



MEMORANDUM

TO: HONORABLE MAYOR &
CITY COUNCIL

FROM: Dr. Reginald D. Freeman
Chief, Oakland Fire Dept.

SUBJECT: MACRO Informational Report

DATE: January 19, 2023

City Administrator
Approval

A handwritten signature in black ink, appearing to be "M. R. ...", written over a horizontal line.

Date
Jan 23, 2023

INFORMATION

EXECUTIVE SUMMARY

Under the direction of the Program Manager and the dedicated responders, the MACRO pilot program, launched in April 2022, continues to meet the needs of the community with a compassionate care first response model grounded in empathy, service, and community. This informational report is an update on the current operational outcomes and an update on the role of the MACRO volunteer advisory board.

BACKGROUND / LEGISLATIVE HISTORY

On November 17, 2022, Councilmember Treva Reid and Councilmember At Large and Public Safety Committee Chair Rebecca Kaplan made a request during Rules Committee to have the Public Safety Committee receive a bi-monthly informational report on the progress of the City Of Oakland's Mobile Assistance Community Responders of Oakland ("MACRO") Pilot Program and the work of the advisory board.

In addition to previous reports and presentations to the City Council on this topic, the Fire Department and MACRO program leadership most recently provided an informational report to the Public Safety Committee on November 14, 2022.

Update on MACRO Operations

In December 2022, the MACRO responders in the field made 932 contacts with community members.

Of that total, 861 engagements were on-view responses, meaning that a MACRO crew self-dispatched to an incident based on an observed behavior, a prior incident response the crew was following, or a perceived health condition. Twenty-Eight (28) of the calls came through the 911 dispatch system and 43 were initiated by a community referral.

Types of MACRO Incident Responses for December 2022:

- Wellness Checks: 673
- Sleeper: 198
- Panhandling: 8
- Behavioral Concern: 68
- Public Indecency: 2

From November to December, there was a 18% decline in the total number of on-view responses, a 42% decline in the total number of 911 dispatched responses and a 59% increase in the total number of community referrals.

The number of responses initiated by community referrals may have grown because the MACRO team is now utilizing an email-based system where community members can notify the responders directly of issues and cases of concern. The program manager and responders continue to work with both police and fire dispatch centers, as well as responders in the field as part of an ongoing effort to promote and educate personnel about the program.

The complete MACRO Impact Report for December 2022 (**Attachment A**) is available on the [MACRO page](#) on the City website.

A significant event which demonstrated the unique value and role of MACRO occurred on December 13, 2022, when MACRO units responded to a 911 dispatched call from the Oakland Police Department (OPD) requesting assistance at a local grocery store. OPD reported that an individual was coming in and out of the Safeway grocery store and possibly stealing food. OPD reported to MACRO that if the individual went into the store one more time, OPD would arrest the individual for trespassing.

After MACRO received information from OPD, MACRO personnel contacted the individual who agreed to relocate. MACRO initiated a transport and released OPD from the incident. MACRO transported the individual to a local housing shelter, where the individual began to feel overwhelmed. MACRO then transported the individual to social services. The individual was grateful and shared positive sentiments towards the MACRO team. The individual was given two blankets and declined help with any other resources. Individual did not need any medical attention and the MACRO call was complete.

January 2023 Weather Event Response by MACRO

From January 1 to January 16, 2023, MACRO personnel went on 447 calls to support Oaklanders in need during the storm. Below are some statistics on the storm efforts:

- 68% of the 447 incidents were well-being checks. The other third were sleeper checks, with 18 incidents being behavioral concerns.
- Of those 447 incidents, about 10% or 48 of them were referred to local services, particularly St. Vincent DePaul.
- Of the 447 total incidents, 15 were dispatched by Fire Dispatch Center and 31 were from community referrals. The remaining 399 were on-views.
- Three quarters (75%) of the individuals served identified as men and the remaining quarter identified as women.
- Most (68%) of the individuals served are Black, 13% White, and 10% Latinx.

Update on the MACRO Advisory Board

After multiple initial meetings where the MACRO board was briefed on the status of the program and had a chance to ask questions and voice concerns, in October 2022, Fire Administration and MACRO program leadership provided a framework for the role and responsibilities of Advisory Board (**Attachment B**). The Advisory Board had a month to review the document and provided feedback and recommendations for changes to the framework at the meeting on December 13, 2022.

