing and ancillary uses, and one with the Oakland Bulk and Oversized Terminal LLC for a break bulk terminal and rail. Additionally, the City entered into a lease disposition and development agreement with OMSS LLC for the Ancillary Maritime Services Area in 2014, followed by an interim lease. As development proceeds under these leases, the City has followed and will continue to follow the public engagement process specified in MM PO-1, which includes addressing air quality impacts.

Following the 2012 approvals, the Port and CenterPoint-Oakland Development I LLC (“CenterPoint”) entered into a Ground Lease Agreement dated January 8, 2018, covering approximately 27 acres of Port-owned land at the OAB. CenterPoint intends to develop a Seaport Logistics Complex on the premises. The Ground Lease Agreement includes a groundbreaking Operations Jobs Policy envisioned as an economic driver and job generator. Among the provisions are: preferences for hiring local residents, particularly those in neighborhoods nearest the Port; special consideration for disadvantaged residents including the chronically unemployed, single parents, formerly incarcerated and military veterans; and funding for a local, community-based workforce development partner, the West Oakland Job Resource Center, to train work force candidates and provide the opportunity to refer job applicants <https://portoakland.legistar.com/View.ashx?M=F&ID=5525078&GUID=05AE4CD1-ABBA-4872-A352-8B78BD1302DE>. The Operations Jobs Policy was between the Port, CenterPoint, and two major community coalitions (Revive Oakland and Oakland Works). These represent over 30 community-based organizations, some of them include the East Bay Alliance for Sustainable Economy, WOEIP, West Oakland Neighbors, and Oakland Community Organizations.

The Port also entered into a Cooperation Agreement, dated September 7, 2017, which serves as a framework to monitor its own jobs policy. The Cooperation Agreement was negotiated with thirteen community-based organizations, including the WOEIP. See <https://portoakland.legistar.com/View.ashx?M=F&ID=5525082&GUID=850C2B8F-E371-48C8-82DF-14F87FC75B8C>.

On April 4, 2017, WOEIP filed a complaint under Title VI of the Civil Rights Act of 1964 with EPA and DOT against the Port and the City. The complaint identified WOEIP’s concerns with the public engagement process related to development projects at the OAB. EPA and DOT accepted the complaint for investigation on July 18, 2017. By letter dated April 26, 2019, DOT administratively closed its investigation into the complaint. The City and the Port have worked collaboratively with EPA and DOT to create this OAB PEP to address the concerns raised in the complaint.

2.2 Community Profile: Project Area and Affected Communities

- a. Based on public input throughout the numerous planning processes regarding Port and OAB development since 2000, the area impacted by development at the OAB is defined geographically as: West Oakland between I-880 and I-980 to the west and east, respectively, and I-580 and I-880 to the north and south, respectively; plus, the industrial portion of Jack London Square (“JLS”) between I-880 and the Embarcadero, west of Martin Luther King Jr. Way.
- b. Demographic data for West Oakland is shown in Table 1 below, along with demographic data for the City of Oakland and Alameda County. The data is from the 2017 American Community Survey of the US Census Bureau for Alameda County, Oakland, and West Oakland. The West Oakland data is composed of the following 13 census tracts: 4014, 4015, 4016, 4017, 4018, 4022, 4024, 4025, 4026, 4027, 4105, 9819, and 9820.

Table 1. Demographic Data for West Oakland (13 Census Tracts) and Surrounding Areas

| 2017 Census Estimates | West Oakland 2017 Estimates | Oakland 2017 Estimates | Alameda County 2017 Estimates |
|---|--|-----------------------------------|--|
| Population | 25,993 | 417,442 | 1,629,615 |
| Race | | | |
| 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% |
| Housing Units | 11,283 | 169,303 | 596,898 |
| Owner-occupied | 23.4% | 37.5% | 50.5% |
| Renter-occupied | 68.5% | 56.7% | 44.8% |
| Vacant | 8.1% | 5.8% | 4.7% |
| Median Income | \$43,711 | \$63,251 | \$85,743 |
| % of families below poverty | 27.2% | 14.5% | 7.4% |
| Educational Attainment for residents age 25+ | | | |
| 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% |
| Language Spoken¹ | | | |
| English only | 70.2% | 59.4% | 55.4% |
| Spanish only | 6.9% | 11.1% | 7.0% |
| Chinese | 5.8% ² | 4.9% | 5.5% |

¹ Primary language spoken at home

2.3 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.
- 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.

