ALTERNATIVE
RESPONSES

Introduction and Report Overview

In the effort to provide meaningful information and recommendations to the Berkeley Reimagining Public Safety process, the National Institute for Criminal Justice Reform (NICJR) was tasked by the City Manager's Office to conduct research and analysis to produce a series of reports for the Taskforce, City of Berkeley (City) leadership and the public. NICJR reviewed the City Auditor's Calls for Services assessment, conducted further analysis of Berkeley Police Department Calls for Service (CFS), used the previously submitted New and Emerging Models of Public Safety report, and drew upon our team's experience and expertise, to develop this Alternatives Responses report.

This report provides an actionable roadmap for providing community and other non-law enforcement alternatives to a police response for 53 percent of CFS types for which the Berkeley Police Department (BPD) currently responds.

The initial section of this report presents the NICJR analysis of BPD's CFS and compares that analysis to the Berkeley City Auditor's report. The next section provides an overview of NICJR's alternative response model – Tiered Dispatch, which includes the Community Emergency Response Network (CERN) – and describes how specific call types are assigned to CERN tiers.

The report concludes with an overview of a framework for the City's alternative response model, drawing upon both existing and planned City resources. The specific parameters and scope of the Specialized Care Unit (SCU) have not yet been defined; but due to the public discourse and that the SCU development is housed in the City's Mental Health Division, the present analysis assumes that the SCU's role will be focused on mental-health related call responses.

## Calls for Service Analysis

Summary of City Auditor Findings, NICJR Category Assignment and Crosswalk

The Berkeley City Auditor (Auditor) recently conducted an analysis of over 350,000 BPD calls for service covering calendar years 2015-2019. The BPD CFS audit, which can be found here, focused on the following questions:

1. What are the characteristics of calls for service to which Berkeley Police respond?
2. What are the characteristics of officer-initiated stops by Berkeley Police?
3. How much time do officers spend responding to calls for service?
4. How many calls for service are related to mental health and homelessness?
5. Can the City improve the transparency of Police Department calls through the City of Berkeley's Open Data Portal?

The Auditor categorized over 130+ call types into 9 categories in an effort to answer these questions: Violent Crime (FBI Part 1), Property Crime (FBI Part I), FBI Part II Crimes, Investigative or Operational, Medical or Mental Health, Information or Administrative, Community, Traffic, and Alarm.

Figure 1. BPD Calls by Auditor Call Categories
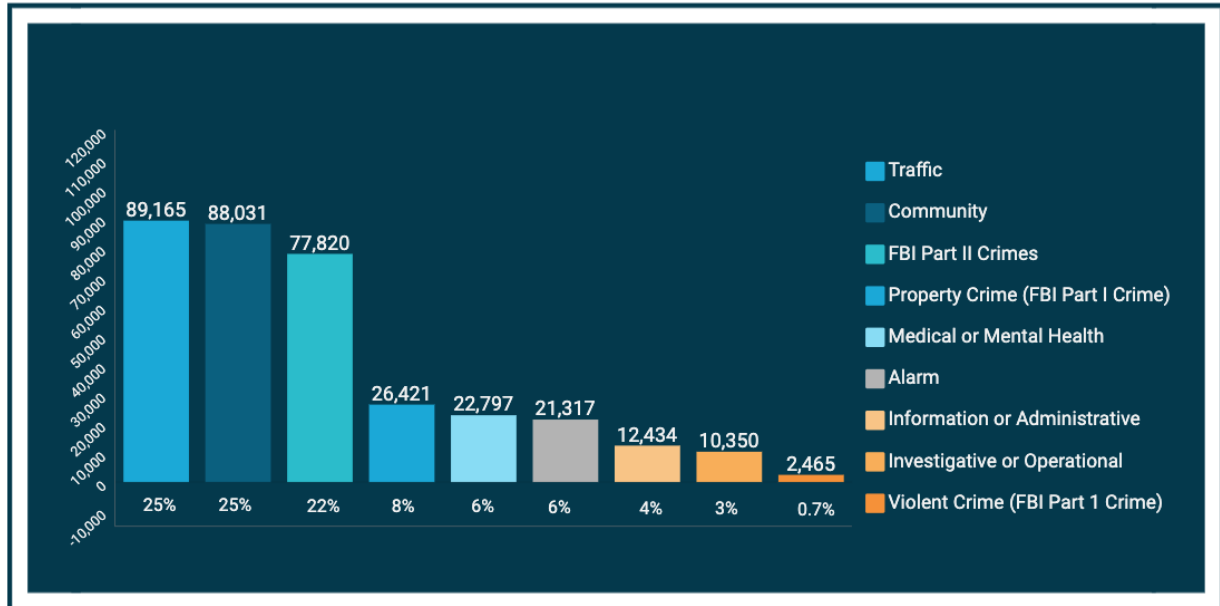
Between 2015 and 2019 the Auditor found that BPD responded to an average of 70,160 CFS annually, and that ten call types accounted for 54 percent of all CFS.

Table 1. Top Ten Call Types, Auditor Report

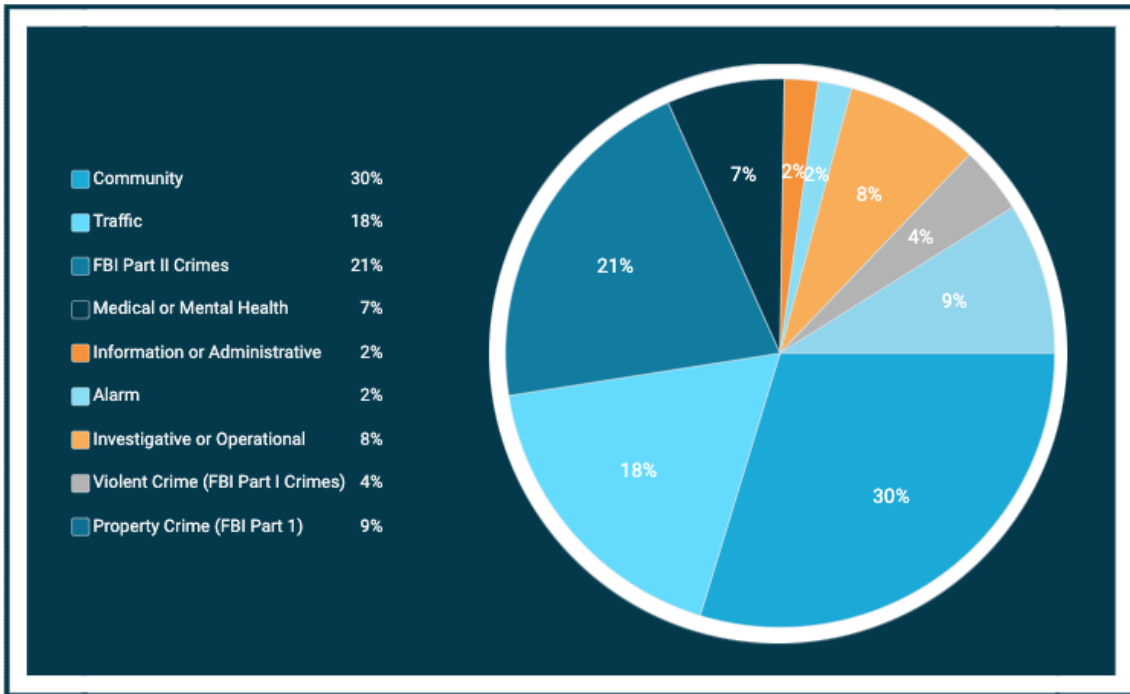| Call Types	Total Count
Traffic Stop	44,795
Disturbance	35,696
Audible Alarm	19,920
Noise Disturbance	15,773
Security Check	15,262
Welfare Check	15,030
Suspicious Circumstance	11,547
Trespassing	11,058
Theft	10,556
Wireless 911	9,899

Top 10 call types account for 54% of all events

The top ten call types fell into four categories: Traffic, Community, Alarm, and Property Crime. Mental health related CFS accounted for approximately 12 percent of all call types, while homelessness CFS accounted for 6.2 percent of all events. These types of CFS were identified by looking at keywords in narrative reports, disposition codes, call types, and/or Mobile Crisis Team response.

During the period reviewed, BPD officers spent most of their time (69 percent) responding to CFS that were categorized as Traffic (18 percent), Community (30 percent), or FBI Part II crimes (21 percent). Seven percent of BPD officers' time was spent handling Medical Mental Health CFS, another 9 percent on Property Crime CFS, and 2 percent on Alarms. The remainder of BPD officer time (14 percent) was spent on Information or Administrative, Investigative or Operational, and Violent Crime CFS.

Figure 2. BPD Officer Time Allocation, Auditor Report

■ Community	30%
■ Traffic	18%
■ FBI Part II Crimes	21%
□ Medical or Mental Health	7%
■ Information or Administrative	2%
■ Alarm	2%
■ Investigative or Operational	8%
■ Violent Crime (FBI Part I Crimes)	4%
□ Property Crime (FBI Part 1)	9%

NICJR Expands Upon Auditor's Analysis

As a first step in developing this Alternative Response Report, NICJR reviewed the CFS analysis completed by the Auditor and compared the results of that analysis to its own CFS classification results.

As outlined above, the Berkeley City Auditor aggregated all BPD call types into 9 categories, while NICJR uses 4 Categories to organize the same events. A crosswalk between the Auditor's 9, and NICJR's 4, CFS Categories is outlined in Table 2. NICJR categories are aligned with state specific penal codes and their associated penalties. If a call type is not found in the penal code, it is placed into the Non-Criminal Category.

Table 2. Crosswalk, Berkeley City Auditor and NICJR Call Type Categories

Berkeley Auditor Categories	NICJR Categories
Violent Crimes (FBI Part I)	Serious Violent Felony: Any event identified in the California Penal Code as a Serious Violent Felony
Property Crimes (FBI Part I)	Non-Violent Felony: Any event identified in the California Penal Code as a Non-Violent Felony
FBI Part II Crimes	Misdemeanor: Any event identified in the California Penal Code as a Misdemeanor Non-Violent and Serious Violent Felony
Community	Non-Criminal: Any event not identified in the Penal Code
Medical or Mental Health	
Traffic	
Informational or Administrative	
Investigative or Operational	
Alarm Calls	

NICJR uses this method of categorizing events because it affords the most linear association between the event and its associated criminal penalty. By categorizing events in this manner, NICJR can clearly identify the portion of CFS that are either non-criminal or are for low-level and non-violent offenses. Categorizing call data into a simple criminal vs. non-criminal, violent, vs. non-violent, structure also supports conversations with the community about alternatives to policing for specific call types grounded in easily understandable data.