Earlier in the day, on December 13, the Fire Department and MACRO leadership hosted an informal meet and greet at the MACRO headquarters at the Fire Department training division, located at 250 Victory Court. During the in-person meet and greet, Advisory Board Members had a chance to directly engage with Chief Freeman, Program Manager Elliott Jones and approximately 12 of the MACRO responders. Later that evening, during the final Advisory Board Meeting of the year, the board approved the proposed framework, with minor language clarifications on specific elements.

Since the meeting in December, board members have signed on to assume leadership roles in key areas such as the development of social media content, reviewing job classifications to ensure they are in alignment with the recruitment goals, and members of the board also have spoken with members of the media on the status of the program at the request of the Fire Department Public Information Officer. Lastly, at least 8 of the 11 members of the board took the opportunity to participate in a ride-along with MACRO teams in the field, getting a firsthand look at the work being done.

Respectfully submitted,



Dr. Reginald D. Freeman
Fire Chief, Oakland Fire Dept.

For questions, please contact Elliott Jones, Program Manager, MACRO, 238-6075.

Attachments (2):

A: December 2022 MACRO Impact Report

B: MACRO Advisory Board Framework

**MACRO
IMPACT
DECEMBER
2022**

932 Total Contacts

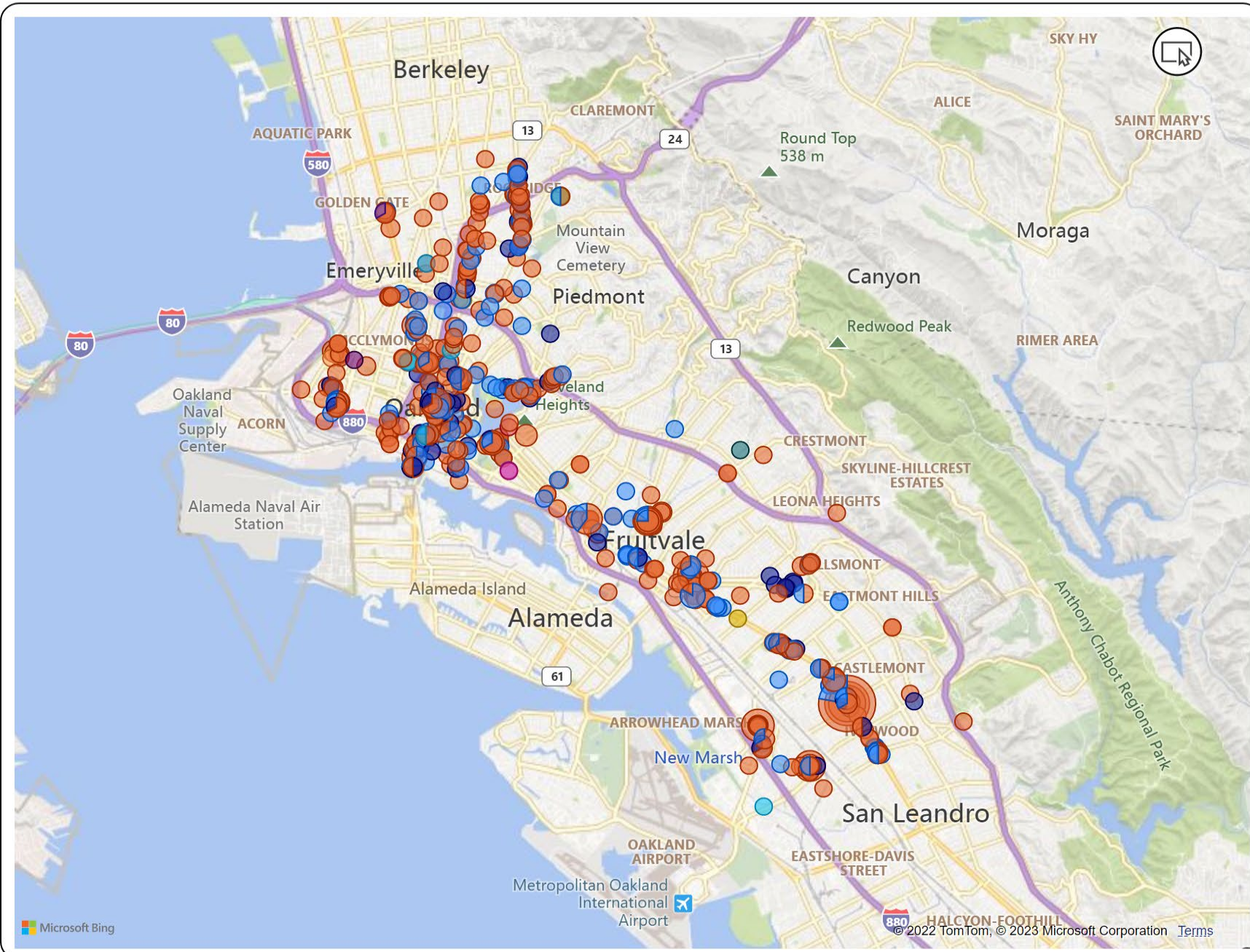


SOURCE OF CALL

December 2022

Source of Incident/Call	Sept 2022	Oct 2022	Nov 2022	Dec 2022	Month over Month Change
On-View (self dispatch)	466	789	1,056	861	-18%
911 Dispatch	10	39	48	28	-42%
Community Referral	26	25	27	43	+59%
Total	502	853	1,131	932	-18%

MACRO Lifetime Contact Map



Incident Count

922*

*10 Incidents did not include geographical data to be included in this map.

Incident Date

12/1/2022



12/31/2022



Time of Incident

7

2122

Incident Type

All

Incident Resolution

All

Patient Perceived Race

All

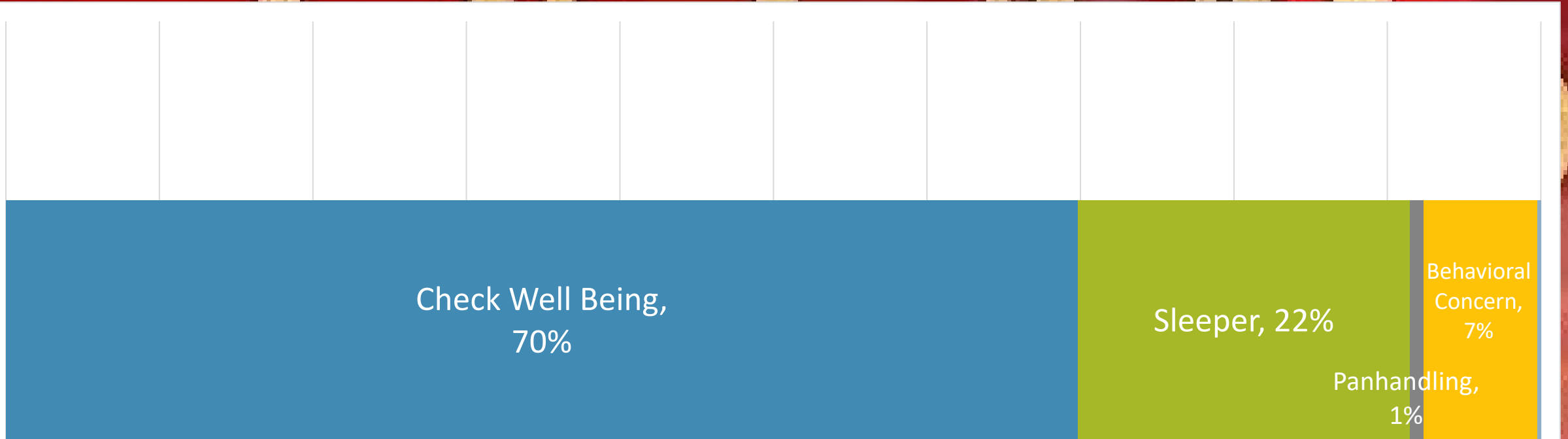
Preventing Arrest, Releasing PD, and Redirecting to Resources