2.4 Desired Outcomes for Public Engagement

- a. The public engagement process will help strengthen relationships, understanding, and respect among the City, the Port, and the West Oakland stakeholders.
- b. The public engagement process will be transparent, document community feedback, and provide accountability by showing how it was used to influence decision-making.

3.0 Scope of this OAB PEP

3.1 OAB Development Projects

This OAB PEP applies to the proposed projects in the 2012 Oakland Army Base Project that are listed in Table 2 and their locations shown in Figure 1. This OAB PEP is designed to engage stakeholders early in the decision-making process, when their input can be most meaningful. Public outreach for the projects in Table 2 will start at different times because each project will have a different development schedule. The intent is for public outreach to start early in the development process and typically before the first major approval by the City or the Port. For the City, this will usually be a lease disposition and development agreement approval, or a disposition and development agreement approval. For the Port, this will usually be tenancy agreement approval, development agreement approval, permit issuance, or other related action.

| Table 2. Proposed Projects Covered by this OAB PEP ⁴ | | | |
|---|--|------------------|--|
| Map # | Project | Port or City OAB | Description (Approximate Size, Type of Use, etc.) |
| 1 | Expansion Area #1, Seaport Logistics Complex | Port | Transload warehouse facilities |
| 2 | Energy and Travel Center | Port | Fuel and service center, including convenience store, restaurants, restrooms/showers, scales |
| 3 | Berth 9 Wharf Development | Port | Improvements to Berth 9 |
| 4 | Outer Harbor Intermodal Terminal (“OHIT”) Phase 2 | Port | Rail project |
| 5 | Development on 14-acre site in the North Gateway (CN-1 site) | City | Anticipated use is recycling facility with up to 205,000 square-foot building |
| 6 | Development on 10-acre site in the North Gateway (CN-2 site) | City | Anticipated use is recycling facility with approx. 175,000 square-foot building |

If the City or the Port proposes new significant development projects in the OAB not shown in Table 2 or significant changes to proposed development projects in the OAB that have already been approved in a Lease Disposition and Development Agreement or lease, the City or the Port will determine if the project should be subject to the project-specific public engagement as described in Section 5.2 of this OAB PEP.



Figure 1. Approximate Location of Projects Covered by the OAB PEP

⁴ Alameda County Transportation Commission is the project sponsor for the Seventh Street Grade Separation Project and is responsible for project implementation, including public outreach.

4.0 Guiding Principles of this OAB PEP

Guiding principles are the values which apply to the public engagement for both the specified development projects in Table 2 and the general activities (operational and maintenance) of the OAB redevelopment. These guiding principles are derived from past and current engagement efforts, including most recently the West Oakland Truck Management Plan (May 2019) and the Port of Oakland Seaport Air Quality 2020 and Beyond Plan.

The Guiding Principles of this OAB PEP include:

- **Inclusivity:** Actively facilitate the involvement of the West Oakland stakeholders, especially racial and ethnic groups and people that are traditionally hard to reach;
- **Transparency:** Provide clarity and transparency about the decision-making process and the role of the public in those processes;
- **Authenticity:** Provide opportunity for joint fact-finding and co-learning;
- **Informed Participation:** Build a common baseline of knowledge among West Oakland stakeholders and policy makers about the OAB redevelopment to promote informed decision-making;
- **Consultative:** Work jointly with West Oakland stakeholders as the OAB is redeveloped to receive input on priorities, issues, concerns, opportunities, and possible solutions from the people who are affected by OAB projects, and to discuss options, test out ideas, and find solutions;
- **Appropriate Process:** Utilize one or more discussion formats that are responsive to the needs of identified participant groups and encourages full, meaningful, effective, and equitable participation consistent with process purposes. This may include relationships with existing community forums;
- **Accessible Participation:** Make public engagement processes broadly accessible in terms of location, time, and language, and support the engagement of residents with disabilities. All outreach activities will be done in compliance with the Port's and City's respective LEP plans and disability plans.
- **Feedback to Participants:** Document public input and show how it is used, in the final outcomes and the rationale behind them, to reduce impacts of the proposed projects listed in Table 2 on air quality in West Oakland; and
- **Evaluation:** The City, Port, and the West Oakland stakeholders evaluate public engagement to assess outcomes so that the City and the Port can modify the OAB PEP for future engagement efforts, if necessary.