Figure 3. BPD Events by NICJR Crime Category[1]
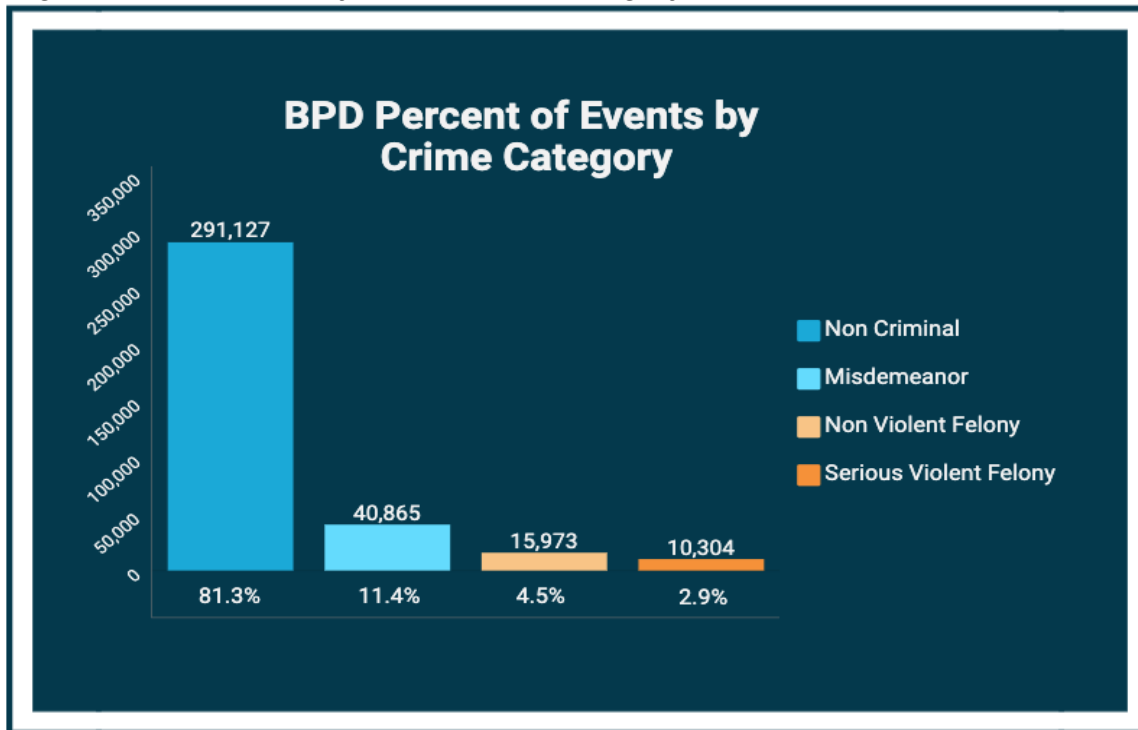
There were 22 call types[2] (11 percent) that differed in assignment when comparing the Auditor's report to NICJR results. A summary of these variances is outlined in Table 3 and described below.

Table 3. Key Variances, NICJR vs. Auditor Call Type Categorization

NICJR Classification	Auditor Classification	# of Impacted Call Types
Non-Criminal	FBI Part II Crimes	7
Serious Violent Felony	Traffic, Property Crimes (FBI Part I, FBI Part II Crimes	10
Non-Violent Felony	Investigative/Operational	1
Misdemeanor	Traffic, Informational or Administrative	4

[1] Figure excludes null or missing values in the dataset.
[2] There is a discrepancy in the number of call types evaluated by the Auditor versus NICJR. The Auditor evaluated approximately 130 CFS; NICJR, 183. Part of this discrepancy is due to the fact that the Auditor and NICJR reviewed slightly different data sets. Additionally, NICJR reviewed all CAD data while the Auditor only reviewed those CFS resulting in a sworn response.

Of the 22 call types, 7 (31.8 percent) were assigned to NICJR's Non-Criminal Category whereas the Auditor classified the same 7 as FBI Part II Crimes. For example, *family disturbance* is classified by the Auditor as a FBI Part II Crime while NICJR places it in the Non-Criminal Category. The largest source of variance between NICJR's Non-Criminal Category and the Auditor's classifications relates to the call type *disturbance*, which the Auditor classifies as an FBI Part II Crime while NICJR categorizes it as Non-Criminal. The *disturbance* call type accounted for nearly 10 percent of the 360,242 CFS reviewed in the Auditor's analysis.

Four out of the 22 (18.1 percent) differing call types were assigned to NICJR's Misdemeanor Category while the Auditor assigned them as Traffic and Informational or Administrative. These call types include *reckless driver, hit and run with injuries*, and *exhibition of speed.* Both *reckless driver* and *hit and run with injuries* were assigned as Traffic by the Auditor while NICJR assigns them as Misdemeanors. *Property Damage* was classified by the City Auditor as Informational or Administrative. NICJR classifies this call type as a Misdemeanor.

One out of the 22 (4.5 percent) differing call types, *lo jack stolen vehicle*, was assigned to NICJR's Non-Violent Felony Category while the Auditor assigned it as Investigative or Operational.

A final source of the variation in call type categorization between the Auditor and NICJR stems from NICJR's Serious Violent Felony assignment. The auditor used FBI UCR categories while NICJR used the California Penal Code to determine the penalty associated with the qualifying offense. Ten out of the 22 (45.4 percent) differing call types were assigned to NICJR's Serious Violent Felony Category. Out of the total 360,242 calls for service analyzed, NICJR classified 2.9 percent in the Serious Violent Felony Category. The Auditor only classified 0.7 percent of CFS in its Violent Felony Category. The variance is due to the fact that 9 call types classified by the Auditor as Traffic, Property Crime (FBI Part I), and FBI Part II Crimes fall into NICJR's Serious Violent Felony Category. This scenario is illustrated by the call types *hit and run with injuries* and *vehicle pursuit*. Both are classified by the Auditor as Traffic. NICJR classifies both calls in its Serious Violent Felony Category. Another example is *arson,* which is classified by the Auditor as Property Crime (Part I) while NICJR classifies *arson* as a Serious Violent Felony. Other call types generating this variance include battery, bomb threats, kidnapping, spousal or domestic abuse, child abuse, and sexual molestation.

The complete crosswalk is provided as Appendix A.

NICJR CERN Categorization

In our work to Reimagine Public Safety and transform policing, NICJR has developed a tiered dispatch system to provide alternatives to police response to CFS, increase public safety, and improve the quality of emergency response. This model includes the CERN, that builds upon NICJR's CFS classification structure.

Once each call type is associated with one of NICJR's four CFS Categories, they are given a default assignment on the Tiered Dispatch depicted in Figure4:

Figure 4. Tiered Dispatch

1 — CERN Dispatched Only

Non-Criminal

2 — CERN Lead; Officers Present

Misdemeanors

CERN + Officers arrive:
- ✓ Low potential for violence
- ✓ Arrest unnecessary or unlikely

Officers Leave

3 — Officers Lead; CERN Present

Non-violent Felony

Officers + CERN arrive:
- ✓ Low potential for violence
- ✓ Arrest unnecessary or unlikely

Officers Leave

4 — Officer Only

Serious Violent Felony

The Tiered Dispatch assignments for the 2015-2019 BPD CFS analyzed are outlined below.

Table 4. Tiered Dispatch Default Assignment Table

Crime Category	CERN	BPD	% of Call Types	# of Call Types in Each Tier
Tier 1	Only		50%	92
Tier 2	Lead	Present	14%	25
Tier 3	Present	Lead	9%	16
Tier 4		Only	27%	50

Default Tier Assignment Modified Based on Arrest Data and Other Factors

A.   Arrest Rates

Subsequent to the default classification, NICJR examines arrest data to determine if adjustments to default Tier assignments are warranted. Most typically, this results in CFS "moving up" a Tier based on the likelihood of arrest. The arrest analysis includes the identification of the overall jurisdiction arrest rate, as well as the high-end of that rate, below which the vast majority of CFS arrest rates fall. For Berkeley, 10 percent was set as the arrest rate triggering Tier assignment review; only 6 of 91 CFS that resulted in an arrest had an arrest rate in excess of 10 percent in the years 2015 to 2019. Call types with arrest rates that significantly exceed the triggering arrest rate generally moved to higher Tiers. For example, the Non-Criminal CFS *warrant service* was moved from Tier 1 to Tier 4 based on arrest rate data.

Table 5. CFS CERN Tier Assignments After Arrest Review

Crime Category	CERN	BPD	% of Call Types	# of Call Types in Each Tier
Tier 1	Only		50%	91
Tier 2	Lead	Present	13%	24
Tier 3	Present	Lead	9%	16
Tier 4		Only	28%	52

B.   Alternate Response Warranted

Beyond arrest data, CERN Tier assignment is modified based on NICJRs assessment of call types that would benefit from an alternate response. Some Serious Violent Felony call types typically move from Tier 4 to Tier 3 pursuant to this aspect of the analysis, in order to allow for a CERN response with an officer leading. For example, the call type *assault, gang related* has been downgraded from a Tier 4 to a Tier 3 in order to allow the CERN to assist officers involved. Warrants have similarly been downgraded from a Tier 4 to a Tier 3 with this rationale in mind. These call types would be lead by police only but members of the CERN would be present to provide family members with information and support. Conversely, some call types moved from lower to higher Tiers as a result of this aspect of the default Tier assignment modification methodology. Various events that fall under the assist call type, for example, are allocated to Tier 4 even though these CFS are Non-Criminal in nature. The rationale here is that if the BPD is being asked to assist another law enforcement agency, for example, a BPD response is required. Additionally, traffic related calls are in Tier 3 or 4 due to current state law requiring sworn officers, but in the event state law is amended as envisioned in some of the discussion related to BerkDOT, the calls would move to Tier 1. Appendix D includes calculations of calls and expenses with traffic calls shifted to Tier 1.

Table 6. CFS CERN Tier Assignments After Alternate Response Review

Crime Category	CERN	BPD	% of Call Types	# of Call Types in Each Tier
Tier 1	Only		53%	96
Tier 2	Lead	Present	11%	20
Tier 3	Present	Lead	20%	37
Tier 4		Only	16%	30

Based on NICJRs analysis, and as reflected in Table 6, 53 percent of BPD CFS could be handled by a community-response, only. A detailed breakdown of Berkeley CFS by CERN Tiers can be found in Appendix B.

Fiscal Implications of CERN Assignment

A major driver of the police reform conversation has been the desire to shift resources from traditional law enforcement to alternative, more appropriate, responses for specified types of calls for service. As Table 6 illustrates, the City can realistically expect to divert 53 percent of call types from the BPD to an alternate response that requires no law enforcement involvement. In order to understand the potential fiscal impact of the adoption of this type of alternate response model, various analyses of the BPD budget were conducted.

As outlined in Table 7, the BPD budget grew from approximately $61 million to $69 million during the period of CFS review, reflecting a nearly 15 percent increase; CFS remained steady during the same period, experiencing a slight decline of approximately 4 percent. The Police Operations Division budget, which houses costs associated with Patrol, comprised between 52 and 60 percent of the Department's budget during the review period; Patrol is responsible for responding to CFS in the City of Berkeley.

Table 7. BPD and Patrol Operations Division Budget, 2015-2019

	FY15	FY16	FY17	FY18	FY19
Total Budget	$60,832,054	$63,115,430	$66,428,530	$66,351,534	$69,567,103
General Fund (GF)	$57,057,838	$59,074,465	$62,156,096	$62,628,518	$65,493,664
Police Operations (OPS) Division	$34,781,350	$37,050,106	$39,867,224	$39,673,087	$36,284,878
OPS Division % of Total Budget	57.2%	58.7%	60.0%	59.8%	52.2%

In order to determine the proportion of Operations Division expenses that are directly attributable to responding to CFS, NICJR undertook several analyses:

Calculating Officer Time:

- Responding to CFS: On-Scene to Close. The time between when an officer arrives on-scene to a particular CFS and closes the call. This time frame is used to measure the actual time officers spend on calls for service. This calculation does not include travel time; the time officers take to write incident reports is only accounted for if the officer does this before a particular CFS is closed.
- Responding to CFS: Event Creation to Close. The time between when a call comes in and is created in the Computer Aided Dispatch (CAD) system and when an officer closes the call. This time period is used to capture the total amount of time from when a caller calls into the Communications Center to when an officer closes the call, accounting for the totality of time it takes to complete a CFS.
- Officer Time. Under either the On-Scene to Close or Event Creation to Close approaches, officer time is calculated based on the number of responding officers to a unique call multiplied by the amount of time spent on the call.

Identifying Median Officer Hourly Rates:

- Median hourly rates were generated from the City of Berkeley's Salary List for benefited employees. The minimum salary (step 1) in that schedule is $49.73/hr and the maximum, (step 7), $61.90/hr. The median salary is $56.24 (step 4).

Applying Applicable Overhead Rate to Median Officer Hourly Rate:

- As of the City's 2021 Benefits and Compensation Matrix, this rate was 110 percent.

The results of this analysis are provided in Table 8.