December 13, 2022

MACRO responded to a 911 dispatched call from Oakland Police (OPD) needing assistance at a local grocery store. OPD reported that they had an individual who was coming in and out of the Safeway and possibly stealing food. OPD report to MACRO that if they went into the store one more time, they were going to arrest the individual for trespassing. After MACRO received information from OPD, MACRO personnel made contact with the individual who agreed to relocate. MACRO initiated a transport and released OPD from the incident. MACRO transported the individual to a local housing shelter, where the individual began to feel overwhelmed. MACRO then transported the individual to social services. The individual was grateful and shared positive sentiments towards the MACRO team. They asked the MACRO team to help them get in touch with their mom, and MACRO responded they would try their best to assist. The individual was given two blankets and declined help with any other resources. Individual did not need any medical attention; Macro Call Complete.

INCIDENT TYPES

DECEMBER 2022



■ Check Well Being ■ Sleeper ■ Other ■ Panhandling ■ Behavioral Concern ■ Public Indecency ■ Indecent Exposure

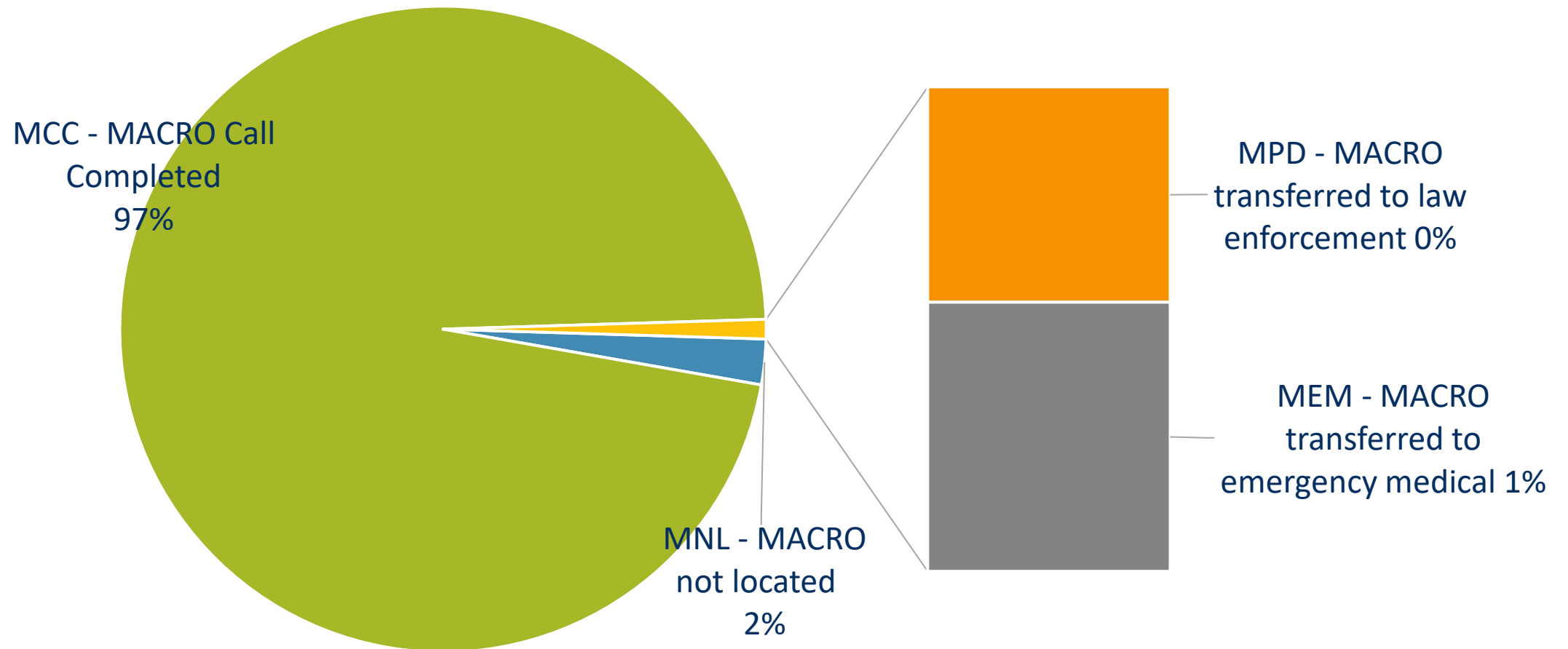
INCIDENT TYPES

DECEMBER 2022

Incident Type	August 2022	Sept 2022	Oct 2022	Nov 2022	Dec 2022	% change from August
Check Well Being	809	435	563	850	673	-23%
Sleeper	215	154	252	207	198	-4%
Panhandling	12	10	5	13	8	-38%
Behavioral Concern	61	39	36	57	68	+19%
Public Indecency	3	6	8	4	2	-50%
Total	1,097	644	864	1,131	932	-18%

INCIDENT RESOLUTIONS

DECEMBER 2022



INCIDENT RESOLUTIONS

DECEMBER 2022

Call Resolution	Aug 2022	Sept 2022	Oct 2022	Nov 2022	Dec 2022	Change from last Month
Call Completed (MCC)	1,006	654	833	1,110	902	-19%
Not Located (MNL)	10	9	17	16	21	+31%
Transferred to PD (MPD)	1	1	4	1	4	+3
Transferred to Emergency Medical (MEM)	8	1	10	4	5	+25%
Total	1,025	665	864	1,131	932	-18%

Avoiding Arrest & Transferring to Detox Facility

12/5/2022

