



# Mobile Assistance Community Responders of Oakland

2024 OUTPUT SUMMARY REPORT

JANUARY – DECEMBER 2024

# Table of Contents

Table of Contents.....	1
MACRO Overview .....	2
2024 Highlighted Successes .....	5
Program Updates .....	6
Program Model .....	7
Activities and Outputs.....	10
MACRO Response Outcomes .....	17
Testimonials .....	19
Appendix A: Glossary of Terms .....	20



# MACRO Overview

## MACRO Purpose and Goal

The purpose of Mobile Assistance Community Responders of Oakland (MACRO) is to deliver a compassionate care first response model grounded in empathy, service, and community. MACRO is a community-centered alternative response program within the Oakland Fire Department (OFD) designed to address non-emergency, "quality of life" service calls. MACRO is *not* for emergencies or violent situations.

MACRO's goal is to reduce responses by emergency services (Fire & Police) across Oakland, increase access to community-based services and resources for impacted individuals. Regular meetings are held between the Oakland Police Department and Oakland Fire Department to review incident types and trends to determine the most effective way to ensure the appropriate calls for service are being diverted to MACRO.



## MACRO Criteria and Call Categories

The Oakland Police Department (OPD) criteria to divert a 911 call to MACRO include: 1) calls that show no threats or active violence, 2) do not have visible weapons, 3) do not involve domestic violence, 4) are located outside of a home or dwelling, and 5) the individual is not an immediate danger to themselves or others. Community members should contact MACRO when there is initial concern for a person's well-being. The earlier a MACRO team can begin an intervention the better. *In the event of an immediate emergency, community members should call 911.*

MACRO teams consist of Community Intervention Specialists and Emergency Medical Technicians. MACRO teams respond to calls in three categories, individual well-being, some behavioral or mental health calls, and nonviolent community disturbances. Most of the calls MACRO teams respond to involve unhoused individuals.

### MACRO Service Categories

Individual Well-Being

Behavioral Health  
Concerns

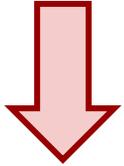
Community  
Disturbances

## MACRO Outcomes

MACRO service responses aim to achieve the following outcomes:



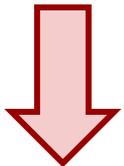
**Decreased negative outcomes** from law enforcement response to nonviolent 911 emergency calls, especially among Black, Indigenous and People of Color (BIPOC).



**Increased connections to community-based services** for people in crisis, especially among BIPOC.



**Redirection of identified 911 call types** to an alternative community response system.



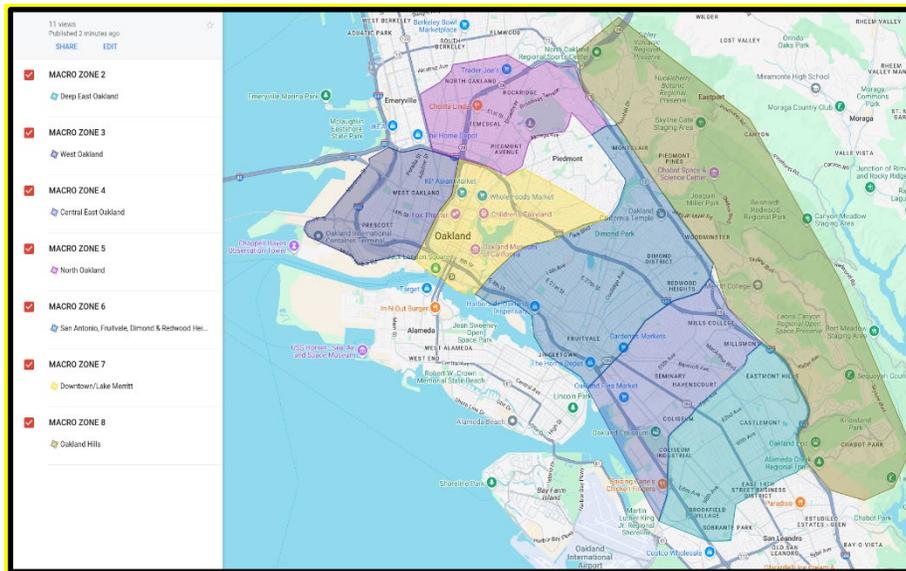
**Reduced Oakland Police Department & Oakland Fire Department expenses and call volume** related to 911 nonviolent calls involving people with behavioral health, substance use, and unsheltered individuals.



## MACRO Service Area

MACRO serves the entire City of Oakland. The city is divided into eight MACRO service zones. Figure 1 presents a map of service zones followed by Table 1 which outlines zone boundaries.

