

## **Exhibit A**

### **Scope of Work**

The scope of work for this contract launches Project LEGACY, a collaborative research and knowledge co-production initiative between the John Glenn College of Public Affairs and the City of Columbus. This multifaceted project is divided into three work programs: ENABLE, UNVEIL, and FORTIFY, with the overarching goal of instituting evidence-based and community-focused policing practices in the Columbus Division of Police (CDP) to enhance police legitimacy, reduce crime, and improve public safety and relationship with the community.

The primary goals of Project LEGACY unfold over the three strands.

- Strand 1 – ENABLE Columbus focuses on conducting a systematic evaluation and refining the CDP's new Public Order and Public Safety (POPS) graded tactical model for crowd management. This involves deploying Dialogue Police Officers to increase communication and facilitate positive interactions with crowd members, minimize tensions between crowd members and the police, and prevent unnecessary uses of force during demonstrations.
- Strand 2 – UNVEIL Columbus aims to provide a better understanding of public skepticism of police by understanding how to analyze and develop routine police data (e.g., service calls, arrests, and uses of force) and linking the police data with data from external sources (e.g., census and public health) to uncover the root causes of racial and ethnic disparities in policing practices. Unveil Columbus also involves developing a survey instrument to periodically assess public perceptions of CDP's policing practices and trust and confidence in the police.
- Strand 3 – FORTIFY Columbus seeks to strengthen (1) academic-practitioner partnerships between OSU faculty members and CDP and (2) build a framework for enhancing the skills and knowledge of police officers through continuing education and postgraduate degree/certificate programs.

Dr. Russell Hassan, Professor and the Wolf Chair in Public and International Affairs at OSU's Glenn College, will serve as the principal investigator (PI) of this project. Dr. Clifford Stott, Professor of Social Psychology at Keele University in the United Kingdom, will serve as the co-PI of this project.

The Scope of Work for this portion of Project LEGACY involves undertaking and completing Strand 1 – ENABLE and launching Strands 2 (UNVEIL) and 3 (FORTIFY).

Specific tasks and deliverables include:

- Securing Dr. Stott's residency at The Ohio State University's Glenn College (i.e., obtaining requisite visa documentation; contracting with Keele University to cover Dr. Stott's leave of absence from that university)
- Organizing a research team led by Dr. Hassan and Dr. Stott that includes faculty and graduate students from Ohio State, as well as experts from other academic institutions.

- Liaising regularly with CDP and City senior leaders to ensure the integrity and effective functioning of the project in terms of its strategic goals and operational objectives.
- Securing a research ethics protocol for Project LEGACY and navigating the protocol through the University's Social Science Institutional Review Board
- Conducting a research evaluation of CPD's POPS tactical model to improve the effectiveness and coordination of the response units. The activities include:
  - Conducting a series of systematic observations of the policing of crowd events.
  - Evaluating the interoperability of CDP's POPS model with the crowd management practices of OSHP and other local police agencies.
  - Assessing and updating crowd management policy and training curriculum.
  - Establishing data infrastructure to conduct a quantitative evaluation of the POPS model (e.g., costs, officer injuries, uses of force, crime statistics, and arrests).
  - Writing a research report on the service evaluation.
- Developing a secure data-sharing agreement between CDP and OSU's IT office.
- Analyzing routine police data including calls for service, arrests, and uses of force, and developing an empirically informed strategic action plan to improve police legitimacy.
- Developing a pilot survey instrument to measure public perceptions of CDP's policing practices and trust and confidence in the police.
- Organizing workshops and meetings to develop a research collaboration network between CDP and relevant OSU units (CJRC, Kirwan Institute, DEPC, TDAI, etc.).
- Analyzing JGC's capacity to expand the Public Safety Leadership Academy by creating continuous professional development courses/modules for CDP officers.
- Developing continuous professional development course proposals that would equip officers with science-based knowledge and skills to enhance the effectiveness, proportionality, and legitimacy of police actions.
- Organize an academic-practitioner knowledge exchange conference at CDP.
- A final project report summarizing the work completed and outcomes achieved.