

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 Ohio State University's (OSU) 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 at OSU's John Glenn College, will serve as the joint Principal Investigator (PI) of the LEGACY project and act as the OSU lead for UNVEIL and FORTIFY projects. He will be assisted by Co-Principal Investigator Dr. Clifford Stott, Professor of Social Psychology at Keele University and Director of Conflict Management Ltd (CCM Ltd) in the United Kingdom. Dr. Hassan will lead and coordinate OSU's project activities and be the liaison between OSU, CDP, and CCM.

The Scope of Work for OSU's contribution to Project LEGACY involves supporting ENABLE and leading UNVEIL and FORTIFY. Specific tasks and deliverables include:

- Securing Dr. Stott's residency at OSU's John Glenn College (i.e., obtaining requisite visa documentation; contracting with Keele University to cover Dr. Stott's leave of absence from that university).

- Organizing an academic research team led by Dr. Hassan that includes faculty and graduate students from Ohio State, as well as experts from other academic institutions.
- Developing a research ethics protocol for Project LEGACY and navigating the protocol through the University's Social Science Institutional Review Board (IRB).
- Assisting CCM Ltd. to conduct at least five systematic evaluations of the policing of crowd events by CDP and in writing a project report.
- Assisting CCM Ltd. to develop Standard Operating Procedures (SOPs) for POPS Incident and Operational commanders and training programs for these officers.
- Developing a secure data-sharing agreement between CDP and OSU's IT office, establishing secure servers to host data, and undertaking some routine data transfer sufficient to undertake preliminary analysis.
- Conducting pilot analysis of sample routine police data (e.g., calls for service, arrests, and uses of force) and working with CPD to utilize this work to develop an empirically informed strategic action plan to improve police legitimacy.
- Developing a methodology to conduct a quantitative evaluation of the impact of the new POPS tactical model.
- Developing a validated pilot survey instrument to measure public perceptions of CDP's policing practices and trust and confidence in the police.
- Organizing a series of workshops and meetings to develop a research collaboration network between CDP and other relevant OSU units that have policing research expertise (Criminal Justice Research Centre, Kirwan Institute for the Study of Race and Ethnicity, Drug Enforcement and Policy Center, etc.).
- Analyzing JGC's capacity to draw upon ENABLE, UNVEIL, and FORTIFY to expand its existing provision within the Public Safety Leadership Academy by creating a suite of accredited continuous professional development courses for CDP officers to equip them with a) science-based knowledge and skills to enhance the effectiveness, proportionality, and legitimacy of police actions and b) a pathway toward obtaining a formal postgraduate qualification.
- Organizing an academic-practitioner knowledge exchange conference at CDP.
- Writing an acceptable report for the City on the activities completed for the LEGACY project.