Table 8. Cost of Responding to CFS: On-Scene to Close and Create to Close

Officer Costs Associated with Responding to CFS: On-Scene to Close	
Total Hours 2015 - 2019, CERN Tier 1 Calls (BPD Response Hours)	98,119
Total Hours 2015-2019, All other CERN Tiers (BPD Response Hours)	89,525
Median BPD Officer Salary	$56.24
BPD Officer Salary Range	$49.73 - $61.90
Berkeley Composite Fringe Benefit Rate	110%
Calculation of CERN Tier 1 Costs (# of hours * Median Salary * Benefit Rate)	$13,166,026
Calculation of All other CERN Tier Costs (# of hours * Median Salary * Benefit Rate)	$8,995,481
Average Annual CERN Tier 1 Officer Costs, On-Scene to Close	**$2,633,205**
Average Annual Officer Costs Tiers 2-4	**$1,799,096**

Officer Costs Associated with Responding to CFS: Create to Close	
Total Hours 2015 - 2019, CERN Tier 1 Calls (BPD Response Hours)	266,832
Total Hours 2015-2019, All other CERN Tiers (BPD Response Hours)	367,422
Median BPD Officer Salary	$56.24
BPD Officer Salary Range	$49.73 - $61.90
Berkeley Composite Fringe Benefit Rate	110%
Calculation of CERN Tier 1 Costs (# of hours * Median Salary * Benefit Rate)	$34,106,771
Calculation of All other CERN Tier Costs (# of hours * Median Salary * Benefit Rate)	$40,801,102
Average Annual CERN Tier 1 Officer Costs, Create to Close	**$6,821,354**
Average Annual Officer Costs Tiers 2-4	**$8,160,220**

*Note: Berkeley PD salaries used for this analysis are based on the MOU which expired June 30, 2021. A new MOU has resulted in a salary increase not reflected in this report.

Depending on the officer time calculation used, and using 2019 budget data alone, the costs associated with responding to Tier 1 CFS range from between **approximately 7 (On-Scene to Close) and 19 (Create to Close)** percent of the Police Operations Division budget, and **4 and 10** percent of the total BPD budget. Costs associated with responding to CFS Tiers 2-4 comprise between approximately **5 (On-Scene to Close) and 23 (Create to Close)** percent of the Police Operations Division budget and **3 and 12** percent of the total BPD budget.

Table 9. Tier 1 CFS as % of Operations Division and BPD Overall Budget

	Tier 1 Costs: On-Scene to Close	Tier 1 Costs: Create to Close	Tier 2-4 Costs: On-Scene to Close	Tier 2-4 Costs: Create to Close
% of OPS Budget	7.3%	18.8%	4.9%	22.5%
% of BPD Budget	3.8%	9.8%	2.6%	11.7%

This analysis suggests that under any scenario, officer time associated with responding to *all* calls for service accounts for less than half of the Police Operations Division budget. When looking at officer time associated with directly responding to calls for service, NICJR used the time from when an officer arrives on-scene until the time an officer clears the call to go back in service. NICJR also assessed the total amount of time it takes for BPD to resolve a call, which looks at the time between when a call comes into the communications center and when the officer clears a call to go back in service. As noted in tables 8 and 9, On-Scene to Close (Tier 1), comprises just 39 percent of Create to Close (Tier 1) costs ($2,633,205 vs. $6,821,220). This result suggests that the majority of costs are NOT associated with on-scene response.

Another approach to estimating anticipated cost savings associated with CERN Tier 1 implementation converts the estimated number of officer hours saved into FTEs as reflected in Table 10 on the following page.

Table 10. CFS FTE Analysis

CERN Tier	Total Hours (Create to Close) (Avg Annual)	Average Hours[3], 1 FTE Officer	Estimated # of FTE Per Tier
1	53,366	2080	25.7
2	24,012	2080	11.5
3	32,331	2080	15.5
4	17,140	2080	8.2

[3] 2080 is the standard number of working hours per year for a full-time equivalent position; BPD actual annual hours/FTE may vary.

Redirection of Tier 1 CFS to a CERN would thus generate approximately $6.8 million in annual BPD savings annually, equating to slightly less than 26 FTE.

Building the Alternative Response Infrastructure

In order to facilitate the development of Berkeley's own alternate response network or CERN, NICJR further analyzed the 92 CFS in CERN Tier 1. Although an alternate response is also contemplated in response to CFS in Tiers 2 and 3, as the CFS category which contemplates no corresponding police response, Tier 1, is an appropriate focal point for initial alternate response analyses.

To facilitate this assessment, Tier 1 CFS were divided into 11 topical/activity- based sub-categories as outlined in Table 11.

Table 11. CERN Sub-Category

CERN Category	Definition	Example Call Type(s)
Administrative	Calls that involve administrative duties	subpoena service; VIN verification; information bulletins, test call, report writing
Alarm	Calls that involve activation of alarms	residential alarm, commercial alarm, bank alarm, audible alarm, GPS alarm
Animal	Calls that involve animals	stray animals, barking dogs, cat in a tree
Investigation	Calls that require some form of investigation to ensure all is in order	investigating an open door, residential welfare checks, business premise checks, follow up on previous crime to collect evidence (witness statements, video footage, etc.)
Medical or Mental Health	Calls that require or involve medical or mental health assistance	mutual aid medical support, gunshot victim, suicide, 5150 transport
Municipal	Calls that involve municipal issues	fall on city property; COVID-related violations; BPC violations - signage, lighting, etc.; sidewalk regulations
Other	Call types that do not fit into any of the other CERN categories	create new call; no longer used, wireless 911 call got dropped
Public Order	Calls that interfere with the normal flow of society	demonstrations, civil unrest
Quality of Life	Calls that create physical disorder or reflect social decay	loitering (homeless), panhandling, noise, trash/dumping, urinating in public
Substance Use	Calls that involve substance use	open air drug use and distribution, overdose related, down and out, public intoxication
Traffic	Calls that involve traffic or vehicle related concerns	abandoned vehicles

Leveraging Existing and Planned City Resources and Ideas from New and Emerging Models Report

CERN Team Types

The Community Emergency Response Network may need to have different types of teams that respond to certain calls.

- <u>SCU</u>: Respond to Mental Health & Drug issue calls
- <u>Mediation Team</u>: Respond to Disturbance and Noise calls
  - ○ Possibly include specialists in Family Disturbance calls
- <u>Report Takers/Technicians</u>: Take crime reports
  - ○ Specialists for evidence collection as the city has now
- <u>Outreach</u>: Respond to non-MH homeless calls, welfare checks, etc
- BerkDOT: Respond to traffic calls
  - ○ Including technology

In an effort to identify existing and planned resources by Tier 1 Category, NICJR reviewed:

- The list of City-funded community-based organizations (CBOs) provided in the City Manager's Proposed Annual Budget Fiscal Year 2022, submitted to the City Council on May 25, 2021;
- City Boards, Commissions, and Departments, as identified on the City's website; and
- Relevant examples of potential programs or approaches as provided in the New and Emerging Models of Community Safety and Policing Report
- Other relevant local CBO's/resources

Table 12, which can be found on the next several pages, summarizes the results of NICJRs services scan; a list of the specific CBOs identified by Tier 1 sub-category can be found in Appendix C. A detailed description of each Table 12 organizing category follows.

Table 12. CERN Build Out: CBO's, City Departments, Other Resources

CERN Category	Call Type(s)	Existing City-Contracted CBOs	Existing City Departments	Planned City Resources	Other Relevant Resources	Potential Oversight Commission/Board	Innovations, New and Emerging
Administrative	subpoena service; VIN verification; information bulletins, test call, report writing			BerkDOT (VIN verification)	Private subpoena servers		
Alarm	residential alarm, commercial alarm, bank alarm, audible alarm, GPS alarm	The Downtown Berkeley Association/ Downtown Ambassadors Street Team provides alarm assistance services			UCPD Community Service Officers provides alarm assistance services		
Animal	stray animals, barking dogs, cat in a tree etc.	Animal Rescue	City Manager's Office: Berkeley Animal Care Services			Animal Care Commission	

CERN Category	Call Type(s)	Existing City-Contracted CBOs	Existing City Departments	Planned City Resources	Other Relevant Resources	Potential Oversight Commission/Board	Innovations, New and Emerging
Investigation	investigating an open door, residential welfare checks, business premise checks, follow up on previous crime to collect evidence (witness statements, video footage, etc.)	Downtown Berkeley Association/ Downtown Ambassadors Street Team: investigating open doors, residential welfare checks, business premise checks			UCPD Community Service Officer (CSO) Program: investigating open doors, residential welfare checks, business premise checks		

CERN Category	Call Type(s)	Existing City-Contracted CBOs	Existing City Departments	Planned City Resources	Other Relevant Resources	Potential Oversight Commission/Board	Innovations, New and Emerging
Medical or Mental Health	mutual aid medical support, gunshot victim, 5150 transport, mental illness, suicide attempt, threat of suicide, mental health	4 CBOs contracted for health services; 1 CBO contracted for mental health services (Alameda County Network of Mental Health Clinics); several homeless oriented CBOs include a mental health component	Fire Department; Mental Health Division Mobile Crisis Team, and Crisis, Assessment, and Triage Team (loitering, panhandling, urinating in public); Health, Housing, and Community Services Department	SCU	Bonita House's Bridges to Recovery In-Home Outreach Team (IHOT) Bonita House's Community Assessment & Transportation Team (CATT) program New Bridge Foundation: drug and alcohol rehabilitation center in Berkeley, California that offers inpatient and outpatient services as well as detoxification treatment	Community Health Commission; Mental Health Commission	Crisis Response Unit (CRU), Olympia, Washington
Municipal	fall on city property; COVID-related violations; BPC violations - signage, lighting, etc.; sidewalk regulations		City Manager's Office: Code Enforcement, Public Works			Public Works Commission	

CERN Category	Call Type(s)	Existing City-Contracted CBOs	Existing City Departments	Planned City Resources	Other Relevant Resources	Potential Oversight Commission/Board	Innovations, New and Emerging
Other	create new call; no longer used, wireless 911 call got dropped	NA	NA	NA	NA	NA	NA
Public Order	Demonstrations, civil unrest	Downtown Berkeley Association's Safety Ambassadors Program: provides public order services/ assistance			UCPD Community Service Officer (CSO) Program: provides public order services/ assistance		

CERN Category	Call Type(s)	Existing City-Contracted CBOs	Existing City Departments	Planned City Resources	Other Relevant Resources	Potential Oversight Commission/Board	Innovations, New and Emerging
Quality of Life	loitering (homeless), panhandling, noise, trash/dumping, urinating in public	16 CBOs contracted for homeless services, approximately 50% with case management component. These resources could be leveraged to address loitering, panhandling, and public urination/intoxication complaints. Other CBOs (Eden Information and Referral as well Telegraph Business Improvement District) assist with quality of life calls as well. Downtown Berkeley Association's Safety Ambassadors Program: all Quality of Life CFS	Mental Health Division, Mobile Crisis, and Crisis, Assessment, and Triage Team (loitering, panhandling, urinating in public); City Manager's Office: Code Enforcement (trash/dumping)		UCPD Community Service Officer (CSO) Program: all Quality of Life CFS	Homeless Commission; Human Welfare and Community Action Commission	Mayor's Action Plan (MAP) for New York City