5.0 Approach for Public Engagement

This OAB PEP is designed to both inform and consult with West Oakland stakeholders. This OAB PEP outlines these two approaches to public engagement which will both be used to engage West Oakland stakeholders. All outreach activities will be done in compliance with the Port's and the City's respective LEP Plans and disability plans, including translation of this OAB PEP into the appropriate languages.

5.1 Two Approaches to Public Engagement

Two approaches to public engagement will be used:

- **Project-Specific Public Engagement:** Public engagement for the development projects listed in Table 2. The public engagement for each development project listed in Table 2 will commence prior to the first major decision (approval) for that project. Documentation of community feedback and how the feedback influenced final decisions will be completed.
- **Outreach to Provide Overall Updates and Communication about the OAB:** Outreach to provide overall updates and communication about projects and activities at the OAB. Overall outreach will commence upon finalization of this OAB PEP, and with posting of this OAB PEP on City and Port public websites and in public areas and institutions utilized by stakeholders. The Port and the City will undertake these overall OAB outreach efforts on an ongoing basis, as appropriate.

5.2 Project-Specific Public Engagement

Public engagement for the specified development projects in Table 2 will be undertaken either by the Port, by the City, or by the project applicant (which may include developers, potential tenants, or other project sponsors) in coordination and consultation with the Port or the City. City and Port staff will oversee implementation of this OAB PEP during project-specific engagement.

Project-specific public engagement will be implemented for each development project listed in Table 2. Public engagement for individual development projects listed in Table 2 will incorporate the requirements set out in this OAB PEP and will use a variety of forms of outreach chosen to fit the nature of the project. Best practices to be used in project-specific engagement are listed in Appendix A.

5.3. Outreach to Provide Overall Updates and Communication about the OAB

To provide information about overall activities at the OAB on a more regular basis, the Port and the City may use newsletters, emails, websites, public notices in newspapers, press releases, social media, or other tools to provide updates to West Oakland stakeholders about projects and activities as a whole at the OAB, including information about the status of projects under construction, a timeline of upcoming projects, and information about ongoing operations and maintenance activities. This outreach is being provided in response to suggestions from West Oakland stakeholders requesting information and updates about OAB development activities, given that there may be months or years between development projects. The request for this type of information is recorded in the documents listed in Section 1.0, Consultation for preparation of the OAB PEP. This outreach can help create a common

understanding about development at the OAB among West Oakland stakeholders, the City, and the Port.

This outreach will occur approximately semi-annually and will be undertaken collaboratively by the City and the Port. Outreach and notification will incorporate the requirements and applicable best practices identified in this OAB PEP. The Port and the City will respond to stakeholders as needed in the manner appropriate to the question or information request received.

6.0 Outreach Activities

The City, the Port and project applicants will use a range of outreach activities and techniques for public engagement. Details are provided in Appendix A.

7.0 Public Meetings

If public meetings are held pursuant to Section 5.2 of this OAB, the meetings will be held in West Oakland. Locations will comply with the City and Port's Disability Access Policies. Refer to Appendix A for a list of potential locations and other guidance on public meetings.

8.0 Documentation

The City, Port, or project applicant will track the number of people attending all public meetings held under this OAB PEP, the geographic areas represented, diversity, including race and ethnicity of attendees, language of attendees, disability, and other factors, and will adjust their outreach efforts accordingly, as described in Section 9.0, below.