**Figure 1. Geographical Service Zones Map**



**Table 1. MACRO Geographical Service Zones**

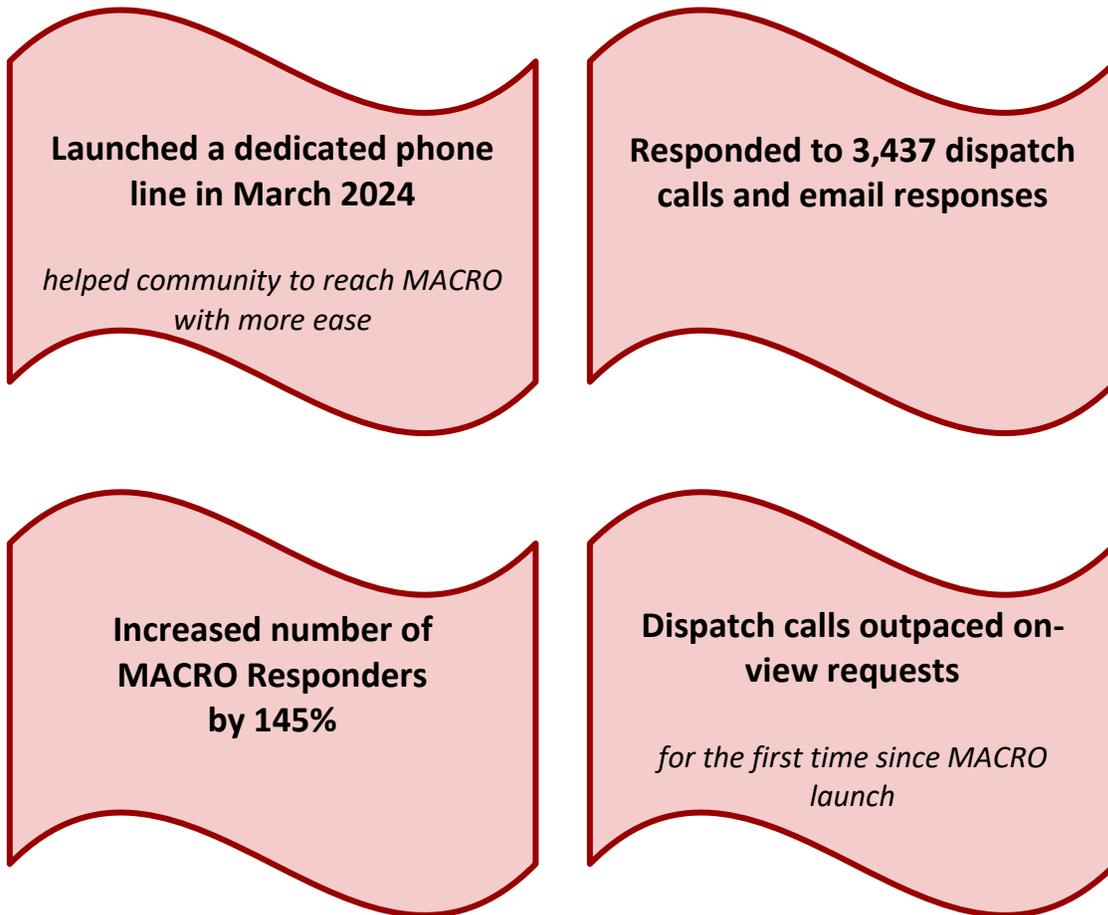
Zone	Boundaries
<b>Undefined Location / Street</b>	Incident is responded to on “the street” or the location isn't clearly defined by the caller.
<b>#2 [Deep East Oakland]</b>	The area from 73rd Ave to the San Leandro border, bounded by I-580 to the north and roughly Edgewater Dr. to the south.
<b>#3 [West Oakland]</b>	The area bordered by I-880 on the south and west, I-980 on the east, and 35th St to the north.
<b>#4 [East Oakland]</b>	The area from 35th Ave to 73rd Ave, including the Laurel District and Redwood Heights, roughly bounded by I-580 to the north and I-880 to the south.
<b>#5 [North Oakland]</b>	The area bounded by I-580 to the south, up to Berkeley north, Emeryville to the west, and the Oakland Hills to the east. This area includes Temescal, Rockridge, and Bushrod.
<b>#6 [Central Oakland]</b>	The area from East Lake and Park Boulevard to 35th Ave includes areas of Fruitvale, San Antonio, and Little Saigon. The area is roughly bounded by I-580 to the north and the Embarcadero to the south.
<b>#7 [Downtown &amp; The Lake]</b>	The combined area of Downtown Oakland and Lake Merritt, Jack London Square, Chinatown, Uptown, around Lake Merritt, Lakeside Park, Lakeshore, and Adams Point neighborhoods.
<b>#8 [Oakland Hills]</b>	All other Oakland neighborhoods, Montclair, Piedmont Pines and roughly North of Hwy 13.

# 2024 Highlighted Successes

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This report aims to describe the MACRO program, outline its workflow, and share 2024 activities and outcomes. The report also highlights MACRO's successes in providing support for Oakland residents. **Figure 2** presents four major MACRO successes accomplished in 2024.

**Figure 2: Major MACRO Highlights in 2024**



# Program Updates

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## Hours of Operations and High Traffic Days

MACRO's hours of operation are seven days a week, Sunday through Saturday between the hours of 6:30 AM and 8:30 PM. More teams are in service on Tuesdays, Wednesdays, and Thursdays allowing MACRO to maximize intervention service in the community on these specific days of higher volume.

## MACRO Staffing

In 2024, MACRO increased the number of full-time employees from 11 to 27. In December 2024, MACRO introduced an acting shift supervisor to enhance team oversight, ensure safety, and maintain compliance with operational standards. While the additional staff has strengthened the team, MACRO is still actively seeking to fill several positions including an Administrative Assistant 1, Program Analyst 1, and additional Emergency Medical Technicians (EMT) to further support operations.



## Program Equipment

To accommodate the new staff, MACRO invested in additional resources, including purchasing new radios and tough books. These enhancements aim to improve operational efficiency and provide comprehensive support to the growing team.

## Community Events

In November 2024, MACRO was honored to participate in Oakland's Hunger Program, Community Day of Thanks, an event dedicated to providing Thanksgiving meals to Oakland's low-income, senior, and unhoused community members. As part of this effort, MACRO played a key role in delivering more than 300 hot meals directly to homeless encampments, ensuring that more of Oakland's community members could experience the spirit of the holiday.

MACRO teams also participated in National Night Out, a community-building event designed to promote safer neighborhoods by encouraging residents to connect with one another and the Oakland Police Department (OPD). The event featured outdoor block parties where residents enjoyed activities such as socializing, barbecues, and other community-focused gatherings.

# Program Model

## Program Eligibility and Dispatch

MACRO teams are trained to respond to non-violent incidents that do not require immediate emergency assistance. The process begins with the dispatch operator, who assesses the severity of the situation to determine eligibility. If the situation meets MACRO’s criteria, the call is dispatched to the team. **Figure 3**, presented on the next page, describes Part 1 of the MACRO model including the step-by-step MACRO referral and eligibility screening process.

## MACRO Team Response

Upon arriving at the location, MACRO teams conduct a safety assessment to ensure the situation aligns with MACRO’s criteria and is safe to engage. If deemed appropriate, the team initiates contact with the service recipient and provides support as needed. **Figure 4**, presented on the page after Figure 3, describes Part 2 of the MACRO model including the step-by-step MACRO team response process.

