



AGENDA REPORT

TO: Edward D. Reiskin
City Administrator

FROM: Reginald D. Freeman
Chief, Oakland Fire Dept

SUBJECT: Informational Report on the MACRO
Advisory Board Framework and Grant
Writing Support

DATE: November 2, 2021

City Administrator Approval 

Date: Nov 4, 2021

RECOMMENDATION

Receive An Informational Report From Oakland Fire Department On The Plan For Developing A Mobile Assistance Community Responders of Oakland (MACRO) Advisory Board and Ongoing Grant Writing Support For The Program.

EXECUTIVE SUMMARY

On March 2, 2021, City Council directed the City Administrator to explore options for expediting the implementation of the 18-month pilot phase of the Mobile Assistance Community Responders of Oakland (MACRO) program. This informational report provides City Council and the public with updates on the implementation of the MACRO program with specific details in this report pertaining to the creation of a MACRO Advisory Board and the framework for creating ongoing grant writing support for the program.

BACKGROUND / LEGISLATIVE HISTORY

In 2019, City Council allocated \$40,000 to research the feasibility of launching a program in Oakland modeled after an innovative community-based public safety system in Eugene Oregon known as CAHOOTS. The Crisis Assistance Helping Out On The Streets (CAHOOTS) model operating is widely recognized as a non-law enforcement mobile crisis intervention that has seen significant success since its inception. The program launched 31 years ago, provides mental health first response for crises involving mental illness, homelessness, and addiction.

With the support of the Urban Strategies Council (USC), several stakeholder groups and community members, including people in Oakland's most impacted communities, engaged in nine months of analysis to determine the best pathway forward. This work resulted in a recommendation for a pilot program in two geographic areas of Oakland.

The City Administration and Fire Department personnel have provided a series of updates to the Public Safety Committee and the City Council on the status of the program's implementing.

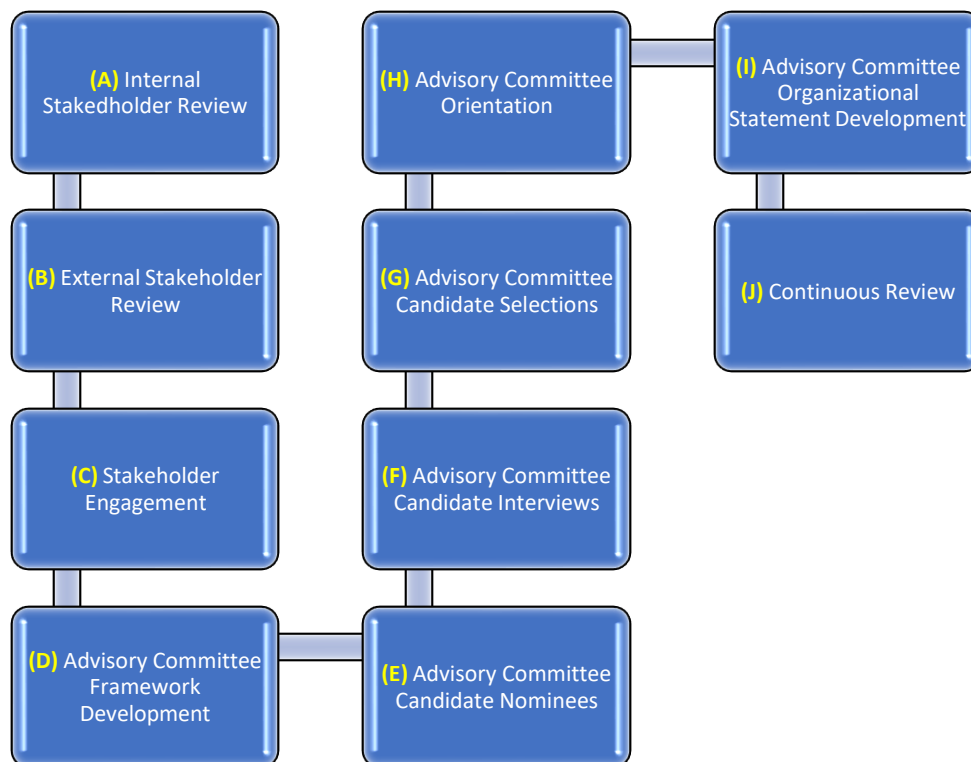
Public Safety Committee
November 16, 2021

During the October 8 Public Safety Committee meeting and the subsequent October 19 City Council Meeting, requests were made for the Fire Department to return on November 16 with specific details pertaining to the creation of an advisory board and the framework for creating ongoing grant writing support for the program.