The City, Port, or project applicant will document public input received during project-specific public engagement (see Section 5.2) in a short memorandum or table format. The City, Port or project applicant will create written responses to the public input that explain how the public input was used to influence the project, including potentially reducing impacts of the project on air quality. Such written documentation will be readily available to the public.

9.0 Performance Measures and Evaluation of Public Engagement

The Port and the City will evaluate the public engagement activities undertaken pursuant to this OAB PEP to assess the effectiveness of outreach in terms of number of people attending, geographic areas represented, diversity including race and ethnicity, language of attendees, disability, and other factors. After one year of implementation of the OAB PEP, the City and the Port will work with EPA to evaluate the OAB PEP based on the performance evaluation techniques listed below, as applicable, and modify the OAB PEP to address any deficiencies in the public engagement process.

Specific performance evaluation techniques may include one or more of the following;

- a. Outputs (e.g., number of meetings held; number of ads placed; number of publications in which notices are distributed; number of language and disability access requests honored; number of comments acknowledged; number of comments summarized and raised with decision makers; number of comments incorporated);

- b. Inputs (e.g., number of comments; quality of comments; number of new commenters or attendees);
- c. Numbers of participants (e.g., workshop attendees, commenters);
- d. Representativeness (e.g., participation from West Oakland stakeholders and public sector organizations);
- e. Diversity of participants (e.g., age, race, language, disability, income, geography);
- f. Which types of outreach reached people and encouraged them to attend (how they heard about it; which venue they attended; how they submitted input);
- g. Which methods people used to submit input (in person, email, online, phone, individual meeting);
- h. Whether community input corresponded to, and was coordinated with, key milestones and phases in the planning process;
- i. Whether potential West Oakland stakeholders were fully identified and whether their interests became known and were acted upon;
- j. Participant satisfaction (e.g., with convenience [location, time, accessibility, etc.] of meetings/communications; effectiveness [clarity, adequacy, timeliness] of communications; variety of communications; ease of input; respect for input demonstrated; level of consideration of and responses to input; fairness), evaluated potentially through paper and/or online surveys; and
- k. Whether the results of public participation are communicated to people who were involved in public planning process and to relevant decision-makers, to demonstrate how public input is used.

10.0 Contingency Plan

If unexpected events occur that make implementation of any element(s) of this OAB PEP unreasonable or ineffective, the City and the Port will evaluate and modify the OAB PEP as necessary.

11.0 Contacts and Additional Information

The public can communicate via phone or email with the following agency officials at the City and the Port regarding this OAB PEP:

Port Contacts:

Amy Tharpe
 Director of Social Responsibility
 510-627-1302

Laura Arreola
Community Relations Representative
(510) 627-1135

City Contacts:

Corey Alvin
Environmental Coordinator for the OAB, Bureau of Planning
(510) 238-6316
CALvin@oaklandca.gov

John Monetta
Project Manager for the OAB, City Administrator's Office
(510) 238-7125
JMonetta@oaklandca.gov

The public can request translated documents and/or interpreters for meetings held under this OAB PEP pursuant to the City's and Port's Language Access Plans.

City: <https://www.oaklandca.gov/topics/civil-rights-access>

Port: <https://www.portofoakland.com/civil-rights-policies-procedures/>

Additional information about the OAB is available at the following web address:

<https://www.oaklandca.gov/topics/oakland-army-base-project>

APPENDIX A: Best Practices to be used in this Public Engagement Process

A range of best practices are available that can be used in the public engagement process; some of these options are listed below. The Port, the City, and/or the project applicant will identify and implement applicable and appropriate public engagement practices for each OAB project in Table 2 and for overall OAB updates. The public engagement processes could include some of the following best practices to foster and build on the public engagement process.