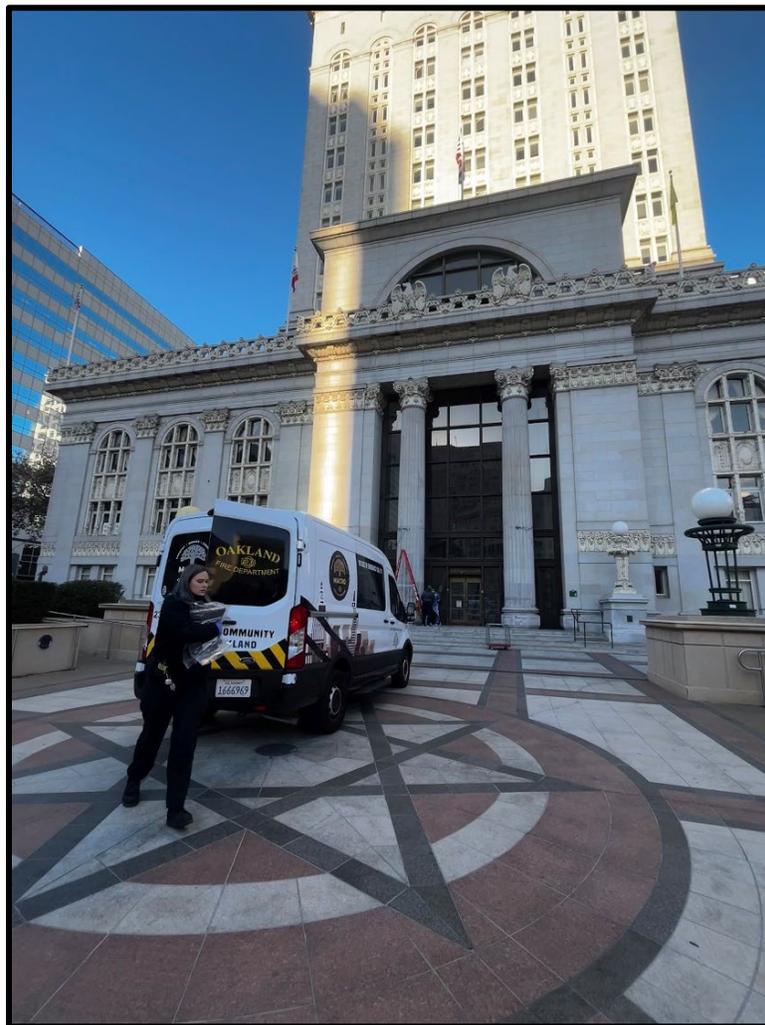


Figure 3: MACRO Program Model - Part 1 Referral and Eligibility Screening

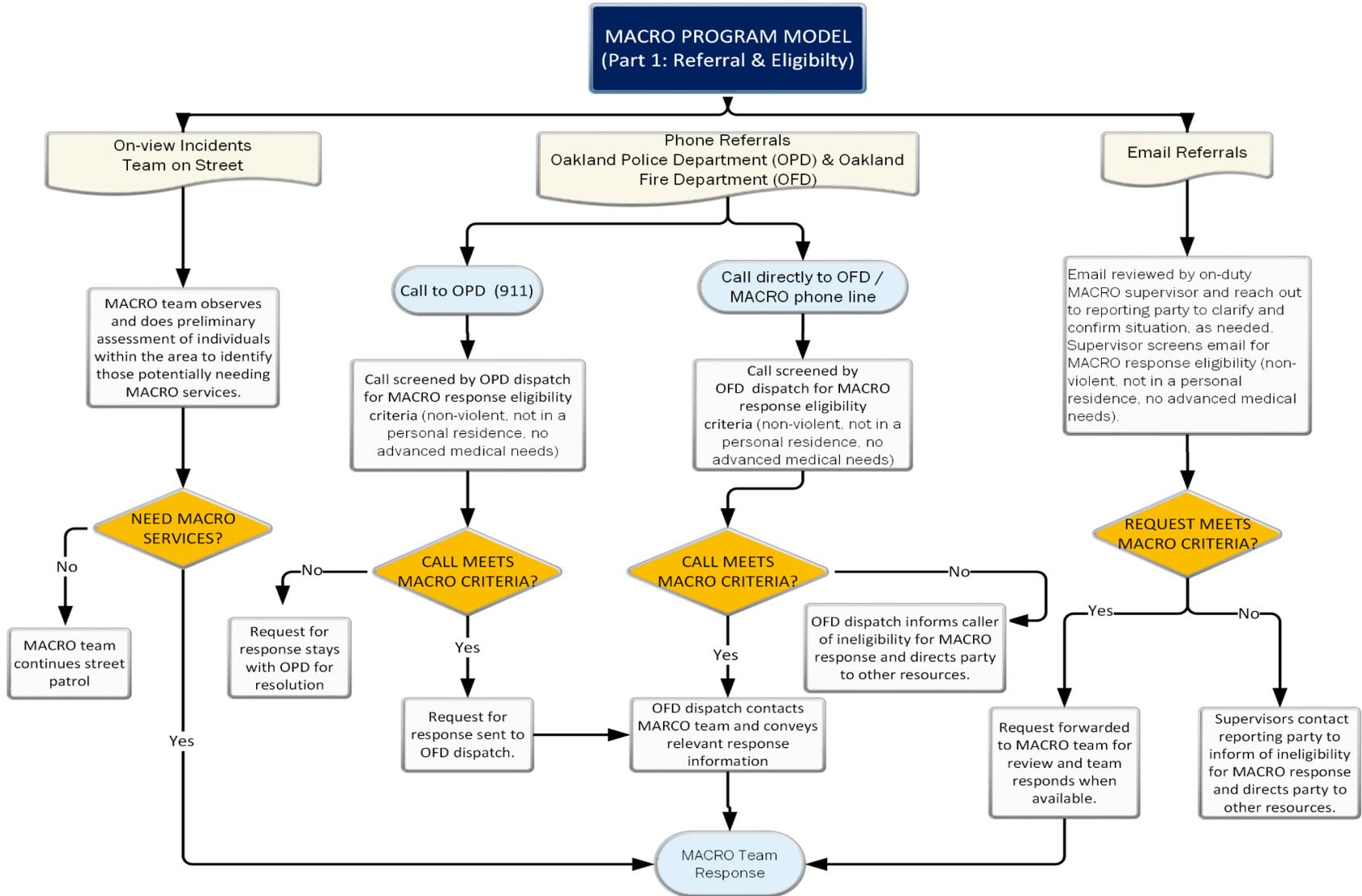
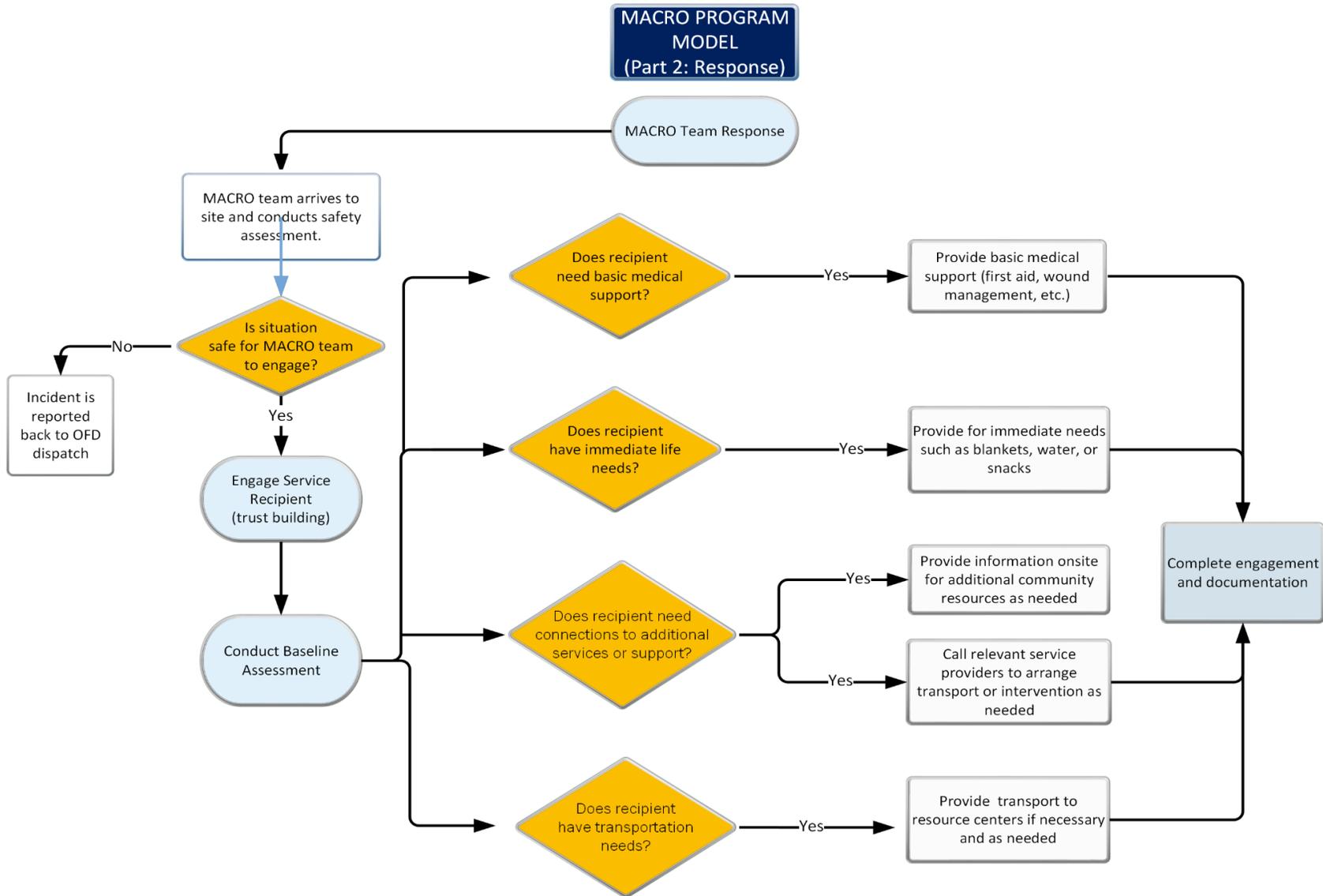


