**Oakland MACRO: Implementation Evaluation (DRAFT 10-16-2026)**

**Scope of Work**

**Background:** In 2022, the City of Oakland launched the Mobile Assistance Community Responders of Oakland (MACRO) program. MACRO was designed to deliver a compassionate care first response model for a category of non-emergency calls for service. The model aims to reduce responses by fire and police emergency services, resulting in increased access to community-based services and resources for impacted individuals. MACRO teams include Community Intervention Specialists and Emergency Medical Technicians who provide care, connection to services, and on-scene support for residents experiencing a range of medical, behavioral health, and community needs.

The City of Oakland, Oakland Fire Department, MACRO Program is seeking proposals from qualified firms or individuals to conduct an implementation evaluation. The implementation evaluation must include descriptive analyses of the related emergency response and MACRO program data and qualitative interviews with program leadership, staff and other key informants.

Through a detailed implementation evaluation, the selected contractor will assess program logistics, provide critical insight into current operations, and identify potential operational challenges that may impact broader implementation. Findings from this work will support timely adjustments to improve program efficacy and readiness. The implementation evaluation plan will establish the foundation for a rigorous causal evaluation, which the City plans to conduct within the earliest feasible timeframe.

**The anticipated contract duration is for one (1) year.**

**Scope of Work:**

a. **Quantitative data analysis and research support. Provide quantitative data analysis and research support to Oakland MACRO during a 12-month evaluation period. This will include the following:**
    i. Assemble, structure, and clean project data provided by Oakland MACRO, the Oakland Fire Department, the Oakland Police Department, and other agencies and service providers.
    ii. Produce descriptive analyses, heat maps, and related documents exploring call types, volume characteristics, and locations, and call dispositions/outcomes.
    iii. Develop detailed documentation of the planning and pilot implementation process including staffing, training, program operations, the nature and intensity of services offered, collaboration between partners, decision-making processes, and community contexts.

iv. Examine details about MACRO team deployments and provide gap analysis.
v. Develop a logic model or theory of change that documents program activities, required resources, partner relationships and responsibilities, program outputs, and hypothesized outcomes and impact measures. The finalized logic model will serve as a foundation for program improvement, priority-setting, and future outcomes evaluation.

**b. Qualitative and ethnographic research support.**

i. Perform site observations, ride-a longs with MACRO teams, sit-alongs with 911 professionals, and other ethnographic research activities mutually agreed upon with Oakland MACRO over a 12-month period.
ii. Conduct approximately 20 key informant interviews over 12 months. Interviews will follow the Consolidated Framework for Implementation Research (CFIR) or similar implementation science approaches. Conduct semi-structured interviews with Oakland MACRO program leaders, staff, Oakland 911 professionals, Oakland Fire and Police Department personnel, City of Oakland executive and/or administrative leadership, and/or community-based organization personnel. The final list of individuals to be interviewed will be decided in partnership with Oakland MACRO.

In addition to the above-mentioned activities, the selected firm or individual will communicate and meet regularly with Oakland MACRO program staff and leadership throughout this project lifecycle, including attending regular staff/leadership meetings virtually and in-person, and holding quarterly briefings with the partners.

The selected contractor will provide deliverables to Oakland MACRO, including progress reports, analysis reports, memorandums, presentations, and a final evaluation report. Deliverables will be produced according to a mutually agreed upon schedule throughout the study period. Final evaluation report will be provided three months post-study period.