- a. Clearly communicate to the West Oakland stakeholders the decision-making processes and the role of the public in those processes.
- b. Provide transparency and communicate to the West Oakland stakeholders' outcomes and decisions including the rationale behind them.
- c. Clearly identify the problems/issues the West Oakland stakeholders are attempting to solve. Based on early input and feedback, this could initially involve targets and goals.
- d. Clearly identify the decisions that West Oakland stakeholders can influence.
- e. Consult with appropriate stakeholders for refinement and adjusting of the public engagement process as needed.
- f. Evaluate the effectiveness of the public engagement and adapt to meet the potentially changing audience, demographics, type of project and technology.
- g. Use outreach strategies that are varied and tailored to meet the needs of the area by: meeting people where they are and when they are available; providing information and materials that are easy to understand, in the appropriate languages and format; and using outreach staff that can communicate effectively with various West Oakland stakeholders.
- h. Based on where the effort is on the timeline, public engagement may require large town hall-style public meetings to share information, or small focused meetings among community-based organizations ("CBOs") or with an industry sector. For whichever type of meeting is used, there will be a variety of potential tactics to reach West Oakland stakeholders to inform and invite them to participate. Some examples of strategies to reach people may be online/social media; public repositories (e.g., libraries and community centers); through CBOs and their outreach methods; attend CBO meetings; and through government agency meetings.
- i. Use public television, radio, newspapers, and other media outlets that are specific to the cultural groups and LEP populations of the affected area.
- j. Use a variety of engagement methods: public meetings and events, individual meetings with community leaders and groups, targeted interviews, and surveys.
- k. Start the broad range of engagement methods early; build relationships with stakeholders between meetings. Start early with multiple ways for communicating and for providing input.

- l. Use a variety of methods to accept input, such as online, email, telephone, letters, and meetings.
- m. Remove barriers to participating in the engagement process and create a welcoming environment. This includes accommodating the languages of the stakeholders and removing barriers to participation, such as location, time, transportation, childcare, inaccessibility, and power dynamics.
- n. Informational materials should have graphics, minimal text using simple language, and be in the appropriate languages for the West Oakland stakeholders. Consider the LEP, disability, and hard to reach populations when preparing these materials.
- o. Informational materials should be distributed at locations frequented by the West Oakland stakeholders.
- p. Use technology (e-mail, social media, apps, and websites) appropriately and as a supplement to other outreach.
 - Do not rely too heavily upon it. It is often not effective at reaching low-income, elderly, and LEP populations.
 - E-mailed public meeting/workshop announcements to each CBOs standard e-mail address, to representatives of each CBO, and to all others who request such notification.
 - Use e-mail as an educational tool and to encourage attendance at public meetings/other events.
- q. Ensure that outreach to community-based organizations includes a broad range of groups representing diverse participants and viewpoints.
- r. Evaluate throughout the process if the public engagement is working by assessing, not only the number of participants, but also their diversity. If engagement is determined not to be working, make changes to the engagement strategies.
- s. Summarize input and key themes and share them with decision makers.
- t. Acknowledge receipt of input and comments, ask follow-up questions, give input serious consideration and follow-up, and respond to suggestions by showing how input and comments were incorporated or explaining why they were not. Respond back to West Oakland stakeholders.
- u. Build relationships and maintain contact with the West Oakland stakeholders and report back throughout the process, for example by maintaining a list of West Oakland stakeholders who have made comments or expressed interest and ensuring they receive information on an ongoing basis.
- v. Prepare and use printed materials that are user-friendly.
- w. Send targeted mailings/flyers to West Oakland stakeholders.

- x. Use maps and photographs of the project area to solicit input on issues, concerns, and improvements West Oakland stakeholders would like to see. Post these maps and graphics on-line.
- y. Develop short surveys/questionnaires that can be completed by attendees at festivals, tenant meetings, or outside grocery stores and at places of worship.
- z. Post notices of public meetings with information on other ways to participate and project information at community centers and public buildings in West Oakland, shops and stores, public transit stations and vehicles, and key locations frequented by residents and businesses, such as the West Oakland Branch Library, West Oakland Senior Center, DeFremery Park, and places of worship.
- aa. Distribute materials to CBOs to encourage them to announce OAB PEP meetings at their upcoming meetings and post the meeting notices and informational materials on their websites.
- bb. Conduct outreach to managers of apartments; attend monthly home owners or residential association meetings; distribute materials at the entries to large housing complexes.
- cc. Use Oakland City Council communications, specifically District 3, newsletters, electronic outlets, and list serves.
- dd. Use local newspapers and KTOP public television and public radio to announce public meetings, provide background information, and spread the word on ways to participate.
- ee. Use multiple easy ways to provide input, including an email address, a phone number with voicemail, and a mailing address.