Figure 4: MACRO Program Model - Part 2 Team Response



# Activities and Outputs

## MACRO Dispatches

A combination of extended operating hours and an increase in team members contributed to a rise in the average number of MACRO teams deployed per service day over the course of 2024. This growth enabled MACRO to serve more recipients, enhance the service experience for both businesses and individuals, address incidents more quickly, and improve overall service quality.

Decreases in the average number of dispatches per service day and team members deployed were observed in May, due to new employee orientation and training, and in November, due to less service requests from business zones operating on holiday schedules. **Table 2** presents the monthly averages for MACRO dispatches and team deployments.

Table 2. Average Number of Dispatches and Teams per Service Day in 2024												
	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
Average Dispatch per Service Day	5.5	6.1	8.8	9.6	5.4	10.4	11.8	12.1	13.2	14.7	10.6	10.8
Average Teams per Service Day	1.8	1.9	2.1	2.3	1.9	4.5	4.7	5.3	4.6	5.5	4.4	4.4

## Dispatch By Source

MACRO teams receive dispatches from three sources: OPD (911), OFD (MACRO Direct Line), or a dedicated MACRO email address. The MACRO phone line is managed by the Fire Communication Center and emails are received by a MACRO Supervisor.

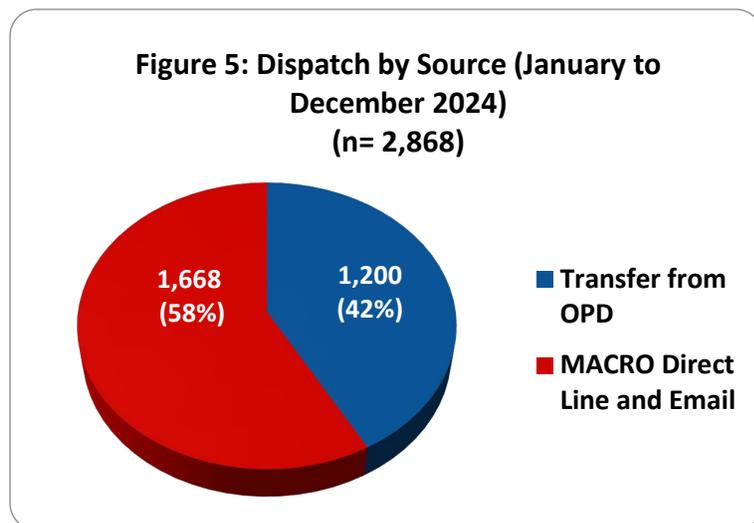


Figure 5 provides a breakdown of dispatch by source, showing the total number of dispatches received. The figure highlights that the majority, 58%, of requests came directly to OFD via the direct phone line and email as compared to 42% of requests transferred through calls from the 911 dispatch.

## MACRO Phonenumber Performance

Community members can request MACRO intervention directly by calling the MACRO phone line or sending an email. When someone calls the MACRO phonenumber, they are greeted by an automated main menu that provides them with an overview of MACRO’s response eligibility and options to proceed with MACRO by speaking with an OFD dispatcher to proceed or be transferred to Oakland Police Dispatch (911). If a caller elects to proceed with MACRO, an OFD dispatcher screens the call and directs service requests to the appropriate MACRO response unit. In cases where a request does not meet MACRO’s eligibility criteria, callers may be transferred to 911 or directed to other resources.

**Table 3** provides a monthly breakdown of data collected from MACRO phone line from April – December 2024. The MACRO phone line launched in March 2024. The table details the total number of calls to the MACRO phone line, the number of callers who connected with a OFD dispatcher, the total number of calls that met MACRO response criteria and were sent to a MACRO team to response.