MACRO dispatched by PD for a sleeper obstructing entrance to a local business. MACRO made contact with the reporting party (RP) who was extremely frustrated with individual. RP reported individual on site 2 weeks prior and began relocating around premises even after being engaged by PD several times. RP was unaware of MACRO program; MACRO explained program scope and possible outcomes. RP reported that due to proximity of children and apparent drug use they were insistent that MACRO create standing resolution and if the individual was not removed from premises, RP would continue to engage PD regarding the issue.

MACRO woke up individual who appeared to be cooperative. Recipient reported substance use of fentanyl, cocaine and meth and unhoused status. Individual expressed interest in detox at local facilities and shared several behavioral and medical prescriptions had been stolen. MACRO made several calls to various clinics and services to determine most appropriate facilities for the individual. MACRO was on standby for ~1 hour while arrangements were made with connecting parties. MACRO attempted to resolve all recipient issues at behavioral services at a local hospital under the assumption that they could transport and provide for medical, substance use, and prescription needs. MACRO tried several times to connect with behavioral health facility and help individual with intake, though individual had multiple outbursts during the waiting process. MACRO connected with Substance Use Navigator and doctor (MD) who, despite a concerted effort, were unable deliver on recipient care in an appropriately sustainable manner. MD advised MACRO that the individual's current state due to substance use might be impeding their capacity to render service to the recipient. MD then advised that a substance abuse facility would be only real appropriate option for short term care and detox. MACRO CIS made arrangements for local detox facility who approved of a bed for recipient. MACRO obtained approval from supervisor to transport recipient to detox facility where they were checked in for detox. MACRO call complete.