Accessible Participation: In planning, designing, and hosting public engagement processes, the following Best Practices for accessible participation will be considered.

- a. Convene with West Oakland stakeholders on weekday evenings or Saturday mornings. Sunday afternoons can be considered. This could be discussed with CBOs and key stakeholders to pick dates and times which are convenient for as many people as possible.
- b. Coordinate dates with other key events: Council meetings, Board of Port Commissioners meetings, major public events like holidays, public school calendar, and large sporting events.
- c. Accessibility for individuals with disabilities and language accessibility will be provided in compliance with the Port and City's respective disability plans and LEP plans⁵.
- d. Choose locations which are accessible to people with disabilities, are close to and easy for the West Oakland stakeholders to get to, are convenient to public transportation, are large enough

⁵ City: <https://www.oaklandca.gov/topics/civil-rights-access>

Port: <https://www.portofoakland.com/civil-rights-policies-procedures/>

for the expected turnout, have good acoustics, and have an appropriate layout and equipment to meet as one large group and in smaller breakout groups. Potential locations include, but are not limited to, the following:

1. West Oakland Public Library Auditorium
2. West Oakland Teen Center
3. West Oakland Senior Center
4. Oakland Housing Authority meeting room
5. DeFremery Center
6. Taylor Memorial United Methodist Church
7. West Oakland Urban Farm and Park
8. Lincoln Family Center
9. Oakland City Hall
10. Waterfront Hotel
11. Port of Oakland Administrative Building Meeting facilities

Increasing Participation and Noticing: The Port, the City, or the project applicant will use multiple strategies to advertise town hall style public meetings and encourage participation. Applicable strategies from among the following will be considered.

- a. E-mail meeting announcements/flyers to CBOs, other stakeholders, anyone who requests receiving such announcements, and the official “Stakeholder list” per MM PO-1.
- b. Attend the recurring meetings of the CBOs.
- c. Direct outreach to CBOs to encourage their attendance at the workshops.
- d. Post public meeting notices on City and Port websites.
- e. Post notices on approved social media outlets.
- f. Use KTOP, Oakland’s public TV channel, to announce meetings and how to participate.
- g. Place newspaper announcements, including in minority-language papers.
- h. Distribute materials at locations in the area that West Oakland stakeholders frequent, including shops and stores, libraries, senior centers, housing offices, and other key locations.
- i. Announce public meetings on City Administrator’s weekly announcement, if possible.

Stakeholders in This Process

- a. The general public in West Oakland, including residents and business owners, plus citizens who interact with the affected area such as users of the public library, senior center, schools, and other public and private facilities in West Oakland.