CERN Category	Call Type(s)	Existing City-Contracted CBOs	Existing City Departments	Planned City Resources	Other Relevant Resources	Potential Oversight Commission/Board	Innovations, New and Emerging
Substance Use	open air drug use and distribution, overdose related, down and out, public intoxication	1 CBO directly contracted for substance abuse services (Options Recovery Services); other homeless-oriented CBO's provide various substance abuse related services	Mental Health Division Mobile Crisis Team, and Crisis, Assessment, and Triage Team (loitering, panhandling, urinating in public)		New Bridge Foundation: drug and alcohol rehabilitation center in Berkeley, California that offers inpatient and outpatient services as well as detoxification treatment Bonita House's Bridges to Recovery In-Home Outreach Team (IHOT) Bonita House's Community Assessment & Transportation Team (CATT) program	Health Commission, Community; Homeless Commission; Mental Health Commission	Arlington Opiate Outreach Initiative
Traffic	abandoned vehicles, speeding, reckless driving		City Manager's Office: Code Enforcement (abandoned vehicles)	BerkDOT		Transportation Commission	NYPD Staten Island's Motor Vehicle Accident Program

CERN Category	Call Type(s)	Existing City-Contracted CBOs	Existing City Departments	Planned City Resources	Other Relevant Resources	Potential Oversight Commission/Board	Innovations, New and Emerging
Weapon	person with a gun				Building Opportunities for Self-Sufficiency appears to be only City-contracted CBO with significant experience with and focus on incarcerated/formerly incarcerated. May be a resource for this particular CFS and others in that vein.	Peace and Justice Commission	

<u>Existing City-Contracted Community Based Organizations</u>
NICJR reviewed all City-contracted CBO's and, where possible, aligned CERN Tier 1 sub-categories with community-based organizations; identified organizations are those that could potentially be leveraged to build out the CERN approach. Although the City contracts with a number of CBO's, there is a significant concentration in homeless services, with few contracted providers in many of the other CERN Tier 1 sub-categories. Where able to identify, NICJR has lifted up those CBO's working in any area that appear to be doing some type of case management or street outreach work, as well as those that have experience with a criminal justice population. These organizations are likely best positioned to serve as the starting point for the development of the CERN infrastructure. There is at least one City-contracted CBO that NICJR is aware of that engages in case management and outreach work *and* has extensive experience with justice-involved community members; that organization, Building Opportunities for Self Sufficiency (BOSS), is an obvious candidate to serve as one of the City's anchor and foundational CERN partners. BOSS is an example of a capable organization, there are others in Berkeley and the city would need to conduct a Request for Proposals process to select the most appropriate service providers.

The Downtown Berkeley Association (DBA), an independent non-profit organization that has recently contracted with the City, provides a variety of services including but not limited to cleaning and beautification, hospital and outreach, marketing and business support, and prevention of crime and other threats to merchants.[4] Positions encompass hospitality workers, cleaners, social workers, and trained guards, known as Safety Ambassadors. Safety Ambassadors carry batons, pepper spray, and handcuffs and are outfitted with neon vests.

Safety Ambassadors often have backgrounds in law enforcement and are required to undergo an 8-hour general training along with additional trainings covering topics such as sexual harassment, mental illness, and de-escalation tactics. The stated objective of this program is to increase the quality of life in downtown Berkeley and ensure that any potential disturbances are curtailed.[5] Low-level municipal or quality of life violations, open use of illicit drugs, and threats to businesses are all addressed by the Safety Ambassadors. As such, the DBA itself may serve as an important CERN resource. However, it is important to note that many community members and organizations have expressed concerns with the enforcement-type equipment that Safety Ambassadors carry.

Lastly, the Mental Health Division's (MHD) Mobile Crisis Team provides immediate crisis intervention services for the community and supports BPD in capacities including co-responding to calls for service upon BPD request. This Team, as well as the MHD's Crisis, Assessment, and Triage Team, are obvious foundations for the SCU which is currently under development. The Mobile Crisis Team has very limited resources and

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[4] https://www.downtownberkeley.com
[5] https://www.berkeleyside.org/wp-content/uploads/2020/09/Safety-Ambassador-Pilot-Program-2-Month-Report.pdf

available hours. At the time of this report, the Team only has two members. In Listening Sessions held with BPD officers, many expressed the need to expand the good work of the Mobile Crisis Team.

Existing City Departments

There are a number of City Departments that are either currently, or could, be deployed to address CERN Tier 1 sub-categories. For example, the BPD currently partners with the Mental Health Division's Mobile Crisis Team, and the Code Enforcement Unit within the City Manager's Office is responsible for addressing illegal dumping. The roles and responsibilities of existing City Departments could be expanded to support absorption of specific Tier 1 CFS. BPD also employs civilian technicians who could be used to take reports or collect evidence in cold CFS that may not need an officer present.

Existing Berkeley Commissions, Boards and Departments

NICJR reviewed the City's Boards and Commissions to identify those that might be most appropriate for supporting the development and oversight of various components of the CERN. While ultimately the effort is likely most effectively administered by a single oversight body, the development of various components of the alternate response model may lend itself to disaggregation by topic, although an effective coordination and overall project management approach should be employed from the outset.

Planned City Resources

The City has two significant alternative response initiatives currently underway: the Berkeley Department of Transportation (BerkDOT) and the Specialized Care Unit (SCU). While the scope of these efforts is unclear, NICJR has assigned Tier 1 sub-categories to these City-initiated alternate responses as follows:

- BerkDOT: All traffic CFS
- SCU: All mental health and drug use CFS

The following relevant excerpts from the City Manager's *Proposed Annual Budget Fiscal Year 2022* suggest that the 2021-2022 budget year is a planning period for BerkDOT, while the SCU is on more accelerated implementation timeline:

BerkDOT

"The Public Works Department is evaluating the potential to create a Berkeley Department of Transportation to ensure a racial justice lens in traffic and parking enforcement and the development of transportation policy, programs, and infrastructure.[6]

- Estimated Budget: $75,000
- Description: Develop plans for establishing a Berkeley Department of Transportation to ensure racial justice and equity in Transportation policies,

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[6] Page 24, *Proposed Annual Budget Fiscal Year 2022*

programs, services, capital projects, maintenance, and enforcement. Coordinate this with the Reimagining Public Safety effort."

Current state law does not allow non-law enforcement to conduct traffic stops. Given the City's decision to establish BerkDOT, in Appendix D we have assigned all traffic CFS to CERN Tier 1.

SCU
 "The Health, Housing and Community Services Department is working with a steering committee to develop a pilot program to re-assign non-criminal police service calls to a Specialized Care Unit."[7]
- $8 million is currently allocated for programs addressing community safety and crisis response.[8]
- Before the SCU is deployed, community safety concerns have been proposed to be addressed through:
  - Expanding prevention and outreach
    - Leverage existing teams and CBOs
    - Address basic needs (i.e., wellness checks, food, shelter)
    - Equipment and supplies
    - Estimated budget: $1.2 million
  - Crime prevention and data analysis to support data driven policing and identify areas of community need
    - Establish data analysis team (2 non-sworn positions)
    - Deploy Problem Oriented Policing Team (overtime)
    - Estimated budget: $1.0 million

Other Relevant Resources
NICJR has identified three non-City funded CBOs as potential alternate response providers related to Tier 1 sub-categories: the New Bridge Foundation (NBF); Bonita House's Community Assessment and Transport Team (CATT) and Bridges to Recovery In-Home Outreach Team (IHOT); and the University of California's Community Service Officer Program. Again, these are examples, the city would need to conduct a Request for Proposals process to select the most appropriate service providers.

New Bridge Foundation
NBF was identified as a possible alternative solution by Berkeley Reimagining Public Safety Task Force Members. NBF is a residential and outpatient addiction treatment center that provides comprehensive services and has a community outreach component to their program. NBF was assigned to the Tier 1 sub-category, substance use.

Bonita House

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[7] Page 24, *Proposed Annual Budget Fiscal Year 2022*
[8]https://www.cityofberkeley.info/uploadedFiles/Clerk/Level_3_-_City_Council/FY%202022%20CM%20Proposed%20Budget%20Recommendations.pdf

While Bonita House receives City funding for its Creative Wellness Center (CWC) which serves as an entry point for recovery and supportive services for people with mental health needs and co-occurring conditions, it does not currently receive financial support for its *Community Assessment and Transport Team (CATT)*; a crisis response system to get clients "to the right service at the right time", or its *Bridges to Recovery In-Home Outreach Team (IHOT)*; a short-term outreach, engagement and linkage to community services program for individuals with severe mental illness. Both of these teams could potentially play important roles in a new alternate response network.

University of California Police Departments (UCPD)
Most University of California Police Departments (UCPD) have some type of Community Service Officer (CSO) Program. CSOs are uniformed, civilian personnel comprised of students that assist the UCPD in a variety of ways. They provide evening and night escorts, patrol campus buildings and residence halls, perform traffic control duties, and act as liaisons between university students and their corresponding police departments.[9] CSOs generally carry pepper spray and work anywhere from 10-20 hours each week. The majority of UCPD CSO Programs also employ tasers.[10] Some are trained to aid in cases of medical emergencies.[11] General security and deterrence of crime are the goals of the CSO program.[12]

At UC Berkeley, the CSO Program is made up of 60 part-time students. CSOs offer the BearWalk, a night escort for all faculty and students at the University. Berkeley CSOs are also contracted to patrol residence areas and university buildings. Often, CSOs assist in special events or sports games to promote safety and security. Applicants to the CSO Program must be in good academic standing, undergo a background check, and an oral board interview as part of the hiring process.[13] Because the CSO program is already established in the campus area, it may make sense for the City to partner with the University to expand the responsibilities of this student-staffed community service to include for example responding to suspicious circumstances or vehicles CFS. Other example CSO activities include processing complaints and taking reports.

New and Emerging Models
In addition to reviewing existing and planned local resources, NICJR reviewed the New and Emerging Models of Community Safety and Policing Report, to identify programs that might be appropriate for Berkeley implementation. Five initiatives were identified pursuant to this review: San Francisco's Street Crisis Response Team (SCRT); Olympia, Washington's Crisis Response Unit (CRU); Mayor's Action Plan (MAP) for New York City; The Arlington Opiate Outreach Initiative; and NYPD Staten Island's Motor Vehicle Accident Pilot Program.

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[9] https://www.police.ucla.edu/cso
[10] https://dailybruin.com/2006/11/28/a-closer-look-uc-campuses-exhi
[11] https://police.ucsd.edu/services/cso.html
[12] https://www.police.ucla.edu/cso/about-cso
[13] https://ucpd.berkeley.edu/services/community-service-officer-cso-program

The Street Crisis Response Team (SCRT) is a pilot program administered by the Fire Department in San Francisco, California, for individuals experiencing a behavioral health crisis. SCRT Teams consist of a behavioral health specialist, peer interventionist, and a first responder who work in 12-hour shifts. 911 calls that are determined to be appropriate for the SCRT are routed to SCRT by dispatch. A team responds in an average of fifteen minutes.

The City of Olympia, Washington implemented their **Crisis Response Unit (CRU)** in April of 2019 to serve as an option for behavioral health calls for service. The CRU teams consist of mental health professionals that provide supports such as mediation, housing assistance, and referrals to additional services to their clients. Calls for service for the CRU originate from community-based service providers, the City's 911 hub, and law enforcement personnel.

The Mayor's Action Plan (MAP) for New York City (NYC) was launched in 2015 in fifteen NYC Housing Authority properties with high violence rates in order to foster productive dialogue between local residents and law enforcement, address physical disorganization, and bolster pro-social community bonds. MAP's focal point is NeighborhoodStat, a process that allows residents to have a say in the way NYC allocates its public safety resources. Early evaluations show a reduction in various crimes as well as increased perception of healthier neighborhoods.

The Arlington Opiate Outreach Initiative was established in 2015 in Arlington, Massachusetts, and brings together social workers, community-based organizations, and public health clinicians housed in the Arlington Police Department in order to foster relationships with residents of the community and then connect them to treatment and supports. Individuals in the community are identified for possible treatment after frequent police encounters, prior history of drug usage, or previous hospitalization related to overdoses.

NYPD Staten Island's **Motor Vehicle Accident Pilot Program** is aimed at reducing the number of calls for service related to minor collisions. When a call for service comes in regarding a collision, dispatch will determine if the collision is minor or serious enough to merit police response. If the collision is deemed to be minor, all individuals involved in the crash will simply complete a collision report and then exchange contact information.

