



AGENDA REPORT

TO: Edward D. Reiskin
City Administrator

FROM: Melinda A. Drayton
Interim Fire Chief

SUBJECT: MACRO Program Manager

DATE: April 7, 2021

City Administrator Approval 

Date: Apr 8, 2021

RECOMMENDATION

Staff Recommends That The City Council Adopt A Resolution: (1) Authorizing The City Administrator, Or His Designee, To Allocate Funds For One Full Time Equivalent Position To Serve As A Program Manager For The City Of Oakland's Mobile Assistance Community Responders (MACRO) Program In An Amount Of Two Hundred Ninety Eight Thousand Four Hundred Eighty-Five Dollars (\$298,485).

EXECUTIVE SUMMARY

The following report is in response to a council resolution (**Attachment A**), adopted March 16, 2021, which directed the City Administrator to return to Council by April 20, 2021 with the appropriate legislation to allocate or appropriate funds for one (1.0) Full Time equivalent position to manage the MACRO program. Approval of this resolution will allow for the hiring of said position.

BACKGROUND / LEGISLATIVE HISTORY

In 2019, the Oakland City Council allocated \$40,000 to research the feasibility of a Crisis Assistance Helping Out On The Streets (CAHOOTS)-like program in Oakland. The CAHOOTS model operating in Eugene-Springfield Metro Area, Oregon is widely recognized as a non-law enforcement mobile crisis intervention that has seen significant success since its inception. With the support of the Urban Strategies Council, 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 of Oakland initially sought community-based organizations to engage in planning and implementation of an 18-month pilot of the MACRO program to serve as a community response program for non-violent 911 calls. The goal is to reduce responses by police, resulting in fewer arrests and negative interactions, and increased access to community-based services and resources for impacted individuals and families, and most especially for Black, Indigenous, People of Color (BIPOC).

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However, following a competitive bidding process and a staff recommendation to the City Council that was requested for scheduling and approval at the January 19, 2021 City Council meeting, the City Council took actions that changed the course of the pilot. In turn, the City Council made the determination during the March 2, 2021 City Council meeting that the City should house the pilot program within the Fire Department and deliver the pilot via City staff, instead of a community-based provider, as the community-driven report commissioned by the Council intended.

At the March 2, 2021 meeting of the City Council, Council President Bas made a motion seconded by Councilmember Kalb authorizing and directing the City Administrator to explore options for expediting the one-year pilot phase of the MACRO program.

Following the March 2, 2021 meeting, several Department Heads and their integral staff met to discuss the most efficient path to launch the MACRO pilot program in Oakland. The City Administrator has also engaged with the County of Alameda regarding MACRO to share the goals of the program and gain clarity regarding existing County public health programs and discuss opportunities for partnership. As a group, members from the Fire and Police Departments, and the Departments of Race and Equity, Human Services, Violence Prevention and Human Resource Management explored how to implement the Council's direction with respect to this innovative pilot program. They recognize the significant opportunities and also identified a range of initial and potentially ongoing challenges that will need immediate attention for the program to achieve the goals set forth by both the community stakeholders who initially designed the program and City Council. City personnel continues to evaluate actions, challenges, and timelines to implement the pilot program.

ANALYSIS AND POLICY ALTERNATIVES

At the March 16, 2021 meeting of the City Council, a resolution authored by Council President Nikki Fortunato Bas and Council Member Dan Kalb was approved which directed the City Administrator to return to the City Council by April 20, 2021 with the appropriate legislation to allocate or appropriate funds for one (1.0) Full Time equivalent position to manage the MACRO program.

As noted in the informational report from March 16, 2021 (**Attachment B**) classifications as proposed in the program description do not currently exist in the City's Classification Plan. MACRO Teams consist of an Emergency Medical Technician (EMT) to provide urgent medical care such as CPR, first aid, and wound management and a Crisis Support Specialist skilled in crisis assessment, de-escalation, and harm reduction. Teams are supported by an on-call Behavioral Health Clinician.

Since these classifications need to be developed, the program would initially be staffed by Exempt Limited Duration Employees (ELDE) as the City defines the duties, responsibilities, knowledge, skills, abilities, minimum qualifications, license requirements and any other job parameters. These temporary appointments would be unrepresented by a labor group, at-will and would be limited to just a year of employment. Given the limited duration of the

appointments, we would anticipate some difficulty in filling and retaining candidates for these positions.

Interim Fire Chief Melinda Drayton worked with the Human Resource Management Department (HRM) to identify an appropriate classification that could initially serve as the MACRO Program Manager Position. Based on the goals of the program, HRM recommended the Administrative Services Manager II (ASM II) position (**Attachment C**) as the most appropriate at this time due to the wide range of supervisory discretion this classification allows.

The ASM II would report to a Fire Division Manager and there is not currently a better-suited classification reporting to a Fire Division Manager that could perform the needs of this new position. HRM recommends that City Council approve the classification at an ASM II level with the understanding that after a period of reviewing the program, OFD may later need to revise this managerial position to another existing classification or create a new specification specific to the MACRO program.

An additional item to consider is the permanent positions are covered by Civil Service, which will require three to four months to conduct the recruitment and testing process. Once the class specifications are finalized and approved, HRM is prepared to make these recruitments a priority; however, the time from job announcement to eligible list is approximately 120-days.

FISCAL IMPACT

As of March 16, 2021, there was \$1.85 million to execute the MACRO pilot, additional funding may be available contingent upon approval from the City Council and initial pilot evaluation data.

In 2020, the City's Department of Violence Prevention entered a professional services contract with Jeweled Legacy Group which has already begun supporting the development of the MACRO program through planning support, training and technical assistance. As of April 17, 2021, OFD expects there to be approximately \$1.74 million remaining.

No additional funding will be required to hire the ASM II.

PUBLIC OUTREACH / INTEREST

No outreach was deemed necessary for the proposed policy action beyond the standard City Council agenda noticing procedures.

COORDINATION

The Office of the City Attorney and the Budget Bureau were consulted in the preparation of this report.

SUSTAINABLE OPPORTUNITIES

Economic: There are no economic opportunities associated with the adoption of this resolution.

Environmental: There are no environmental opportunities associated with the adoption of this resolution.

Race and Equity: The hiring of a MACRO Program Manager will advance the goals of the program which include the following race and equity components:

1. Decreased negative outcomes from law enforcement response to nonviolent 911 emergency calls, especially among Black, Indigenous, People of Color (BIPOC);
2. Decreased criminal justice system involvement for people in crisis, especially among BIPOC;
3. Increased connections to community-based services for people in crisis, especially among BIPOC;
4. Redirection of MACRO-identified 911 calls to an alternative community response system;
5. 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

Staff recommends that the City Council adopt a Resolution authorizing the City Administrator, or his designee to allocate funds for one full time equivalent position to serve as a Program Manager for the City of Oakland's Mobile Assistance Community Responders (MACRO) Program in an amount of two hundred ninety-eight thousand four hundred eighty-five dollars (\$298,485).

For questions regarding this report, please contact Michael Hunt, Chief of Staff, Oakland Fire Department, at 510-238-6353.

Respectfully submitted,



Luby for Chief Drayton

Melinda A. Drayton
Interim Fire Chief, Fire

Attachments (3):

Attachment A: March 16, City Council Resolution

Attachment B: March 16 Informational Report to Council from Oakland Fire / City Administrator

Attachment C: Description of Administrative Services Manager II Position

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