<b>Table 3. MACRO Main Menu Calls - 9 Months of Service (April - December 2024)*</b>					
	<b>Incoming Calls to MACRO Phone Line</b>	<b>Incoming Calls Who Reached OFD Dispatch</b>		<b>Calls Sent to MACRO Teams for Response</b>	
	<b>#</b>	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>
<b>24-Apr</b>	378	308	81%	56	18%
<b>24-May</b>	141	100	71%	21	21%
<b>24-Jun</b>	274	204	74%	79	39%
<b>24-Jul</b>	411	306	74%	112	37%
<b>24-Aug</b>	486	361	74%	124	34%
<b>24-Sep</b>	449	345	77%	161	47%
<b>24-Oct</b>	403	319	79%	138	43%
<b>24-Nov</b>	489	397	81%	129	32%
<b>24-Dec</b>	451	339	75%	124	37%
<b>TOTALS</b>	<b>3,482</b>	<b>2,679</b>		<b>944</b>	

\*Callers who choose to transfer to an OPD dispatcher or to disconnect from the call are not reflected in data.

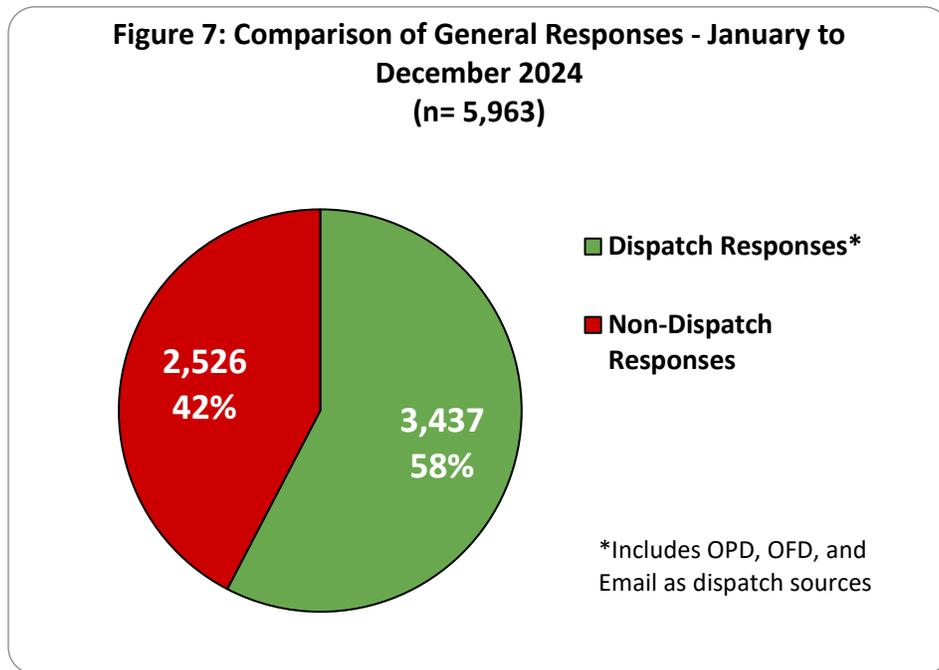
**Figure 6** illustrates the flowrate of calls to response. Of the total calls received on the MACRO phonenumber, 77% of callers reached an OFD dispatcher, and of those who reached OFD dispatch, 35% of calls met MACRO eligibility and information was sent to MACRO teams for response.

**Figure 6: Flow Rate from Direct MACRO Phone Line to Team Response**



### On-View (Non-Dispatched) Incidents

While MACRO teams are in the field, they may encounter and respond to situations spontaneously. These instances, known as on-view incidents, are *not* included in dispatch data because they are initiated by the MACRO teams versus a request from the public. **Figure 7** presents on-view (non-dispatch) responses compared to dispatch-initiated responses.