Community Survey

In partnership with the City of Berkeley's (City) Reimagining Public Safety Task Force and the City Manager's Office, Bright Research Group (BRG) conducted an online-based community survey (survey) in both English and Spanish between May 18 and June 15, 2021. The survey was disseminated by the City of Berkeley, the Reimagining Public Safety Task Force, community-based organizations, and other key partners. The survey

was designed to gather insight into residents' perceptions and experiences in three primary areas: the Berkeley Police Department (BPD) and crisis response; priorities for reimagining public safety; and recommendations for alternative responses for calls for service.

Survey Summary

Community Safety

While most survey respondents indicated that they view Berkeley as safe or very safe, these results were not consistent across all demographic groups. Slightly over 30 percent of respondents perceived Berkeley as safe or very safe; an additional 46.4 percent of respondents perceived Berkeley as somewhat safe. White residents were more likely to perceive Berkeley as safe or very safe; Black, Latin, Asian and Other Non-white residents were more likely to perceive Berkeley as unsafe or very unsafe.

Figure 5. How safe do you think Berkeley is?
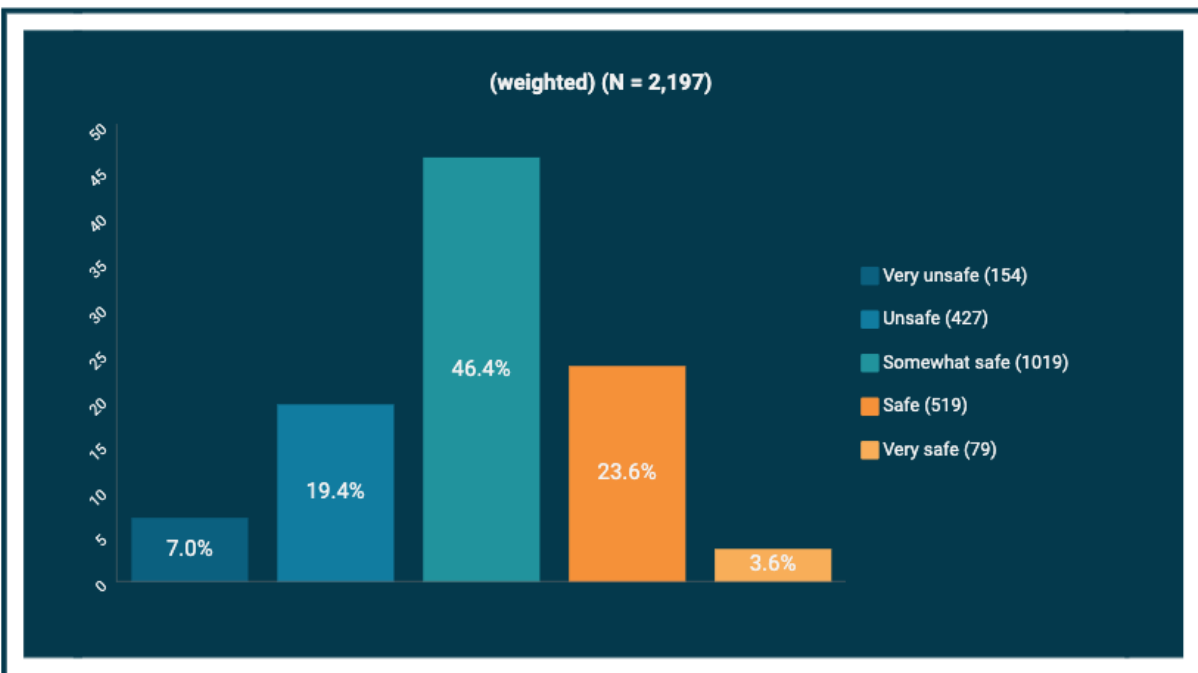
Table 13. How safe do you think Berkeley is? By race and ethnicity.

	White N = 1,622	Black N = 139	Latin N = 103	Asian N = 159	Other Nonwhite N = 168	Undisclosed N = 478
Very unsafe	4.0%	14.4%	9.7%	7.5%	15.5%	19.5%
Unsafe	14.7%	25.9%	25.2%	24.5%	23.2%	34.9%
Somewhat safe	50.5%	36.0%	46.4%	45.3%	46.4%	33.1%
Safe	26.2%	22.3%	13.1%	20.8%	13.1%	10.0%
Very safe	4.6%	1.4%	1.8%	1.9%	1.8%	2.5%

Key Public Safety Concerns

Survey respondents ranked homelessness and sexual assault as the most important public safety concerns. These were followed by shootings and homicides and mental health crises. The lowest priorities were substance use, drug sales, and police violence.

Figure 6. How important are the following issues to community health and safety in Berkeley to you? (weighted)[14]

3.69
3.67
3.60
3.57
3.55
3.54
3.42
3.30
3.28
3.23
3.11
2.93
2.87
2.78

0 0.2 0.4 0.6 0.8 1.0 1.2 1.4 1.6 1.8 2.0 2.2 2.4 2.6 2.8 3.0 3.2 3.4 3.6 3.8 4.0

Homelessness   Sexual assault   Shooting and Homicides   Mental Health Crises   Child Abuse
Robberies   Burglaries and breakins   Human trafficking   Domestic abuse and intimate partner violence   Thefts
Traffic safety   Police Violence   Drug sales   Substance use
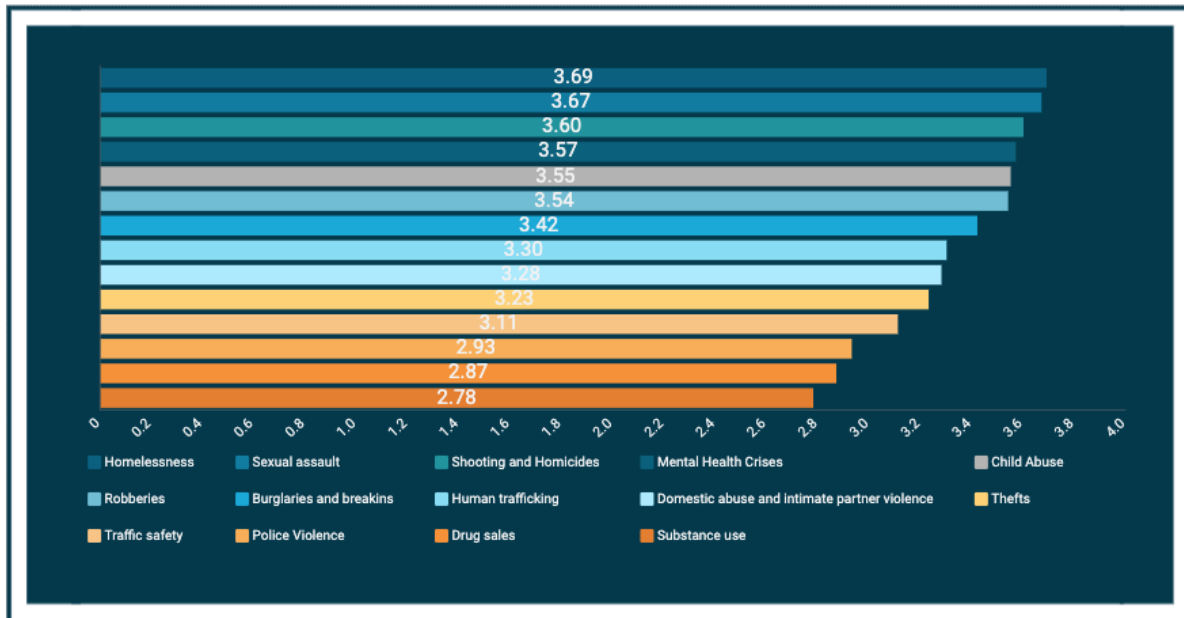
Nearly half of survey respondents reported experiencing street harassment, and 41 percent reported being the victim of a crime. Black survey respondents reported experiencing higher rates of mental health crisis, homelessness, and family victimization, as well as police harassment and arrest, than did other survey respondents.

Patterns in priorities for safety were consistent across race and ethnicity, except for survey respondents with an undisclosed race and ethnicity.

When assessing the findings on priorities of Berkeley residents for community health and safety, survey respondents ranked investments in mental health, homeless and violence prevention services highest. There are differences along race and ethnicity for investment priorities, with White respondents rating all listed programs higher overall. Black respondents were also rated an investment in mental health services higher in comparison to other prevention services.

[14] 4: very important; 3: important; 2: somewhat important; 1: not important

Figure 7. How important is it to you for the City of Berkeley to invest in each of these programs and services to ensure a public safety system that works for all? (weighted)[15]

Program	Score
Mental health services	3.59
Homeless services program	3.59
Violence prevention programs	3.34
Substance use services	3.22
Youth employment and opportunities programs	3.20
Trafic safety programs	2.88

Table 13. How important is it to you for the City of Berkeley to invest in each of these programs and services to ensure a public safety system that works for all? By race and ethnicity.[16]

	White N = 1,599	Black N = 136	Latin N = 103	Asian N = 154	Other Nonwhite N = 167	Undisclosed N = 462
Not effective at all	6.8%	8.8%	4.9%	5.2%	10.2%	5.2%
Somewhat effective	36.3%	36.0%	41.7%	43.5%	30.5%	35.9%
Effective	43.4%	27.2%	32.0%	35.1%	39.5%	34.0%
Very effective	13.4%	27.9%	21.4%	16.2%	19.8%	24.9%

[15] 4: very important; 3: important; 2: somewhat important; 1: not important
[16] very important; 3: important; 2: somewhat important; 1: not important

Views on the Berkeley Police Department

A majority of respondents (53.3 percent) perceived the BPD as being effective or very effective. Only 6.7 percent of respondents perceived BPD as being not effective at all. Nonwhite respondents were more likely to indicate that BPD is not effective at all, while White respondents were more likely to indicate that BPD is effective.

When assessing experiences of residents when contact is made with BPD, survey results found that almost 75 percent of respondents who indicated they've had contact with BPD indicated their experience was positive or very positive, while Black and Asian residents were more likely to report negative experiences with BPD.

Table 14. When it comes to public safety, how effective is the Berkeley Police Department? By race and ethnicity.

	White N = 1,599	Black N = 136	Latin N = 103	Asian N = 154	Other Nonwhite N = 167	Undisclosed N = 462
Not effective at all	6.8%	8.8%	4.9%	5.2%	10.2%	5.2%
Somewhat effective	36.3%	36.0%	41.7%	43.5%	30.5%	35.9%
Effective	43.4%	27.2%	32.0%	35.1%	39.5%	34.0%
Very effective	13.4%	27.9%	21.4%	16.2%	19.8%	24.9%

Views on Alternative Responses to Calls for Service

A large majority of survey respondents (81 percent) among all racial and ethnic groups indicated a preference for trained mental health providers to respond to calls related to mental health and substance use, with most also indicating that police should be available to support a response to those calls if needed.

An even greater percentage (83.6 percent) of survey respondents indicated a preference for homeless services providers to respond to calls related to homelessness, with police present when necessary.

Figure 7: Who should respond to calls related to mental health and substance use?