LOCAL SERVICE REFERRALS

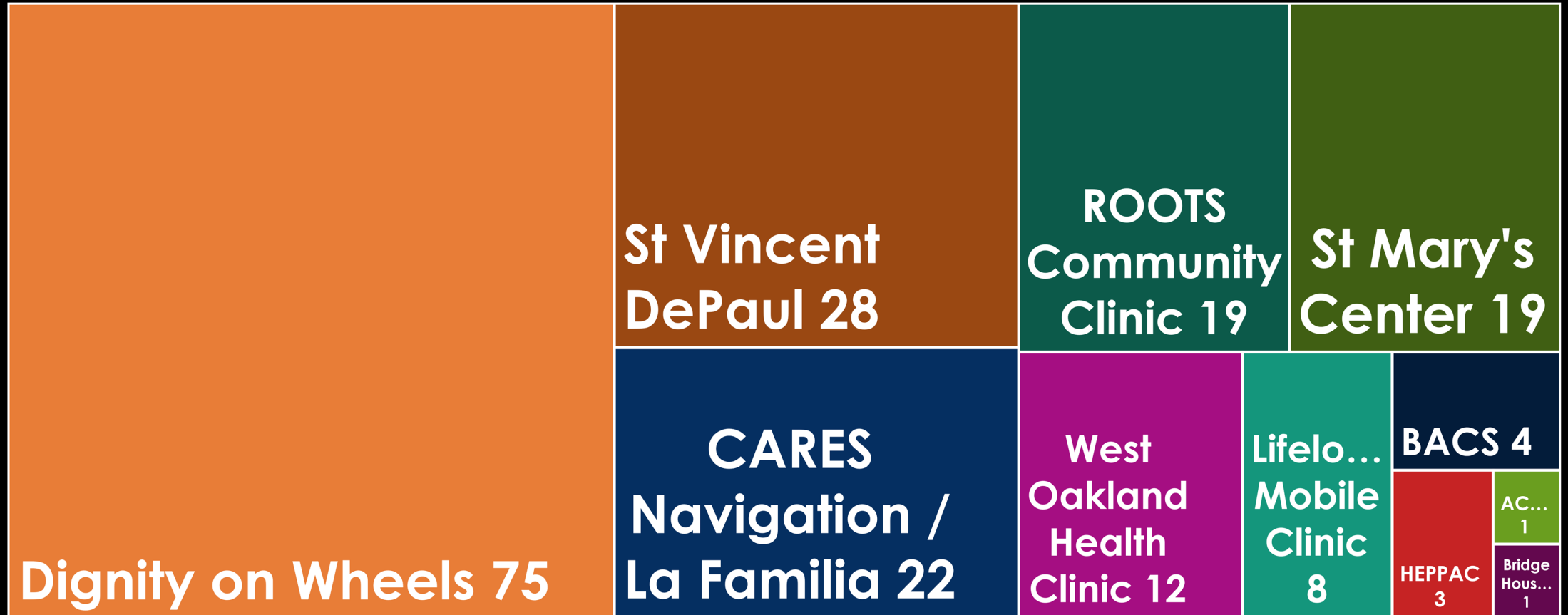
DECEMBER 2022

Referrals	Sept 2022	Oct 2022	Nov 2022	Dec 2022	% change from prior month
CARES Navigation / La Familia	67	67	41	22	-46%
West Oakland Health Clinic	34	56	13	12	+8%
Lifelong Mobile Clinic	11	6	15	8	-47%
ACHCH (Alameda County Healthcare for the Homeless)	1	0	2	1	-50%
Dignity on Wheels	4	8	65	75	+15%
HEPPAC (HIV Education and Prevention Project of Alameda County)	0	1	0	3	+3
BACS (Bay Area Community Services)	1	1	6	4	-33%
Amber House	0	0	5	0	-5
Bridge Housing	2	3	1	1	0%
ROOTS Community Clinic	2	6	12	19	+58%
St Mary's Center	7	15	58	19	-67%
St Vincent DePaul	7	25	64	28	-56%
Total	136	188	282	192	-32%

- The MACRO Program referred 21% of its total calls in December to local services to meet the specialized needs of individuals seeking care.

LOCAL SERVICE REFERRALS

DECEMBER 2022



- ▶ Approximately **6 individuals per day expressed desire and were referred** by MACRO responders to local service providers for more targeted support in November 2022.

Accommodating Unsheltered Individual's Belongings & Securing Life Saving Medical Care