ANALYSIS AND POLICY ALTERNATIVES

Creation of the MACRO Advisory Board

Below is a flow chart of tasks that are currently in progress or must be started. The program is currently at step “(D)”. OFD staff is recommending the establishment of an advisory committee that will not exceed 7 appointed persons and an additional 2 alternates (9 affiliated total). This smaller number of committee members will allow for productive and expeditious meetings on behalf of Oakland residents. The committee will be comprised of Oakland stakeholders which will include but not be limited to: Oakland residents, subject matter experts, community leaders, and experienced non-profit organization members. This will be an advisory committee of volunteers that is appointed and can be relieved of service by the City Administrator. Equity will be considered as the committee members are being identified. The City’s Director of Race and Equity Darlene Flynn will be involved in the entire process of the development of this committee to ensure that race and equity is at the forefront of this important initiative.



Key Steps and Timelines Key Dates to Implement MACRO Advisory Board:

- (A) **Internal Stakeholder Review:** Discussion with internal stakeholders pertaining to input and feedback with MACRO program. All input and feedback will be taken into consideration. The Director of Race & Equity will be involved at every step identified in this tentative plan.
- (B) **External Stakeholder Review:** Discussion with internal stakeholders pertaining to input and feedback with MACRO program. All input and feedback will be taken into consideration.
- (C) **Stakeholder Engagement:** Follow up discussion with stakeholders which include but are not limited to residents, city employees, elected officials, non-profit organizations. Timeline for Completion. Email blast was disseminated on 11/02/21. Submission period closes on 11/23/21.
- (D) **Advisory Committee Framework Development:**
As stated earlier, the advisory committee is a collection of volunteers who will bring unique knowledge and skills to guide the organization effectively. The advisory committee does not have formal authority to govern the organization, that is, the advisory committee cannot issue directives which must be followed. Rather, the advisory committee serves to make recommendations and/or provide key information and materials to the authority having jurisdiction. The advisory committee plays an important public relations role as well as providing program staff with a fresh perspective on programmatic issues. A properly composed and structured advisory committee can be a tremendous complement to the effectiveness of the assigned employees and leadership as it works to carry out a specific initiative. Since the Fire Chief has ultimate governance authority for the organization, the advisory committee can focus narrowly on specific initiatives to advise or support the organization.

The MACRO Advisory committee may evaluate the performance of the overall program, review/monitor/assess a specific program, serve as advocate for the organization to the community it serves, gather input from/serve as a liaison with relevant constituencies, provide feedback to the organization from the community, provide technical expertise, provide an independent/unbiased sounding board, and assist staff in determining important activities. Other possible responsibilities of the MACRO advisory committee include determining mission and purpose of a program, articulating the goals, means, and primary constituents to be served by a program, ensuring effective planning, monitoring and strengthening of programs and services, ensuring adequate financial resources, and enhancing the organization's public standing. Effective advisory committees have terms of service where members are appointed to a specific term and oftentimes there are also term limits.

It is also important to ensure that the MACRO advisory committee has a clear purpose and guidelines for service. How the advisory group contributes knowledge/skills to the program manager should also be formalized as well as how it interacts with the executive leadership of the city. The MACRO Advisory committee will benefit from having policies like those of a governing board of directors – for example: meeting

attendance, decision-making, conflict of interest, and ethics policies. A written description of the role and responsibility of the MACRO advisory committee members is also critical. The MACRO Advisory committee will need a sufficient range of expertise to accomplish the organization's mission.

The MACRO Advisory Committee does not have any legal authority; therefore, all their responsibilities are assigned at the discretion of the program manager and executive leadership of the City of Oakland.

Responsibilities assigned to an advisory committee may include any or all the following.

- **Program Creation and Planning.** It is beneficial to create a MACRO Advisory committee during the early stages of the development of MACRO so that committee members can provide advice concerning the design and plans for the program. It is easiest to begin with a small advisory committee; therefore, MACRO will be comprised of seven community leaders and community members.
- **Development of Program Policy.** While the MACRO Advisory committee cannot create legally binding policies for the organization, they can help create policies which provide direction and support for the program staff. This committee will follow city charter related to boards and commissions.
- **Planning and Implementing Public Relations.** The MACRO Advisory committee which will include influential community leaders can be effective at spreading the word about program services.
- **Subcommittees.** The MACRO Advisory committee may develop subcommittees which have assigned tasks in specific areas. For example, a public awareness subcommittee composed of four members may be responsible for making recommendations about public awareness strategies and resources. Subcommittees may be short-lived per a specific assignment or ongoing.
- **Other Tasks.** The MACRO Advisory committee may be utilized to address a specific organizational need.