(N = 2,224, weighted)

- 65.9%
- 14.9%
- 14.9%
- 4.1%
- 2%

- Trained mental health providers with support from police when needed (1465)
- Trained mental health providers with no police involvement at all (331)
- Police with support from trained mental health providers (332)
- Police who have received additional training (91)
- No one should respond (5)
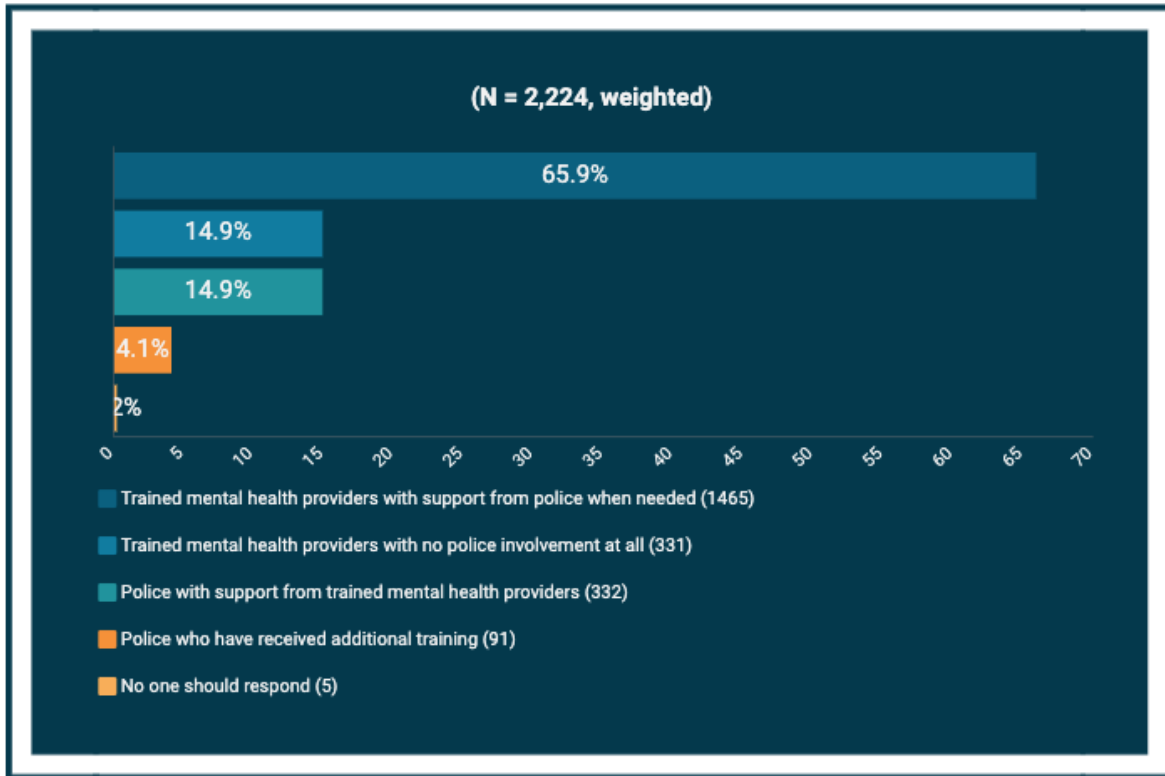
Figure 8. Who should respond to calls related to homelessness?

(weighted)

- 63.6%
- 20.1%
- 11.6%
- 4.1%
- 5%

- Homeless service providers with support from police when needed (1408)
- Homeless service providers with no police involvement at all (445)
- Police with support from homeless providers (258)
- Police who have received additional training (92)
- No one should respond (14)
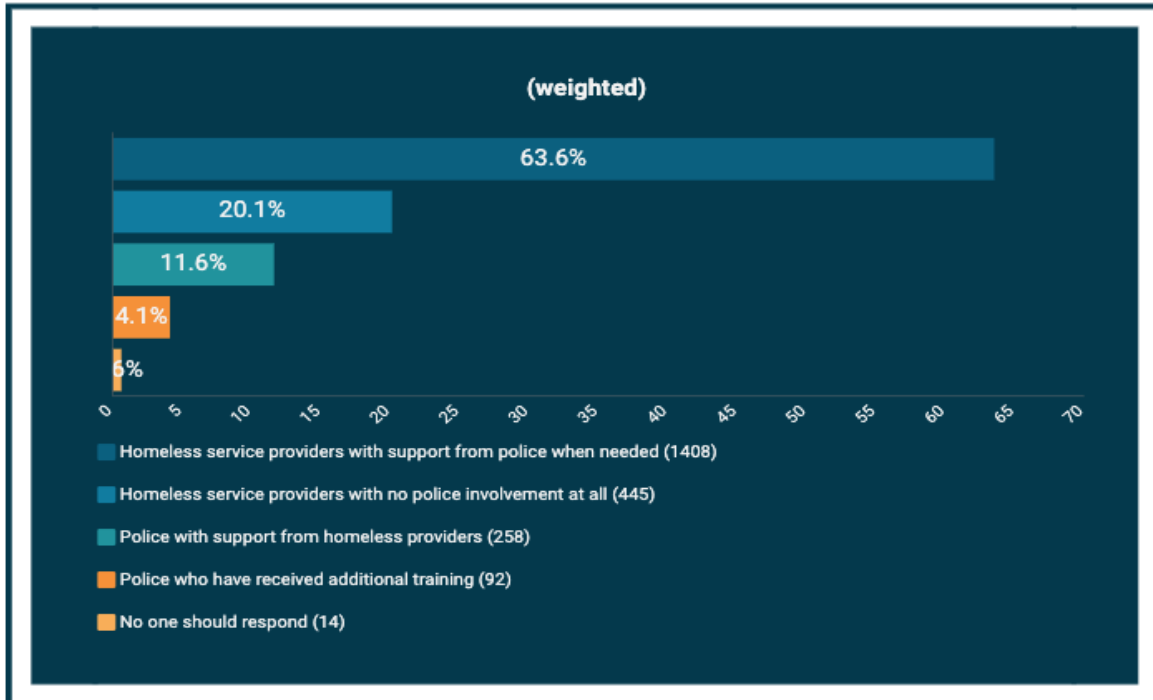
Focus Group Feedback

In collaboration with NICJR, Bright Research Group facilitated a series of focus groups to gather data on community sentiment regarding the current state of public safety, the role of the Berkeley Police Department (BPD), and the future of public safety. Outreach to Black, Latino, system-impacted, and unstable housed/ food-insecure residents was facilitated by the McGee Avenue Baptist Church, Center for Food, Faith, and Justice, and the Berkeley Underground Scholars. Researchers conducted four focus groups comprised of 55 individuals.

Youth under the age of 18 and Latino residents are underrepresented in the focus groups. The qualitative data collected is also not necessarily representative of Black. Latino, formerly incarcerated, or housing-insecure residents.

Table 15. Focus Group Participants

Focus Group Description	Number of Participants
Black Residents	18
Housing- / Food-Insecure Residents	27
Black and Latin Youth	4
Justice-System-Impacted Students	6
Total Stakeholders	**55**

Focus group participants shared concerns regarding gang involvement, racism, and the availability of guns in Berkeley. Black and Latino youth and Justice-System-Impacted students expressed significant concerns about their personal safety and police violence. Participants identified homelessness and the housing crisis as critical public health and safety issues. Black residents, housing-insecure residents, and system-impacted individuals all expressed distrust in the city government. Black residents, youth, system-impacted students, and low-income residents also expressed that policing in Berkeley allows for race and income-related profiling. Focus group participants also stated that police resources are mismanaged.

Diverse perspectives were collected regarding the future role of BPD. Youth would like police officers who are part of the community and interact positively with young people. Participants who discussed divestment from police recommended investment in trained peacekeepers and community safety patrols as alternatives.

With regard to mental health crises and homelessness, focus group participants across demographic groups suggested that clinicians and social workers play a role in interventions. Focus group participants expressed broad support for the power of community-driven crime prevention strategies and expressed trust in community-based and faith-based organizations; conversely, there was some suspicion expressed regarding the idea that BPD functions would simply be performed by another government agency.

Relevance to NICJR's Recommended CERN

The proposed Tiered Dispatch model contemplates diverting 53 percent of non-criminal calls to a non-law enforcement response, which may comprise community-based providers, non-police City departments, or some combination of both. Survey and focus group results suggest a strong appetite and desire for, at a minimum, a supplemental response to many call types, including ones related to mental health, homelessess, and substance abuse; that supplemental response could be, for example, a community responder participating in call response, along with the BPD. This co-response model is reflected in CERN Tiers 2 and 3. CERN Tier 1 does not contemplate a joint law enforcement response, and NICJR does not recommend applying this co-response model to the non-criminal calls that are appropriate for a Tier 1 response.[17]

Some focus group participants expressed concern about another governmental, rather than community-based, entity, assuming BPD CFS responsibilities. This concern should be considered by the City when determining the final alternative response structure, specifically with respect to the scope and role of the planned SCU.

Conclusion

Berkeley is a relatively safe and well-resourced city. However, thefts, robberies, and incidents involving people with potential mental health and/or substance abuse challenges are of significant concern. By reducing BPD's focus on non-criminal and low-level CFS, the Department can improve its response, investigation, and prevention of more serious crime. A transition of responsibility for response to Tier 1 CFS should generate approximately $7.3 million annually in BPD budget savings. If invested in the build out of the alternative response network, these funds would comprise a 35 percent increase in the City Manager's proposed FY22 funding level for community-based organizations writ large. This type of targeted redirection of BPD resources would represent a significant and meaningful step in the City's efforts to reimagine public safety.

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[17] The final survey questions as developed by the Task Force asked very directed questions - such as who should respond to specific call types - with very little contextual background or information. Further, these types of alternative response questions were only asked about certain call types: mental health, homelessness, and substance abuse, not the full array of non-criminal CFS.

Any reduction in policing services should be measured, responsible, and safe. Alternative responses should be piloted and scaled after proven effective. Members of the CERN – which should be robust, structured, well-trained, and professional teams – should have radio connection directly into BPD dispatch in order to be able to call for an officer if needed. Similarly, on Tier 2 calls, if officers are not needed, they should allow the CERN to remain on the call alone. During the pilot phase, how often the CERN request police assistance will have to be assessed and use that information to possibly move certain call types into different CERN levels. These new, reimagine ideas will take time and effort to implement successfully. More detailed recommendations on implementation measures will be included in the Final Report.

Appendix

Appendix D. Tiered Dispatch with Traffic Calls as Tier 1

Appendix A

Original Call Type Description	Auditor Classification	NICJR Category Legend	N/A Denotes call types not classified by the auditor
5 or More Unpaid Parking Tickets	N/A	Non-Criminal	
5150 Transport	N/A	Non-Criminal	
Abandoned Vehicle	Traffic	Non-Criminal	
Advice	Community	Non-Criminal	
Aid to BFD	N/A	Non-Criminal	
Aid to Citizen	Community	Non-Criminal	
Animal Cruelty	FBI Part II Crimes	Misdemeanor	
Animal Matter	Community	Non-Criminal	
Annoying Phone Calls	Community	Non-Criminal	
Arson	Property Crime (FBI Part I Crime)	Serious Violent Felony	
Ascertain 911	Investigative/Operational	Non-Criminal	
Assault w/ Caustic Substance	Violent Crime (FBI Part I Crimes)	Serious Violent Felony	
Assault w/ Caustic Substance Report	N/A	Non-Criminal	
Assault w/ Deadly Weapon	Violent Crime (FBI Part I Crimes)	Serious Violent Felony	
Assault w/ Deadly Weapon Report	N/A	Non-Criminal	
Attempt Assault w/Deadly Weapon	N/A	Serious Violent Felony	
Attempted Rape	N/A	Serious Violent Felony	
Audible Alarm	Alarm	Non-Criminal	
Auto Burglary	Property Crime (FBI Part I Crime)	Non-Violent Felony	
Automatic Aid	N/A	Non-Criminal	
Bait Bike	N/A	Non-Criminal	
Barking Dog	Community	Non-Criminal	
Battery	FBI Part II Crimes	Serious Violent Felony	
Battery w/ grievous bodily harm (GBH)	Violent Crime (FBI Part I Crimes)	Serious Violent Felony	
Battery w/ grievous bodily harm (GBH) report	N/A	Non-Criminal	
Berkeley Municipal Code (BMC) Violation	FBI Part II Crimes	Non-Criminal	
Bike Stop	Traffic	Non-Criminal	
Bomb Threat	FBI Part II Crimes	Serious Violent Felony	
Brandishing	FBI Part II Crimes	Misdemeanor	
Burglary	Property Crime (FBI Part I Crime)	Non-Violent Felony	
Business & Professions Violation	FBI Part II Crimes	Non-Criminal	
Car Alarm	N/A	Non-Criminal	
Carbon Monoxide Alarm	N/A	Non-Criminal	
Carjacking	Violent Crime (FBI Part I Crimes)	Serious Violent Felony	

