

Community Safety Infrastructure Roadmap

This roadmap offers a general structure for jurisdictions developing a Community Crisis Response (CCR) program, using a city-led Community Safety Department (CSD) as a working example. The phases and principles are broadly applicable to programs housed in community-based organizations or existing government agencies. Each phase should be tailored to local governance, political history, and the priorities residents themselves articulate.

CICS's [DC Community Safety Blueprint](#) offers one example of how this approach was tailored to a community's unique circumstances.

PHASE 1

Establish the Foundation

- ☐ **Identify and appoint a champion for the program**
 - ☐ Decide what level of executive leadership is appropriate to champion this effort – e.g., Deputy City Manager or Executive Director of Community and Public Safety
- ☐ **Mayor's Office establishes the Community Safety Department (CSD) via proposed budget line item**
 - ☐ Develop a preliminary budget based on initial funding commitment
 - ☐ Advocate to city council for approval
- ☐ **Establish Community Safety Steering Committee via statute**
 - ☐ Include representatives from community stakeholders, police, 911, fire/EMS, health and housing departments, neighborhood engagement offices, etc.
- ☐ **Perform resource assessment across agencies**
 - ☐ Map current community safety-related contracts, systems, partners, and funding allocations spread across city departments
 - ☐ Identify coordination gaps and consolidation opportunities
 - ☐ Determine program data sharing capabilities across systems
- ☐ **Perform crisis response data analysis**
 - ☐ Analyze 911 and police data to understand diversion opportunity
 - ☐ Calculate demand independent of current funding availability
- ☐ **Release Steering Committee strategic vision for CSD**
 - ☐ Public-facing document defining CSD purpose, scope, and guiding principles

PHASE 2

Design the Model

- ☐ **Clarify and establish executive leadership for public safety**
 - ☐ Determine if executive level restructuring is necessary to align reporting structure for leadership of police, 911, fire, and community safety departments – e.g., creating a leadership role to oversee all as a single portfolio.
 - ☐ Ensure CSD leadership has equivalent authority to police and fire leadership
- ☐ **Appoint an interim CSD director with support staff**



- ☐ **Consolidate and expand existing resources**
 - ☐ Determine which programs, funding streams, and contracts transfer to CSD
 - ☐ Identify functions for insourcing, operational coordination, or funding oversight
- ☐ **Map the community safety ecosystem**
 - ☐ Define initial criteria for 911 call qualification to CSD
 - ☐ Calculate demand based on current 911 calls for service
 - ☐ Evaluate technology solutions: CAD, radios, MDTs, RMS/EHR
- ☐ **Design and redesign roles and functions**
 - ☐ Redesign existing program roles and other community safety functions for expanded scope within a CSD
 - ☐ Develop new roles to fill gaps identified in assessment
 - ☐ Develop job descriptions, HR classifications, org chart, budget
- ☐ **Integrate CSD with 911**
 - ☐ Integrate mental and behavioral health experts in the 911 system
 - ☐ Embed CSD triage specialists at the dispatch center
- ☐ **Develop Standard Operating Procedures and an operations manual**
- ☐ **Develop training plan**
 - ☐ Inventory what already exists (including police and fire training)
 - ☐ Identify what can be outsourced to community partners
 - ☐ Determine what must be developed internally
- ☐ **Create procurement process improvement plan**
 - ☐ Evaluate which contracts should run through CSD to build community capacity

PHASE 3

Implement with Accountability

- ☐ **Prepare for evaluation**
 - ☐ Partner with independent evaluators at the start of implementation
 - ☐ Establish baselines and embed data collection into operations
- ☐ **Establish continuous improvement cadence**
 - ☐ Regular coordination with 911 for real-time problem-solving
 - ☐ Ongoing protocol refinement based on frontline experience
- ☐ **Develop public education and communications plan**
 - ☐ Educate community on what CSD is and how to access services
 - ☐ Set realistic expectations for CSD impact and timeline
 - ☐ Multilingual outreach including offline channels
- ☐ **Institutionalize transparency**
 - ☐ Mandate formal reporting to Mayor's Office, City Council, Steering Committee, and public
 - ☐ Develop a public data dashboard
 - ☐ Establish a formal community feedback loop mechanism