- b. Racial and ethnic groups who live or work in West Oakland, use the public facilities in West Oakland, and patronize or work at the businesses in West Oakland.
- c. CBOs, including neighborhood groups, business groups, advocacy groups, and non-profit agencies. To date, the list of identified CBOs includes the following.
 - i. West Oakland Community Advisory Group (“WOCAG”) (Generally meets on the 4th Thursday of each month, 6-8pm, West Oakland Senior Center; group has a specific charge regarding the OAB project.)
 - ii. West Oakland Commerce Association
 - iii. West Oakland Environmental Indicators Project (“WOEIP”)
 - iv. West Oakland Business Alert group
 - v. West Oakland Economic Development Working Group
 - vi. Jack London Improvement District
 - vii. Jack London District Association
 - viii. West Oakland Merchants
 - ix. West Oakland Neighbors
 - x. Prescott Neighborhood Council
 - xi. Lower Bottoms Neighborhood Association
 - xii. Village Bottoms Neighborhood Association
 - xiii. South of the Nimitz Improvement Council (“SONIC”)
 - xiv. EBALDC/Mandela Gateway Tenants, California Hotel, San Pablo Area Revitalization Collaborative (“SPARC”)
 - xv. Oak Center Neighborhood Association
 - xvi. Hoover Resident Action Council
 - xvii. Acorn Tenants Association
 - xviii. City Towers Tenants Association
 - xix. Sylvester Rutledge Tenant Association
 - xx. Neighborhood Crime Prevention Council (“NCPC”) Five on the West Side Beat 2X/5X Lowell/Acorn
 - xxi. NCPC Beat 7X and West Oakland Neighbors
 - xxii. NCPC Beat 2Y/5Y Prescott
 - xxiii. Acorn Safety Meeting
 - xxiv. West Oakland Core Team
 - xxv. Oakland Housing Authority
 - xxvi. St. Mary’s Center
 - xxvii. Port of Oakland Trucker Work Group
 - xxviii. The official Stakeholder list from MM PO-1 of the SCA/MMRP
 - xxix. West Oakland Senior Center
 - xxx. Center for Independent Living of Oakland
 - xxxi. West Oakland Green Initiative
 - xxxii. Green for All
 - xxxiii. Ella Baker Center

- xxxiv. Attitudinal Healing Connection
- xxxv. Prescott Joseph Center
- xxxvi. West Oakland Community Collaborative
- xxxvii. West Oakland Teen Center
- xxxviii. St. Vincent de Paul
- xxxix. West Oakland Urban Farm and Park (City Slicker Farms)
 - xl. Civicorps
 - xli. People’s Community Market
 - xlii. West Oakland Jobs Resource Center
 - xliii. Rose Foundation for Communities and the Environment
 - xliv. Oakland Climate Action Coalition

d. Private sector businesses in West Oakland, including, but not limited to:

- i. Current and future lease holders or tenants at the Port and OAB
- ii. Employers in West Oakland
- iii. Businesses (including trucking businesses) in West Oakland that serve the Port and OAB, serve customers of the Port and AOB, or serve residents of West Oakland

e. Public sector agencies located in the affected area, including but not limited to:

- i. East Bay Municipal Utility District (“EBMUD”)
- ii. US Postal Service (West Oakland offices)
- iii. U.S. Customs
- iv. Pacific Gas & Electric (“PG&E”)
- v. California Department of Transportation

f. Public agencies or public entities that interact with West Oakland, including but not limited to:

- i. City of Oakland, City Council District 3
- ii. Office of Alameda County Supervisor District 5
- iii. City of Oakland Planning and Building Department, Public Works Department, Police Department, and Department of Transportation
- iv. Port of Oakland Environmental Programs and Planning Division, Maritime Division, Social Responsibility Division, and Government Affairs Division
- v. Bay Area Air Quality Management District (“BAAQMD”)
- vi. U.S. Environmental Protection Agency (“EPA”)
- vii. California Air Resources Board (“CARB”)
- viii. Alameda County Department of Public Health
- ix. Places of worship and religious organizations
- x. Senior centers and community centers
- xi. Local schools, including:
 - 1. West Oakland Middle School, Hoover School, MLK Jr. School, PLACE at Prescott School, Lafayette Elementary

2. Student Program for Academic and Athletic Transitioning (“SPAAT”) at McClymonds High School
3. Ralph Bunche Academy (High School)
4. Vincent Academy

Agency Staff

Implementation of this OAB PEP will require support and participation from City and Port staff, project applicants, and potentially specialized consultant resources. The Port and the City will train appropriate Port staff in the implementation of the OAB PEP. Specific staff and roles are listed below.

- a. Port of Oakland
 - i. Environmental Programs and Planning
 - ii. Social Responsibility Division
- b. City of Oakland
 - i. Office of City Administrator
 - ii. Building and Planning Department
- c. Project applicants
- d. Consultants that may be used to support outreach activities