(E) **Advisory Committee Candidate Nominees:** Nominees for the Advisory committee will be forwarded to the City Administrator for awareness and discussion. Timeline for Completion – 11/23/21.

(F) **Advisory Committee Candidate Interviews:** Interviews will be conducted by a panel identified by the City of Oakland. The Director of Race & Equity (or designee) will be one of the participating interview panelist. Timeline for Completion – First week of December 2021.

(G) **Advisory Committee Candidate Selections:** The list of successful candidates will be shared with the City Administrator and Mayor followed by City Council. Timeline for Completion – 12/17/21.

- (H) **Advisory Committee Orientation:** All successful candidates will participate in an orientation that will be determined by city leadership. Timeline for Completion – 1/7/22.
- (I) **Advisory Committee Organizational Statement Development:** The newly formed MACRO Advisory committee will develop the program’s mission, vision, and value statements, respectively. Furthermore, they will create the purpose statement and any other initiatives conveyed by program manager. Timeline for Completion – 2/14/22.
- (J) **Continuous Review:** Performance review and management will be ongoing with feedback and recommendations given to the MACRO program manager. All response data pertaining to the MACRO program will be shared with the MACRO Advisory committee. The MACRO Program Manager will be required to submit monthly quantitative and qualitative reports to the Advisory committee, City Administrator and City Council.

Ongoing grant writing support for the program

There are significant opportunities for potential grant funding from the recently approved state budget, the upcoming federal budget, and the additional federal bills that are currently being debated – hopefully finalized – in Congress. There are both needs and opportunities in the Fire Department beyond MACRO and needs throughout the City government beyond the Fire Department. Recognizing those needs and opportunities as we were developing the two-year budget, included in the Finance Department budget was \$50,000 for a grant support contract that has since been executed. Staff is evaluating the effectiveness of that effort, but based on initial experience, will likely be bringing to City Council for its consideration a larger contract that will enable more robust support in this area. Resourcing this work via contract with expertise from firm will provide greater depth and range of support than would be achievable via a single City employee in one City department. It will also allow us to flex our resources to match the uneven flow of grant opportunities.

FISCAL IMPACT

The MACRO Advisory Board will be comprised of volunteers, consistent with the other City boards and commissions. Therefore, other than staffing costs associated with having City of Oakland staff on hand at meetings, the costs associated with the creation of the board should be minimal.

Additional grant support will require identification of additional funding beyond what has been budgeted. Staff will return with a funding recommendation, along with the potential contract for City Council consideration.

PUBLIC OUTREACH / INTEREST

The Fire Department has developed an email list of approximately 50 recipients to receive weekly email updates on the status. Anyone is eligible to be added to that list, as it was created out of persons who had made direct inquiries to the department or who have expressed a desire to support and advise on the process. OFD is also using social and its website to promote its efforts to implement MACRO

COORDINATION

The Fire Department coordinated with the Department of Human Resources and Management in the development of this report.

SUSTAINABLE OPPORTUNITIES

Economic: There are no economic impacts related to this report.

Environmental: There are no economic impacts related to this report.

Race & Equity: The ongoing coordination to implement the MACRO program will directly support the following objectives related to race and equity:


- Decreased negative outcomes from law enforcement response to nonviolent 911 emergency calls, especially among Black, Indigenous and People of Color (BIPOC);
- Decreased criminal justice system involvement for people in crisis, especially among Black, Indigenous, People of Color;
- Increased connections to community-based services for people in crisis, especially among Black, Indigenous, and People of Color;
- Redirection of MACRO-identified 911 calls to an alternative community response system; Reduced Oakland Police expenses and call volume related to 911 nonviolent calls involving people with mental health, substance use, and unsheltered individuals.

ACTION REQUESTED OF THE CITY COUNCIL

Receive An Informational Report From Oakland Fire Department On The Plan For Developing A Mobile Assistance Community Responders of Oakland (MACRO) Advisory Board and Ongoing Grant Writing Support For The Program.

For questions regarding this report, please contact Vena Sword Ratliff, Division Manager, Medical Services Division, Oakland Fire Department at 510-238-3736.

Respectfully submitted,



Reginald D. Freeman
Chief, Fire Department