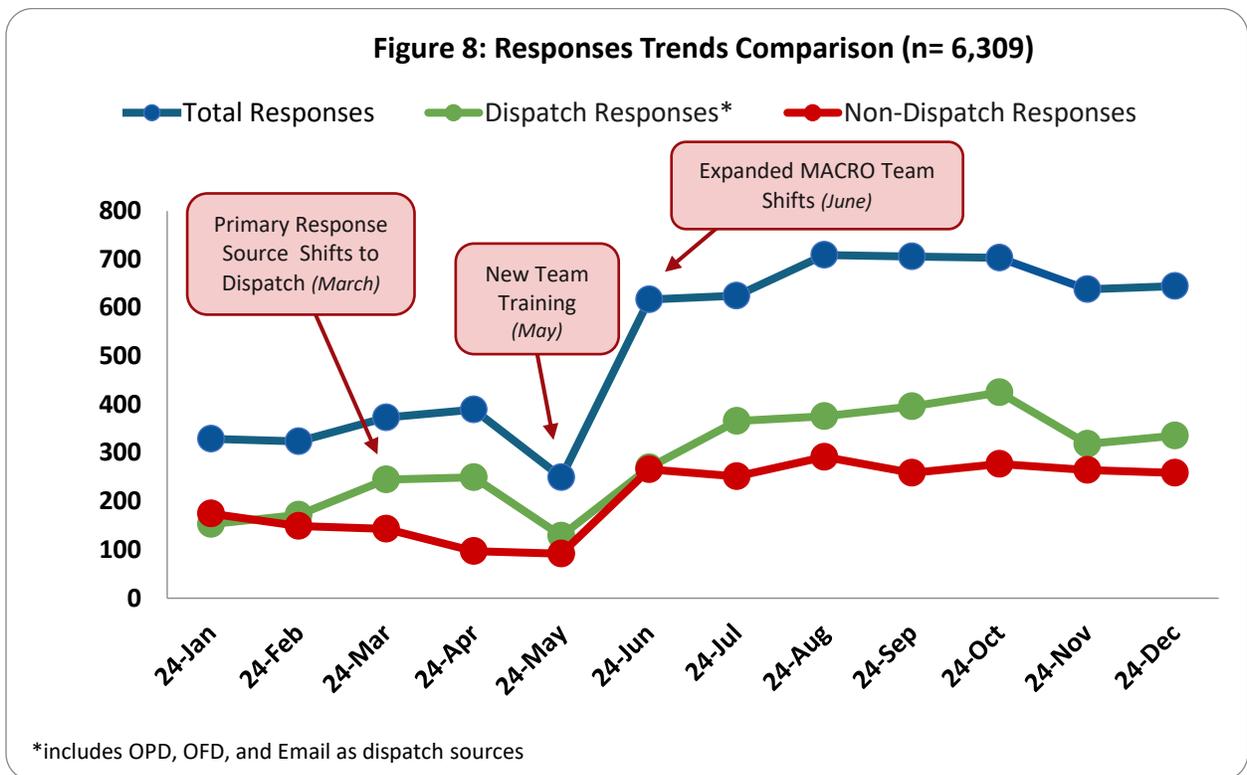


## Trends Comparison of MACRO Responses

In early 2024, most MACRO responses were non-dispatched (on-view) incidents identified by MACRO teams in the field. However, starting in June, there was a shift in the primary source of MACRO response from non-dispatched (on-view) incidents to responses *originating from dispatched calls*. There was also a significant increase in the *total number* of MACRO responses throughout 2024. This upward trend may be attributed to MACRO’s increased visibility across the City of Oakland, the launch of the dedicated MACRO phonenumber, and increased staffing leading to increased numbers of teams deployed into the community.

**In 2024, for the first time since it launched, MACRO saw a majority of responses come through dispatch instead of on-view.**

**Figure 8** demonstrates the MACRO response increase over time along with the shift starting in March, of the primary response sources from non-dispatched (on-view) incidents to dispatched responses.

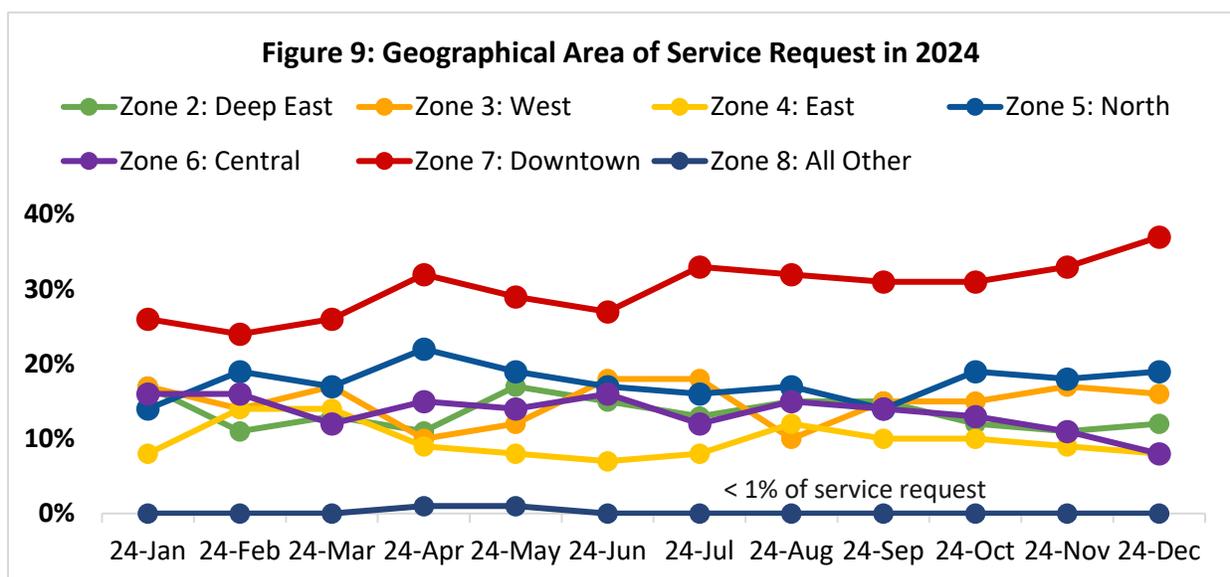


## MACRO Response by Service Area

MACRO serves all of Oakland, which is divided into eight MACRO service zones. Table 4 illustrates the areas in Oakland where MACRO responded broken down by month and by service zone. Data indicate that the highest percentage of requests originate from Zone 7: Downtown Oakland. In contrast, the fewest service requests originate from Zone 8, the Oakland Hills.

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
<b>Zone 2: Deep East</b>	17%	11%	13%	11%	17%	15%	13%	15%	15%	12%	11%	12%
<b>Zone 3: West</b>	17%	14%	17%	10%	12%	18%	18%	10%	15%	15%	17%	16%
<b>Zone 4: East</b>	8%	14%	14%	9%	8%	7%	8%	12%	10%	10%	9%	8%
<b>Zone 5: North</b>	14%	19%	17%	22%	19%	17%	16%	17%	14%	19%	18%	19%
<b>Zone 6: Central</b>	16%	16%	12%	15%	14%	16%	12%	15%	14%	13%	11%	8%
<b>Zone 7: Downtown</b>	26%	24%	26%	32%	29%	27%	33%	32%	31%	31%	33%	37%
<b>Zone 8: Oak Hills</b>	0%	0%	0%	1%	1%	0%	0%	0%	0%	0%	0%	0%

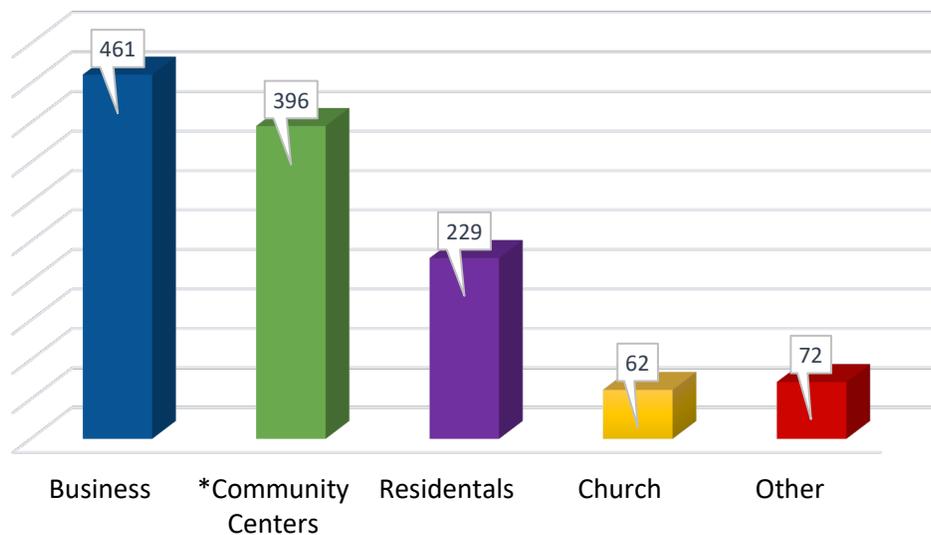
Figure 9 depicts the variation throughout the year for service requests in other zones—Zone 2: Deep East, Zone 3: West, Zone 4: East, Zone 5: North, and Zone 6: Central.