Original Call Type Description	Auditor Classification	NICJR Category Legend
Child Abuse	FBI Part II Crimes	Serious Violent Felony
Child Molest	Violent Crime (FBI Part I Crimes)	Serious Violent Felony
Child Neglect	FBI Part II Crimes	Non-Criminal
City Manager Report	Information/Administrative	Non-Criminal
Civil Standby	Community	Non-Criminal
Commercial Fire Alarm	N/A	Non-Criminal
Construction Zone	N/A	Non-Criminal
Court Order Report	Information/Administrative	Non-Criminal
Court Order Violation	FBI Part II Crimes	Non-Violent Felony
COVID-related, health and safety violation	N/A	Non-Criminal
Dead Body Found	Medical or Mental health	Non-Criminal
Defraud Hotel/Restaurant	FBI Part II Crimes	Misdemeanor
Demonstration	Community	Non-Criminal
Disturbance	FBI Part II Crimes	Non-Criminal
Dog Bite	Community	Non-Criminal
Drug Activity	FBI Part II Crimes	Non-Criminal
DUI Driver	FBI Part II Crimes	Misdemeanor
Expired Vehicle Registration	N/A	Non-Criminal
Explosion	Community	Non-Criminal
Extra Surveillance	N/A	Non-Criminal
Fall On City Property	Information/Administrative	Non-Criminal
Family Disturbance	FBI Part II Crimes	Non-Criminal
Fire Alarm Reset	N/A	Non-Criminal
Fire Information	N/A	Non-Criminal
Firearm Destruction	Information/Administrative	Non-Criminal
Foot Chase	FBI Part II Crimes	Misdemeanor
Forged RX	FBI Part II Crimes	Non-Violent Felony
Forgery	FBI Part II Crimes	Non-Violent Felony
Found Juvenile	Community	Non-Criminal
Found Person	Community	Non-Criminal
Found Property	Community	Non-Criminal
Gambling	FBI Part II Crimes	Misdemeanor
GPS Tracker Alarm	Alarm	Non-Criminal
Grand Theft	Property Crime (FBI Part I Crime)	Non-Violent Felony

Original Call Type Description	Auditor Classification	NICJR Category Legend
Hate Crimes	FBI Part II Crimes	Non-Violent Felony
Hit & Run Non-Injury	Traffic	Misdemeanor
Hit & Run w/ Injuries	Traffic	Serious Violent Felony
Hit & Run w/ Injuries Report	N/A	Non-Criminal
Home Invasion	Property Crime (FBI Part I Crime)	Serious Violent Felony
Identity Fraud	FBI Part II Crimes	Misdemeanor
Illegal Dumping	Community	Misdemeanor
Indecent Exposure	FBI Part II Crimes	Misdemeanor
Incorrigible	Community	Non-Criminal
Information	Information/Administrative	Non-Criminal
Injury Accident	Traffic	Non-Criminal
Injury Accident Complaint of Pain	N/A	Non-Criminal
Injury Accident Inv Ped or Bicyclist	N/A	Non-Criminal
Injury Accident Report	N/A	Non-Criminal
Inoperable Vehicle	N/A	Non-Criminal
Kidnap	FBI Part II Crimes	Serious Violent Felony
Knock & Talk	Investigative/Operational	Non-Criminal
Lodging in Public	Community	Misdemeanor
LoJack Stolen Car	Investigative/Operational	Non-Violent Felony
Lost Property	Community	Non-Criminal
Loud Report	Community	Non-Criminal
Major Injury Accident	N/A	Non-Criminal
Malicious Damage	N/A	Misdemeanor
Medical Emergency	N/A	Non-Criminal
Medical Emergency with Gun Shot	N/A	Non-Criminal
Mental Health	N/A	Non-Criminal
Mental Illness	Medical or Mental health	Non-Criminal
Misc Penal Code Violation	FBI Part II Crimes	Non-Criminal
Misc Vehicle Code Violation	Traffic	Non-Criminal
Missing Juvenile	Community	Non-Criminal
Missing Person	Community	Non-Criminal
Missing Person at Risk	Community	Non-Criminal
Mutual Aid Medical	N/A	Non-Criminal
No Vehicle Identification	N/A	Non-Criminal

Original Call Type Description	Auditor Classification	NICJR Category Legend
Noise Disturbance	Community	Non-Criminal
Non-Injury Accident	N/A	Non-Criminal
Obstructing Traffic	N/A	Non-Criminal
Officer Flagged Down	Community	Non-Criminal
Oral Copulation	N/A	Serious Violent Felony
Outside Agency Assist	Investigative/Operational	Non-Criminal
Parking Violation	Traffic	Non-Criminal
Pedestrian Stop	Traffic	Non-Criminal
Peeper	N/A	Misdemeanor
Person Calling For Help	N/A	Non-Criminal
Person Down	Medical or Mental health	Non-Criminal
Person w/ a Gun	N/A	Non-Criminal
Petty Theft	FBI Part II Crimes	Misdemeanor
Possession of Stolen Property	Property Crime (FBI Part I Crime)	Misdemeanor
Posted No Parking	FBI Part II Crimes	Non-Criminal
Priority Code Assist	N/A	Non-Criminal
Pronet Alarm	N/A	Non-Criminal
Property Damage	Alarm	Misdemeanor
Prostitution	Information/Administrative	Misdemeanor
Prowler	FBI Part II Crimes	Misdemeanor
Public Assist	FBI Part II Crimes	Non-Criminal
Rape	N/A	Serious Violent Felony
Reckless Driver	Violent Crime (FBI Part I Crimes)	Misdemeanor
Red Zone Cite	Traffic	Non-Criminal
Repossession	N/A	Non-Criminal
Residential Fire Alarm	Information/Administrative	Non-Criminal
Robbery	N/A	Serious Violent Felony
Runaway	Violent Crime (FBI Part I Crimes)	Non-Criminal
Search Warrant	Community	Non-Criminal
Security Check	Investigative/Operational	Non-Criminal
Service Agency Assist	Community	Non-Criminal
Sexual Assault	N/A	Serious Violent Felony
Sexual Battery	Violent Crime (FBI Part I Crimes)	Serious Violent Felony
Shooting Cold Report	N/A	Non-Criminal
	N/A	

Original Call Type Description	Auditor Classification	NICJR Category Legend
Shooting w/ Ambulance	N/A	Serious Violent Felony
Shoplifter In-Custody	Property Crime (FBI Part I Crime)	Misdemeanor
Shot At Dwelling	Violent Crime (FBI Part I Crimes)	Serious Violent Felony
Silent Alarm	Alarm	Non-Criminal
Speeding Vehicle	Traffic	Misdemeanor
Spousal Abuse	FBI Part II Crimes	Serious Violent Felony
Spousal Abuse w/o Injury	N/A	Misdemeanor
Spousal or domestic abuse	FBI Part II Crimes	Serious Violent Felony
Stolen Rental Vehicle	N/A	Non-Violent Felony
Stolen Vehicle	Property Crime (FBI Part I Crime)	Non-Violent Felony
Stolen Vehicle Recovery	Traffic	Non-Criminal
Storm Log	N/A	Non-Criminal
Subpoena Service	Information/Administrative	Non-Criminal
Suicide Attempt	Medical or Mental health	Non-Criminal
Suicide w/ Ambulance	Medical or Mental health	Non-Criminal
Surveillance	Investigative/Operational	Non-Criminal
Suspicious Circumstance	Community	Non-Criminal
Suspicious Person	Community	Non-Criminal
Suspicious Vehicle	Traffic	Non-Criminal
Suspicious Vehicle	Community	Non-Criminal
Temporary Restraining Order Log	Information/Administrative	Non-Criminal
Temporary Restraining Order Violation	FBI Part II Crimes	Non-Violent Felony
Test Call	N/A	Non-Criminal
Threat of Suicide	Medical or Mental health	Non-Criminal
Throwing Object(s) at Vehicle	FBI Part II Crimes	Misdemeanor
Ticket Sign Off	N/A	Non-Criminal
Traffic Stop	Traffic	Non-Criminal
Traffic Hazard	Traffic	Non-Criminal
Transportation	Traffic	Non-Criminal
Trespassing	FBI Part II Crimes	Misdemeanor
Under the Influence	N/A	Non-Criminal
Unknown Injury Accident	Traffic	Non-Criminal
Unknown Problem	Investigative/Operational	Non-Criminal
Vandalism to Vehicle	FBI Part II Crimes	Misdemeanor

Original Call Type Description	Auditor Classification	NICJR Category Legend
Vehicle Blocking Driveway	N/A	Non-Criminal
Vehicle Blocking Sidewalk	N/A	Non-Criminal
Vehicle Double Parking	N/A	Non-Criminal
Vehicle Pursuit	Traffic	Serious Violent Felony
Vehicle Release	Traffic	Non-Criminal
Vehicle Stop	N/A	Non-Criminal
Vehicle vs Ped or Bike	N/A	Non-Criminal
Vicious Dog	Community	Non-Criminal
Video Alarm	N/A	Non-Criminal
Vin Verification	Traffic	Non-Criminal
Warrant Arrest	Investigative/Operational	Non-Criminal
Welfare Check	Medical or Mental Health	Non-Criminal
Wireless 911	Information/Administrative	Non-Criminal

Appendix B

Call Type Code	Call Type Description	NICJR Category	Default CERN Category	* Highlighted cells indicate a change from Default CERN Assignment Arrest Rate CERN Category	* Highlighted cells indicate a change from Arrest Rate CERN Assignment Alternate Response CERN Category
111	Fire Information	NC	1	1	1
207	Kidnap	SV FEL	4	4	4
211	Robbery	SV FEL	4	4	4
215	Carjacking	SV FEL	4	4	4
220	Attempted Rape	SV FEL	4	4	4
242	Battery	SV FEL	4	4	3
243	Battery w/ grievous bodily harm (GBH)	SV FEL	4	4	4
244	Assault w/ Caustic Substance	SV FEL	4	4	4
245	Assault w/ Deadly Weapon	SV FEL	4	4	4
246	Shot At Dwelling	SV FEL	4	4	4
261	Rape	SV FEL	4	4	4
288	Child Molest	SV FEL	4	4	4
314	Incident Exposure	MISD	2	2	2
330	Gambling	MISD	2	2	2
415	Disturbance	NC	1	1	1
417	Brandishing	MISD	2	2	3
451	Arson	SV FEL	4	4	4
459	Burglary	NV FEL	3	3	3
470	Forgery	NV FEL	3	3	3
484	Petty Theft	MISD	2	2	2
487	Grand Theft	NV FEL	3	3	3
496	Possession of Stolen Property	MISD	2	2	2
537	Defraud Hotel/Restaurant	MISD	2	2	2
594	Malicious Damage	MISD	2	2	2
597	Animal Cruelty	MISD	2	2	2
601	Runaway	NC	3	3	1
1042	Welfare Check	NC	1	1	1
1053	Person Down	NC	1	1	1
1056	Suicide w/ Ambulance	NC	1	1	1
1057	Missing Person	NC	1	1	1