12/7/2022

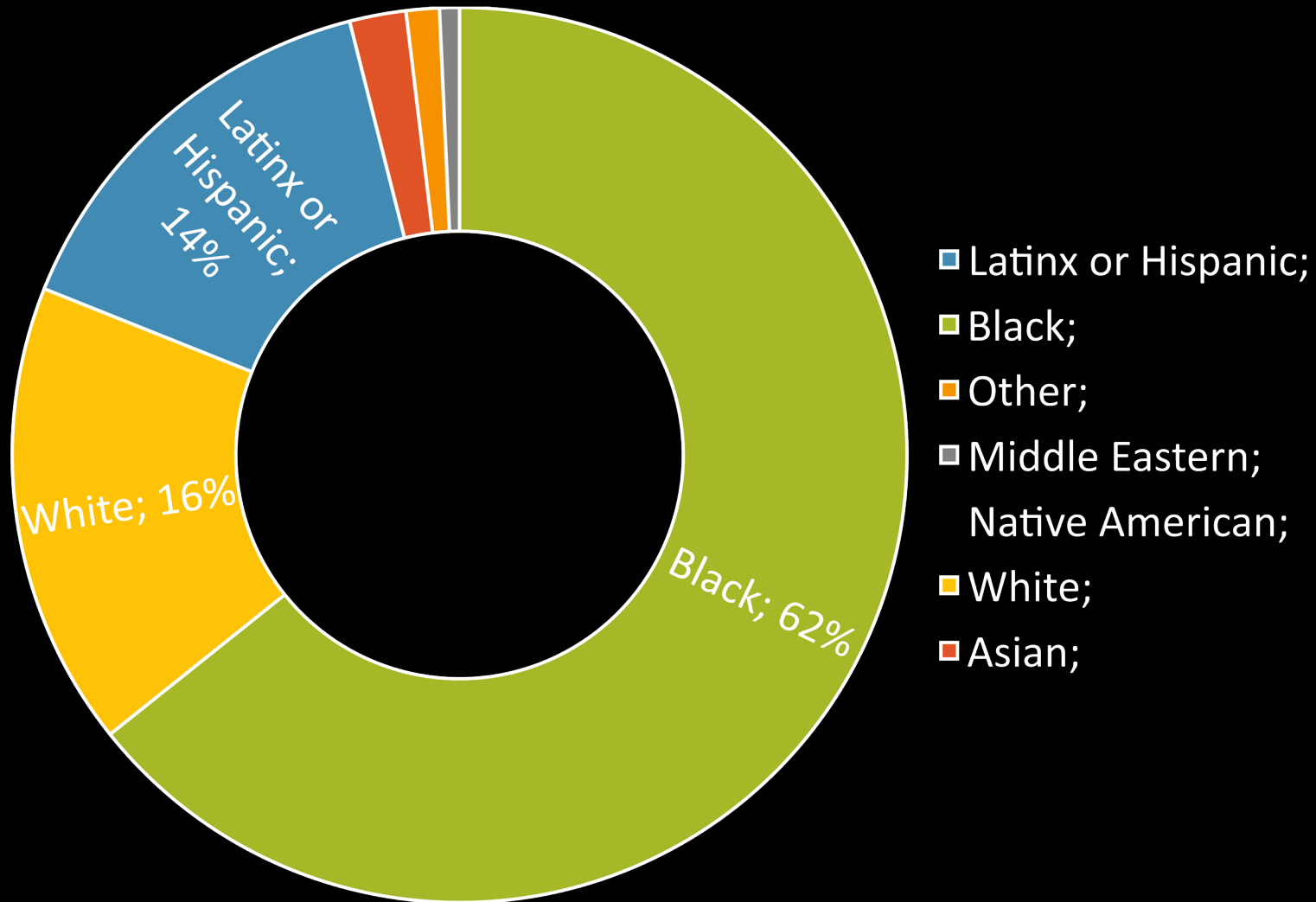
MACRO provided service per community request for known recipient living out of vehicle. Recipient health known to be in deteriorating condition made worse by living environment in vehicle. Recipient reported having a dysfunctional colostomy bag. Colostomy bag reportedly is result of two gunshot wounds from a prior situation. Previous attempts to transport the individual by ambulance were unsuccessful as patient had Alert and Oriented assessment and had right to refuse care even against medical advice per Alameda County protocol.

Individual reported trouble breathing and body pain. Talking was noticeably difficult for recipients.

Individual was unwilling to leave vehicular living situation pending a solution around their motor bike. Individual was very agitated from repeatedly having to explain themselves to MACRO day to day and adamant that their belongings were all they had and that parting with them was a significant personal pain point. MACRO CIS investigated a lead regarding a third party who would accommodate the storage of the individual's personal effects. MACRO made contact with third party who agreed to helping the recipient while the recipient received necessary medical care. MACRO facilitated the transition of personal items into benevolent party's custody. Recipient was satisfied with storage of items and agreed to medical transport.

MACRO requested code 3 Advanced Life Support (ALS) transport for breathing problem. Response conducted by Oakland Fire Engine 23 and Falck paramedic unit. Recipient was removed from vehicle and transported to hospital. Several neighbors witness scene and thanked MACRO for helping individual. MACRO Emergency Medical. Call complete.