## Location of Responses

Because the majority MACRO responses involve people who are unhoused, most or 72% of MACRO team responses and interactions are located on Oakland city streets. Though, MACRO services are requested at a variety of other locations as well. **Figure 10** presents data on MACRO service locations other than on city streets. This data indicates that MACRO interacted with individuals at 461 businesses, 229 residential properties, 188 parks, 87 schools, 62 churches or other religious institutions, and 72 other locations through Oakland in 2024. Note that data on location of MACRO services were not collected from January through March. Data may also include multiple responses to the same location.

**Figure 10: Location of Service Responses  
(April - December 2024)**

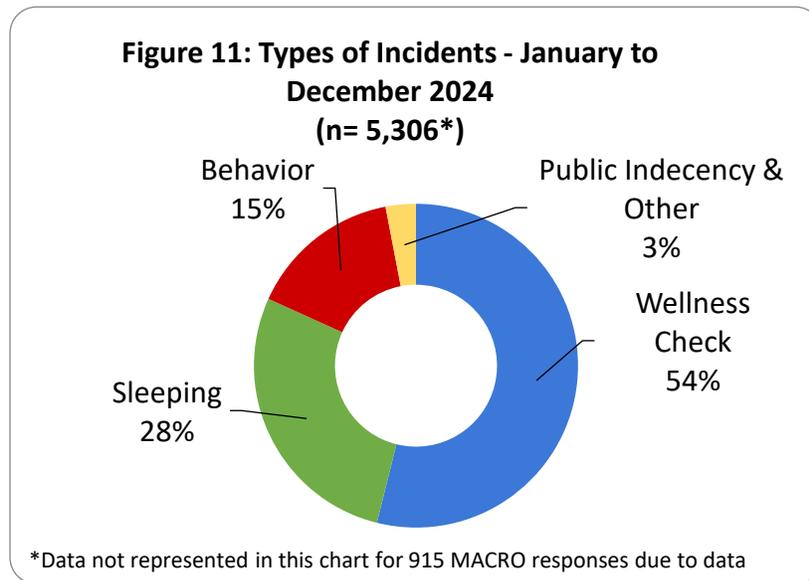


\*Community Centers include libraries, schools, and parks.

## Types of Incidents

MACRO services may be requested for a variety of reasons, provided they meet the eligibility criteria. MACRO teams manage situations up to the point of reaching a crisis. The most common type of incident involves conducting wellness checks. Wellness checks can address concerns related to a person's well-being. Additional other documented reasons for MACRO intervention include, sleeper checks, behavioral health issues, public indecency, and community disturbances.

**Figure 11** displays the breakdown and percentages of incident types reported throughout 2024.



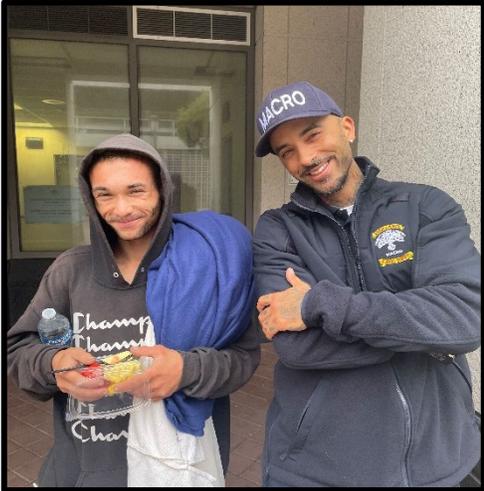
*"From dehydration to [ weather] exposure, even small interventions, such as water or a blanket, can make a big difference."*

- MACRO Team Member

# MACRO Response Outcomes

## On-Site Services

After completing an assessment, the MACRO team determines the type of care a person may need. Service recipients often have basic needs, such as first aid or dehydration. A blanket may be provided to protect against exposure, or team members may offer to listen to someone, using de-escalation techniques to provide emotional support. Other supports may include service referrals or transportation support. Typically, all MACRO service recipients are given information about available community resources.

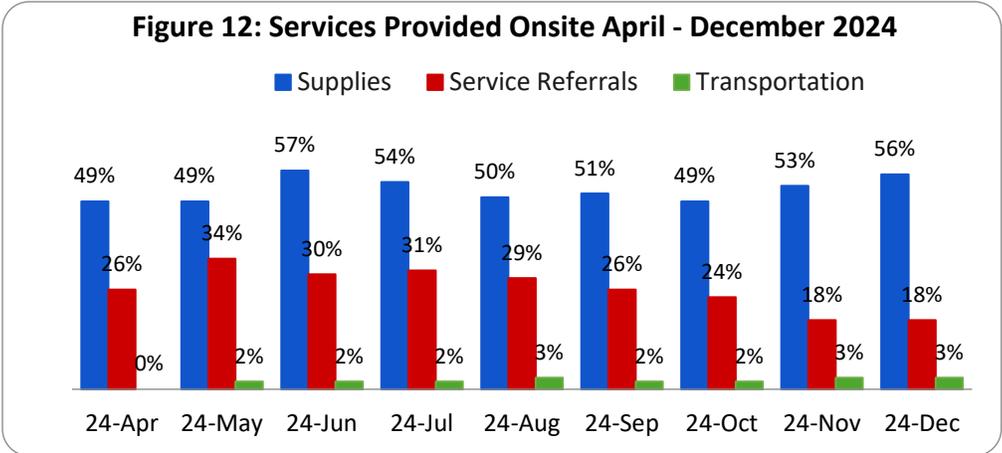


## Capturing Output

When an incident is dispatched, it is assigned an incident number and recorded in three systems: (1) MACRO Incident Microsoft Form, (2) PremierOne Computer-Aided Dispatch (P1CAD), and (3) Electronic Health Records (ESO). In some cases, incidents with assigned numbers do not result in the provision of MACRO services. These are due to the MACRO team being unable to locate the individual or the individual choosing not to engage with MACRO. Additionally, service recipients have the option to disengage from a MACRO team at any point during the interaction. Showing up is a critical first step in the service process, as it sets the stage for potential future outcomes or impacts.

## Supplies and Service Referrals

During onsite interactions with services recipients, the MACRO teams may provide supplies, service referrals, or transportation support. **Figure 12** provides a visual representation, by month, the percentage of service recipients who accepted supplies (n=2,334), service referrals (n=1,306), or transportation (n=103) from MACRO teams.