Code	Description	Type			
1067	Person Calling For Help	NC	1	1	1
1070	Prowler	MISD	2	2	3
1071	Shooting w/ Ambulance	SV FEL	4	4	4
1079	Bomb Threat	SV FEL	4	4	4
1080	Explosion	NC	3	3	3
1124	Abandoned Vehicle	NC	1	1	1
1148	Transportation	NC	1	1	1
1180	Major Injury Accident	NC	4	4	3
1181	Injury Accident	NC	4	4	3
1182	Non-Injury Accident	NC	4	4	3
1183	Unknown Injury Accident	NC	4	4	3
1194	Pedestrian Stop	NC	1	1	1
1196	Suspicious Vehicle	NC	1	1	1
1198	Priority Code Assist	NC	4	4	4
2430	Spousal Abuse w/o Injury	MISD	2	2	2
4390	Forged RX	NV FEL	3	3	3
5150	Mental Illness	NC	1	1	1
10851	Stolen Vehicle	NV FEL	3	3	3
10852	Vandalism to Vehicle	MISD	2	2	2
10855	Stolen Rental Vehicle	NV FEL	3	3	3
20001	Hit & Run w/ Injuries	SV FEL	4	4	4
20002	Hit & Run Non-Injury	MISD	2	2	2
23103	Reckless Driver	MISD	4	4	4
23109	Speeding Vehicle	MISD	2	2	1
23110	Throwing Object(s) at Vehicle	MISD	2	2	2
23152	DUI Driver	MISD	4	4	3
10 5	Posted No Parking	NC	1	1	1
1033A	Audible Alarm	NC	1	1	1
1033G	GPS Tracker Alarm	NC	1	4	3
1033S	Silent Alarm	NC	1	1	1
1033T	Pronet Alarm	NC	1	1	1
1033V	Video Alarm	NC	1	1	1
1056A	Suicide Attempt	NC	1	1	1

Code	Description	Type			
1056T	Threat of Suicide	NC	1	1	1
1057AR	Missing Person at Risk	NC	1	1	1
1057J	Missing Juvenile	NC	1	1	1
1062B	Civil Standby	NC	1	1	2
1071R	Shooting Cold Report	SV FEL	4	4	4
1091B	Barking Dog	NC	1	1	1
1091E	Dog Bite	NC	1	1	1
1091V	Vicious Dog	NC	1	1	1
1181C	Injury Accident Complaint of Pain	NC	4	4	1
1181P	Injury Accident Inv Ped or Bicyclist	NC	4	4	1
1181R	Injury Accident Report	NC	1	1	1
1194B	Bike Stop	NC	1	1	1
20001R	Hit & Run w/ Injuries Report	SV FEL	4	4	4
212 5	Home Invasion	SV FEL	4	4	4
22500E	Vehicle Blocking Driveway	NC	1	1	1
22500F	Vehicle Blocking Sidewalk	NC	1	1	1
22500H	Vehicle Double Parking	NC	1	1	1
22651I	5 or More Unpaid Parking Tickets	NC	1	1	1
22651J	No Vehicle Identification	NC	1	1	1
22651O	Expired Vehicle Registration	NC	1	1	1
22669D	Inoperable Vehicle	NC	1	1	1
243R	Battery w/ grievous bodily harm (GBH) rep	SV FEL	4	4	3
244R	Assault w/ Caustic Substance Report	SV FEL	4	4	3
245A	Attempt Assault w/Deadly Weapon	SV FEL	4	4	3
245R	Assault w/ Deadly Weapon Report	SV FEL	4	4	3
273 5	Spousal Abuse	SV FEL	4	4	3
273 5	Spousal or domestic abuse	SV FEL	4	4	3
273A	Child Abuse	SV FEL	4	4	3
288A	Oral Copulation	SV FEL	4	4	4
300WI	Child Neglect	NC	1	1	1
415E	Noise Disturbance	NC	1	1	1
415F	Family Disturbance	NC	1	1	1
459A	Auto Burglary	NV FEL	3	3	3

Code	Description	Class				
484C	Shoplifter In-Custody	MISD	2	4	2	3
530 5	Identity Fraud	MISD	2	2	2	2
601I	Incorrigible	NC	1	1	1	1
602L	Trespassing	MISD	2	2	2	2
647AB	Prostitution	MISD	2	2	2	2
647E	Lodging in Public	MISD	2	2	2	2
647F	Under the Influence	MISD	2	2	2	2
647I	Peeper	MISD	2	2	2	2
653M	Annoying Phone Calls	MISD	1	1	1	1
92D	Red Zone Cite	NC	1	1	1	1
92F	Obstructing Traffic	NC	1	1	1	1
92G	Construction Zone	NC	1	1	1	1
A911	Ascertain 911	NC	1	1	1	1
AA	Service Agency Assist	NC	4	4	4	4
ADVICE	Advice	NC	1	1	1	1
AID	Aid to Citizen	NC	1	1	1	1
AIDBFD	Aid to BFD	NC	4	4	4	4
ANIMAL	Animal Matter	NC	1	1	1	1
AUTOAID	Automatic Aid	NC	1	1	1	1
BAIT	Bait Bike	NC	4	4	4	4
BMCVIO	Berkeley Municipal Code (BMC) Violation	NC	1	1	1	1
BPVIO	Business & Professions Violation	NC	1	1	1	1
CAR	Car Alarm	NC	1	1	1	1
CM	City Manager Report	NC	1	1	1	1
CRTRPT	Court Order Report	NC	1	1	1	1
CRTVIO	Court Order Violation	NV FEL	3	3	3	3
DAMAGE	Property Damage	MISD	2	2	2	2
DBF	Dead Body Found	NC	3	3	3	3
DEMO	Demonstration	NC	1	1	1	1
DRUGS	Drug Activity	NC	1	1	1	1
EXSUR	Extra Surveillance	NC	4	4	4	4
FA-CO	Carbon Monoxide Alarm	NC	1	1	1	1
FA-COM	Commercial Fire Alarm	NC	1	1	1	1

Code	Description	Type			
FA-RES	Residential Fire Alarm	NC	1	1	1
FA-RST	Fire Alarm Reset	NC	1	1	1
FADEST	Firearm Destruction	NC	1	1	1
FALL	Fall On City Property	NC	1	1	1
FLAG	Officer Flagged Down	NC	4	4	4
FNDJUV	Found Juvenile	NC	1	1	1
FNDPER	Found Person	NC	1	1	1
FOOT	Foot Chase	MISD	2	2	3
FOUND	Found Property	NC	1	1	1
GUN	Person w/ a Gun	NC	4	4	3
HATE	Hate Crimes	NV FEL	3	3	3
HOT	Vehicle Pursuit	SV FEL	4	4	4
HSVIO	COVID-related, health and safety violation	NC	1	1	1
ILLDMP	Illegal Dumping	MISD	2	2	2
INFO	Information	NC	1	1	1
KNOCK	Knock & Talk	NC	4	4	3
LDRPT	Loud Report	NC	1	1	1
LJ	LoJack Stolen Car	NV FEL	3	3	3
LOST	Lost Property	NC	1	1	1
MED2	5150 Transport	NC	4	4	3
MEDICAL	Medical Emergency	NC	1	1	1
MEDICAL					
-GSW	Medical Emergency with Gun Shot	NC	3	3	3
MH	Mental Health	NC	3	3	1
MUTMED	Mutual Aid Medical	NC	1	1	1
NEW	Create New Call	NC	1	1	4
OUTAID	Outside Agency Assist	NC	4	4	4
PA	Public Assist	NC	1	1	1
PCVIO	Misc Penal Code Violation	NC	1	1	1
PRKVIO	Parking Violation	NC	1	1	1
RECOVR	Stolen Vehicle Recovery	NC	1	1	1
REG	No longer used	NC	1	1	1
REPO	Repossession	NC	1	1	1

Code	Description	Type			
SEARCH	Search Warrant	NC	4	4	4	4
SEC	Security Check	NC	1	1	1	1
STORML	Storm Log	NC	1	1	1	1
SUBP	Subpoena Service	NC	1	1	1	1
SURVE	Surveillance	NC	1	1	1	4
SUSCIR	Suspicious Circumstance	NC	1	1	1	1
SUSPER	Suspicious Person	NC	1	1	1	1
SUSVEH	Suspicious Vehicle	NC	1	1	1	1
T	Vehicle Stop	NC	4	4	4	1
TEST	Test Call	NC	1	1	1	1
TIX	Ticket Sign Off	NC	4	4	4	1
TRFHAZ	Traffic Hazard	NC	1	1	1	1
TROL	Temporary Restraining Order Log	NC	1	1	1	1
TROV	Temporary Restraining Order Violation	NV FEL	3	3	3	3
UNK	Unknown Problem	NC	1	1	1	1
VCVIO	Misc Vehicle Code Violation	NC	1	1	1	1
VEHPED	Vehicle vs Ped or Bike	NC	2	2	2	1
VREL	Vehicle Release	NC	1	1	1	1
VVER	Vin Verification	NC	1	1	1	1
W911	Wireless 911	NC	1	1	1	1
WARARR	Warrant Arrest	NC	4	4	4	3
XXSEXGRAB	sexual battery	SV FEL	4	4	4	3

Appendix C

CERN Tier 1 Sub-Category	Existing Contracted Community-Based Organizations
Administrative	None
Alarm	Downtown Ambassadors Street Team
Animal	Animal Rescue
Investigation	Downtown Ambassadors Street Team
Medical or Mental Health	Alameda County Network of Mental Health Clinics Bay Area Community Services Lifelong Medical Care Pacific Center for Human Growth Options Recovery Services- Detox Services & Day Treatment Berkeley Free Clinic The Suitcase Clinic
Municipal	
Public Order	Downtown Berkeley Associaton's Safety Ambassadors Program
Quality of Life	Bay Area Community Services Lifelong Medical Care Telegraph Business Improvement District Pacific Center for Human Growth Eden Information & Referral (211) Options Recovery Services- Detox Services & Day Treatment Berkeley Free Clinic Family Violence Law Center - Domestic Violence & Homelessness Prevention Project Downtown Berkeley Associaton's Safety Ambassadors Program

CERN Tier 1 Sub-Category	Existing Contracted Community-Based Organizations
	Bay Area Community Services
	Lifelong Medical Care
	Telegraph Business Improvement District
	Pacific Center for Human Growth
	Eden Information & Referral (211)
	Options Recovery Services– Detox Services & Day Treatment
Substance Use	Berkeley Free Clinic
Traffic	None
Other	None

Appendix D

Appendix D. Tiered Dispatch with Traffic Calls as Tier 1

Officer Costs Associated with Responding to CFS: On-Scene to Close	
Total Hours 2015 - 2019, CERN Tier 1 Calls (BPD Response Hours)	117,303
Total Hours 2015-2019, All other CERN Tiers (BPD Response Hours)	70,341
Median BPD Officer Salary	$56.24
BPD Officer Salary Range	$49.73 - $61.90
Berkeley Composite Fringe Benefit Rate	110%
Calculation of CERN Tier 1 Costs (# of hours * Median Salary * Benefit Rate)	$14,244,934
Calculation of All other CERN Tier Costs (# of hours * Median Salary * Benefit Rate)	$7,916,573
Average Annual CERN Tier 1 Officer Costs 2015-2019	**$2,848,987**
Average Annual Officer Costs Tiers 2-4 2015-2019	**$1,583,315**

Officer Costs Associated with Responding to CFS: Create to Close	
Total Hours 2015 - 2019, CERN Tier 1 Calls (BPD Response Hours)	296,974
Total Hours 2015-2019, All other CERN Tiers (BPD Response Hours)	337,280
Median BPD Officer Salary	$56.24
BPD Officer Salary Range	$49.73 - $61.90
Berkeley Composite Fringe Benefit Rate	110%
Calculation of CERN Tier 1 Costs (# of hours * Median Salary * Benefit Rate)	$35,801,957
Calculation of All other CERN Tier Costs (# of hours * Median Salary * Benefit Rate)	$39,105,916
Average Annual CERN Tier 1 Officer Costs 2015-2019	**$7,160,391**
Average Annual Officer Costs Tiers 2-4 2015-2019	**$7,821,183**