MACRO Service Recipient Racial Demographics



- ▶ Black individuals make up 62% of people receiving MACRO services while making up only 23% of Oakland's population.
- ▶ As MACRO was designated to do, over 84% of its service recipients are BIPOC.

2022

MACRO ADVISORY BOARD



MACRO

CITY OF OAKLAND

City of Oakland

150 Frank Ogawa Plaza, Oakland, CA 94612

10/24/2022

MACRO ADVISORY BOARD

The MACRO program advisory board and responsible MACRO program staff will work together to ensure that the program is living up its community driven vision and the adopted goals determined by the Oakland City Council.

The board will provide support where requested, assist in the promotion of the program, and identify best-practice standards that are relevant to the work. Board members will also serve as ambassadors to the program, providing a connection to and ongoing exchange of information and ideas between the MACRO / Oakland Fire staff and members of a broader Oakland community.

The MACRO program and its collaborative city agency partners recognize the value and importance of involving external stakeholders from appropriate fields and diverse constituencies (social/criminal/juvenile justice, government, business and industry, education, homeless services, and others) in the development, delivery, and promotion of its pilot program by building an effective working relationship with an appointed advisory board. The Advisory Board provides a critical link between program leadership, MACRO responders, key stakeholders, the public and practitioners in the field to achieve the highest quality program and relevance. The MACRO Program Manager and senior officials in Fire Administration are charged with working with program partners in the management of the board and helping the group realize its potential.

Specific duties and responsibilities of board members may include the following:

Responsibilities

1. Attend monthly advisory board meetings and other events/functions as requested. Review agenda and supporting materials prior to board meetings.
2. Be informed about the program(s); its recent data, services/supports, and activities, and inform others.

3. Identify and present opportunities for community members and academic entities to engage and study the program.
4. Assist with recruitment of potential MACRO employees
5. Provide support and advice to program(s), assist in the development of complementary initiatives that the MACRO program could engage with, and identify best-practice standards for similar programs.
6. Serve as an ambassador and advocate to the program(s), providing a connection to and ongoing exchange of information and ideas with practitioners in the field and other external contacts.
7. Realistically assess the labor market and advise the program to ensure City is being inclusive about the skills required to meet employment and programmatic needs.
8. Assess the relevancy and quality of the training curriculum for new and current employees. Work with program staff and other board members to ensure that the program is delivering learning that is up to date and relevant to current industry, labor, and professional employment practices.
9. Assist with program marketing and promotion (social media, hosting events, earned media opportunities).
10. Assist in the identification and acquisition (when appropriate) of external funding and resources to support the sustainability and ongoing success of the program
11. Assist in the identification and recruitment of new board members.
12. Provide recommendations for topic presenters for advisory board meetings.

Personal Characteristics

- ***Ability to:*** listen, analyze, think clearly and creatively, work well with people individually and in a group, provide constructive feedback.
- ***Willing to:*** prepare for and attend board meetings; ask questions; share ideas, opinions, and experiences; open doors in the field and community.
- ***Possess:*** honesty; openness to differing views; a friendly, responsive, and patient approach; engagement skills; personal integrity; a

developed sense of values; concern for and interest in the program's development.

Board Meeting Expectations

Advisory board meetings will be held monthly and will be of appropriate length to maintain the support, interest, and involvement of advisory board members. Effective and efficient meetings are critical to the success of the advisory board. It is at meetings where discussion and deliberation of important matters are translated into recommendations about the ongoing success, development, and enhancement of the MACRO program.

Typical agenda items include introductions, a general program update (new data, current challenges, staffing update, media inquiries and recent coverage, and more), updates from the field, and primary discussion/decision topic(s) to solicit and secure input from advisory board members

As a benefit to all attendees, it is also recommended that meetings occasionally offer some form of professional development to include, but not be limited to, presentations from external subject/topic-area experts, professional association representatives, relevant community stakeholders, and others.

Meeting locations will be determined by the program manager with input from board members. When necessary and available, distance technologies will be used to allow members to participate who are unable to attend in person.