## Incident Resolutions

In 2024, 98% of incidents were resolved by MACRO team members onsite with no support needed from other agencies. MACRO incidents are considered resolved onsite if: (1) the team successfully deescalates the situation or provides basic need support onsite (MCC), (2) the recipient is transported to another location (MPTM), or (3) the MACRO team is not able to locate the intended MACRO recipient (MNL). In situations, when immediate advanced medical attention is required or a situation becomes violent, the MACRO team may request external incident support from emergency medical services (EMS), OPD to request the Community Assessment and Transport Team (CATT), or other agencies for further assistance. MACRO requested external support for only 2% of all calls in 2024.

**98% of MACRO incidents were resolved onsite in 2024.**

**Table 5** presents the percentage of incidents resolved by MACRO teams and the percentage of MACRO resolutions referred for external incident support).

Month	MACRO Resolutions			External Referrals	
	Call Completed by MACRO (MCC)	Recipient Transported by MACRO (MPTM)	Recipient Not Located (MNL)	Recipient Referred to OPD (MPD)	Recipient Transported by EMS (MPTA)
Jan	254	0	28	1	2
Feb	224	1	42	3	5
Mar	269	4	71	3	2
Apr	199	1	75	8	5
May	153	5	39	4	2
Jun	366	8	96	5	6
July	403	9	125	8	11
Aug	483	20	122	4	4
Sep	435	12	146	12	4
Oct	434	14	137	10	11
Nov	392	15	113	13	8
Dec	411	14	94	9	14
<b>TOTAL (n= 5,368) 100%</b>	<b>MACRO Resolved (n=5,214) 98%</b>			<b>External Support Requested (n=154) 2%</b>	

\*Data may include numerous counts for service recipients that received care more than once.

# Testimonials

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**June 30, 2024**

On behalf of the Lakeshore Avenue BID, we thank you once again for being at our 2024 Annual Meeting last week. Your program is being used by us as more incidents occur in our area. We appreciate the work of your staff and your management of the program. Our BID Co-Directors and Security Head are in good contact with you.

Thanks again,  
Lakeshore Avenue BID

**June 16, 2024**

I can't thank you both enough for your quick responses and tremendous support. The work that MACRO does is incredibly important and my organization is extremely grateful for your help navigating through this difficult (and scary) situation.

**March 5, 2024**

Just wanted to say thank you for your help this morning. It was amazing how fast the MACRO team was able to arrive and I was grateful they were able to check in on the woman. We're really glad that MACRO is available for help in these situations!

# Appendix A: Glossary of Terms

Term	Definition
<b>Partnering Groups</b>	
OFD	Oakland Fire Department
OPD	Oakland Police Department
FCC	Fire Communication Center
EMS	Emergency Medical Services
CATT	Community Assessment and Transport Team
<b>MACRO Phone Line Main Menu</b>	
MACRO On Main Menu	Calls that reach the OFD phone system.
Oakland PD Transfer	Calls received on the phone system in which the caller self-selects to be transferred to Oakland Police Department.
Oakland FD Transfer	Calls received by the Oakland Fire Department.
MACRO OFD Dispatch Response	Calls dispatched to MACRO teams from OFD.
<b>General Response</b>	
Days in Service	The number of days a MACRO team was deployed in a service month.
Dispatched Response	The number of responses by a MACRO team after receiving an assignment from a dispatch (FCC, OPD & Email) source.
Percentage Dispatched Responses	The percentage of dispatched responses MACRO received in a service month.
Total Incident Response	The total number of incidents responded to by MACRO teams.
Teams per Days in Service	The average number of MACRO Teams deployed in a service month.
<b>Response by Source</b>	
Oakland Fire Department (MACRO Direct)	Received via MACRO direct line or Fire Department request.
MACRO Email	A non-emergency request for MACRO services received through email.
On- View (non-dispatch)	A MACRO team's encounter with an incident while in the community.
Oakland Police Department (911 Dispatch)	OPD transfers a call to OFD for MACRO response.

<b>MACRO Service Zones</b>	
Undefined / Street	Incident response on “the street” or when the location isn't clearly defined by the caller.
Zone 2 [Deep East Oakland]	The area from 73rd Ave to the San Leandro border, bounded by I-580 to the north and roughly Edgewater Dr. to the south.
Zone 3 [West Oakland]	The area bordered by I-880 on the south and west, I-980 on the east, and 35th St to the north.
Zone 4 [East Oakland]	The area from 35th Ave to 73rd Ave, including the Laurel District and Redwood Heights, roughly bounded by I-580 the north and I-880 to the south.
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Zone 6 [Central Oakland]	The area from East Lake and Park Boulevard to 35th Ave includes areas of Fruitvale, San Antonio, and Little Saigon. The area is roughly bounded by I-580 to the north and the Embarcadero to the south.
Zone 7 [Downtown & The Lake]	The combined area of Downtown Oakland and Lake Merritt, Jack London Square, Chinatown, Uptown, around Lake Merritt, Lakeside Park, Lakeshore, and Adams Point neighborhoods.
Zone 8 [Oakland Hills]	All other Oakland neighborhoods, Montclair, Piedmont Pines and roughly North of Hwy 13 & 580.
<b>Response Location</b>	
Apartment Building/Complex	Incident response to an apartment building or complex.
Business	Incident response to a business.
Church	Incident response to a church or place of worship.
Library	Incident response to an Oakland Public Library Branch.
Park	Incident Response to a City of Oakland Parks & Recreation facilities.
Private Residence	Incident response to a private residence.
School	Incident response to a school including OUSD and Private Institutions.



Street	All streets located in the eight zones in Oakland.
All Other Locations	Indicates all other locations not listed.
<b>Types of Incidents</b>	
Behavioral Health	A concern raised by a caller regarding an individual's behavior or mental state.
Health & Wellness Check	A basic check on an individual's health and well-being.
Sleeping	A wellness check on an individual found sleeping in public places.
Public Indecency	An incident when an individual is found without clothing in a public place.
Other	Unique or less common incidents.
<b>Resolution Codes</b>	
MACRO Resolved Incident on Site (MCC)	Call complete; the incident was cleared by a MACRO team.
Team Unable to Locate Incident or Individual (MNL)	MACRO is unable to locate an individual after arriving at the location.
Transport by MACRO (MPTM)	A patient transported by MACRO.
Transport by Oakland Police Department (MPD)	An incident resulted in a transfer to OPD and CATT request.
Transport by Ambulance (MPTA)	An incident resulted in the patient being transported to EMS after MACRO request.