

Strategic Operations Center (SOC) Mission and Vision

Mission: To support a safe, clean, and vibrant downtown Baltimore through outreach, partnerships, and innovation.

Vision: To unite safety, social, and hospitality resources by leveraging partnerships, data, and innovation to usher in a new era of community well-being, safety, equity, and justice.

Strategic Operations Center (SOC) Working Groups

Kick-Off Timeline	Group Name	Goals and Outcomes	Members (Bold = Co-Chairs)
Steering Committee			
Primary	Leadership	<p>Goal: Provide direction, goals, vision, and mission for the center.</p> <p>Outcomes:</p> <ul style="list-style-type: none"> • Provide governance structure. • Review and approve workgroup recommendations, policies, and procedures. • Identify and maintain funding. 	<ul style="list-style-type: none"> • SVP Dawn Rhodes (UMB) • Maria Evora (DPOB) • AVP/Chief Thomas Leone (UMB) • Linda Henry (DPOB) • Chief Michael Wilson (Capitol Police) • Chichi (State DHCD) • Paul Sinchak (BPD) • <i>Bill Marcus (DPOB) – backup</i> • <i>Carin Cardella (UMB) – support role</i>
Working Groups			
Primary	Legal Guidance and Policies	<p>Goal: Develop legal and procedural guidance to ensure the center's success.</p> <p>Outcomes:</p> <ul style="list-style-type: none"> • Identify liabilities and recommend mitigation strategies. • Ensure center is constitutionally sound. • Draft MOUs and SOPs for in-center operations. • Develop deployment protocols for alerts. • Develop standard emergency alerts. 	<ul style="list-style-type: none"> • David Gray (UMB) • AVP/Chief Thomas Leone (UMB) • Vanessa Harrington (UMB) • Andrew Smullian (BPD) • Chris Dahl (Baker Donaldson)
Primary	Technology and Software	<p>Goal: Ensure technology operability and interoperability among partners.</p> <p>Outcomes:</p> <ul style="list-style-type: none"> • Identify technological needs for the center. • Review compatibility of hardware and software among all partners. • Ensure alerts are programmed and tested. 	<ul style="list-style-type: none"> • AVP Jon Bratt (UMB) • Bill Marcus (DPOB) • Lt. Matthew Johnson (UMB) • John Czahor (UMB) • Tom Hockensmith (UMB) • Linda Henry (DPOB) • Anthony Reid (DPOB) • Lt. Matt Warehime (Capitol Police) • Eric Koutch (UMM)

Primary	Design and Construction	<p>Goal: Guide the design and building of the center.</p> <p>Outcomes:</p> <ul style="list-style-type: none"> Identify layout for the center. Develop renderings and obtain permits. Determine the process for center construction. Coordinate installation of cameras and security hubs. 	<ul style="list-style-type: none"> Linda Henry (DPOB) Jody Latimer (UMB) AVP Anna Borgerding (UMB) A/Chief Chad Ellis (UMB) Luke Mowbray (UMB) Andrew Roberts (UMB) Chris Stanton (UMB) A/Chief Tonya Bell (UMB) Maria Evora (DPOB) Steve Deck (UMB) Brian Croston (UMB) Jen Adair (UMB) LaVern Phillips (UMB) TJ Hontz (UMB) Max Poma (BCSD)
Primary	Fiscal	<p>Goal: Manage finances for the center from construction to daily operations.</p> <p>Outcomes:</p> <ul style="list-style-type: none"> Develop start-up and ongoing budget. Identify funding sources. Manage budget with all partners. 	<ul style="list-style-type: none"> Scott Bitner (UMB) Cheis Garrus (DPOB) Chief Thomas Leone (UMB) John Yurich (UMB) Reese Spindle (UMB)
Primary	Change Management	<p>Goal: Facilitate UMB and larger community understanding of SOC.</p> <p>Outcomes:</p> <ul style="list-style-type: none"> Identify operational changes needed from community when using services. Ensure community buy-in for project through signage, education, and more. 	<ul style="list-style-type: none"> Chris Stanton (UMB) Carin Cardella (UMB) Melissa Morland (UMB) Haley Cifizzari (UMB)
Primary	Interoperability	<p>Goal: Facilitate collaboration among partners to ensure the success of systems and procedures.</p> <p>Outcomes:</p> <ul style="list-style-type: none"> Ensure consistent operating picture among partners. Provide workflow for transfer of responsibilities. Work with Technology and Software to ensure technology interoperability. 	<ul style="list-style-type: none"> A/Chief Tonya Bell (UMB) Bill Marcus (DPOB) AVP Jon Bratt (UMB) A/Chief Chad Ellis (UMB) Lt. Todd Ring (UMB) Lt. Matthew Johnson (UMB) Matt Hazel (UMB) Major Rebecca Labs (Capitol Police) Thea King (Baltimore City OEM)
Primary	Data Analytics and Outcomes	<p>Goal: Identify and track metrics to measure the center's success.</p> <p>Outcomes:</p> <ul style="list-style-type: none"> Identify data, metrics, and outcomes (e.g., crime statistics, community surveys, etc.) which can be used to measure success. Set a baseline for the center's geographic area based on various categories (e.g., public safety, unsheltered population, litter, etc.). Monitor and track outcomes. 	<ul style="list-style-type: none"> Haley Cifizzari (UMB) Bill Marcus (DPOB) Vanessa Harrington (UMB) Tom Hockensmith (UMB) Graham Campbell (BPD) Jeff Zuback (Greater Baltimore Committee) Cody Sizemore (UMB) Joy Weddington (UMB) Chris Pullen (COPT)

Secondary	Community Engagement	<p>Goal: Collaborate with community partners to ensure the center meets their needs.</p> <p>Outcomes:</p> <ul style="list-style-type: none"> • Identify community partners to engage (e.g., ACLU, NAACP, Leaders of a Beautiful Struggle, etc.) • Work with community partners to identify challenges, opportunities, and successes for the center. • Involve community partners in planning, execution, and ongoing operations of the center. • Leverage feedback from community to ensure plan success. 	<ul style="list-style-type: none"> • AVP Bill Joyner (UMB) • Maria Evora (DPOB) • Dana Rampolla (UMB) • Kyla Liggett-Creel (UMB) • Lt. Matthew Johnson (UMB) • Shelonda Stokes (DPOB) • Greg Brightbill (UMB)
Tertiary	Marketing and Communications	<p>Goal: Develop, disseminate, and manage information about the center to inform the community and portray a positive image.</p> <p>Outcomes:</p> <ul style="list-style-type: none"> • Develop and implement a communications strategy. • Lead all communications efforts, including marketing, media, and advertising. • Develop questions and responses for all partners for media engagement. 	<ul style="list-style-type: none"> • Carin Cardella (UMB) • Susan Brown (DPOB) • Joanne Morrison (UMB) • Vanessa Harrington (UMB)
Tertiary	Training	<p>Goal: Ensure partners are prepared for the center's launch through training.</p> <p>Outcomes:</p> <ul style="list-style-type: none"> • Identify needs for training depending on the center's capabilities. • Develop and implement training for command staff and patrol. • Ensure continuous learning through checklists, training schedule, and more. 	<ul style="list-style-type: none"> • Lt. Todd Ring (UMB) • Bill Marcus (DPOB) • A/Chief William Folden (UMB) • A/Chief Chad Ellis (UMB) • Laura Cathcart (UMB) • Eric Koutch (UMM)