

ADMINISTRATOR'S REPORT

Submitted to the Hawaii Law Enforcement Standards Board

By: Victor R. McCraw, Administrator

Date: July 10, 2025

I. INTRODUCTION

Since assuming the role of Administrator in late 2024, I have devoted extensive time to developing the foundational infrastructure, administrative procedures, and regulatory framework necessary to operationalize the Hawaii Law Enforcement Standards Board (LESB). This work has included the drafting of nine chapters of administrative rules, preparation of a statewide Job Task Analysis (JTA) RFP, coordination of meeting agendas and public communications, and planning for policy implementation and staffing. This report provides a consolidated summary of completed milestones, active projects, and recommended next steps as the Board moves toward full execution of its statutory responsibilities by July 1, 2026.

II. JOB TASK ANALYSIS (JTA) – INTRODUCTORY BRIEFING

Agenda Item VII: Job Task Analysis (JTA) Proposal

To support the Board's mandate to establish evidence-based training and certification standards, a statewide Job Task Analysis (JTA) RFP has been completed and is ready for publication. This JTA is designed to define the essential tasks, skills, and competencies required for entry-level Hawaii law enforcement officers.

Key features of the proposal include:

- Alignment with Act 220 and HRS §139 requirements
- Phased methodology emphasizing data collection from practitioners statewide
- Multicultural and geographic relevance to Hawaii's unique environment
- Defined project deliverables, evaluation criteria, and ownership terms
- Optional compressed procurement schedule for expedited launch

This JTA will serve as the foundation for academy curriculum restructuring, performance-based certification, and the development of role-specific standards. Board authorization is requested to issue the RFP and initiate vendor evaluation procedures.

III. ADMINISTRATIVE RULES – INTRODUCTORY BRIEFING

Agenda Item VI: Draft Administrative Rules

The complete draft of Hawaii Administrative Rules Title XX, Chapters XX-1 through XX-9, has now been submitted for Board review. These chapters encompass:

- General Provisions and Definitions (Chapter XX-1)
- Certification Requirements (Chapter XX-2)
- Training and Curriculum Standards (Chapter XX-3)
- Instructor Certification and Approval (Chapter XX-4)
- Continuing Education and Training Credit (Chapter XX-5)
- Professional Standards and Conduct (Chapter XX-6)
- Certification Action Procedures (Chapter XX-7)
- Data Management and Transparency (Chapter XX-8)
- Waivers and Exceptions (Chapter XX-9)

The rule package is drawn from a comparative review of POST regulations in ten other states - **Arizona, California, Colorado, Florida, Idaho, Illinois, Nevada, New York, Oregon, and Texas** - and aligns with the Hawaii Administrative Rules Drafting Manual. The fifth comprehensive revision was completed on June 18, 2025. While a rules review roadmap and companion forms and policy manual are still under development, the full draft rules are now ready for Board review. Structured small-group Board review is recommended to refine these rules for public hearing by Q4 2025.

IV. ADMINISTRATIVE UPDATE – Key Activities and Progress to Date

1. Administrative Rule Development

- Drafted and internally aligned all nine chapters of proposed administrative rules (Chapters XX-1 through XX-9).
- Rules address certification, training, instructor standards, continuing education, professional conduct, data management, and waivers.
- Completed the fifth comprehensive revision on June 18, 2025; rules are partially formatted in accordance with the Hawaii Administrative Rules Drafting Manual.

2. Office and Operational Development

- Secured and furnished the Board's dedicated office space at 1151 Punchbowl Street.
- Reviewed staffing needs and prepared draft position descriptions in anticipation of future hiring and operational growth.

3. Job Task Analysis (JTA) RFP Finalization

- Drafted a proposed statewide Job Task Analysis (JTA) Request for Proposal (RFP) to support LESB's obligations under HRS §139-3(6) and (8). The RFP is ready for Board review and approval prior to release.
- Defined scope, phases, and evaluation criteria; aligned methodology with Hawaii's unique operational and cultural context.
- JTA deliverables are designed to inform academy curricula, certification criteria, and long-term training standards.

4. Stakeholder and Public Engagement

- Participated in the Police Commission Conference on Kauai on June 6, 2025.

5. Planning for Rules Implementation

- Began outlining a companion policy and forms manual to support implementation of Chapter XX-7 (Certification Action Procedures) following Board adoption; additional chapters to be addressed incrementally as rules are finalized.
- Initiated early-phase coordination for Board member participation in a structured rules review process prior to public hearing (reviewed PIG requirements).

6. Website Development and Board Identity

- Began preliminary coordination for the development of an independent LESB website to support public access, transparency, and compliance with HRS §139-3(10) and (12). The site will eventually host certification information, rule documents, Board meeting records and actions, forms, and reporting tools.
- Requested headshots and biographical information from Board members for inclusion on the Board's website.
- Recommended that the Permitted Interaction Group (PIG) assigned to review Chapter XX-6 (Professional Standards and Ethical Conduct) also review the draft Mission, Vision, and Values statements and the proposed Board logo. These elements are tied to LESB's purpose, authority, and public identity and should be considered alongside the professional conduct framework.

V. STRATEGIC FORECAST – S.W.O.T. ANALYSIS

(Strengths, Weaknesses, Opportunities, Threats)

Prepared in anticipation of LESB full execution by July 1, 2026

STRENGTHS

- LESB has broad legal authority under HRS §139, enabling it to establish and enforce statewide certification, training, and conduct standards. (§139-3(1)–(3), (6)–(9), and (11))
- A complete draft of administrative rules (Chapters XX-1 through XX-9) has been developed based on national best practices, giving LESB a ready foundation to fulfill its rulemaking authority under HRS §139-3(1) and to implement all core certification, training, and conduct functions.
- LESB has maintained transparency and visibility through media engagement and legislative testimony, increasing public awareness and stakeholder confidence. This supports its duties under HRS §139-3(12) to make recommendations on law enforcement policies and ensure public trust in the Board's oversight role.

WEAKNESSES

- LESB remains partially staffed and dependent on future FY-26/FY-27 budget approvals, limiting its operational capacity. This directly limits LESB's ability to carry out almost all powers under §139-3.
- Certification and training record systems have not yet been created and must be built to support the Board's core statutory functions under HRS §139-3(2), (3), (6), and (8), including certification tracking, and CE compliance.
- No digital infrastructure currently exists for collecting data, publishing public-facing information, or maintaining a statewide officer registry, limiting readiness to fulfill statutory obligations under HRS §139-3(8), (10), and (12), including data reporting, public access, and certification tracking.
- The Job Task Analysis (JTA) has not yet launched; its completion is essential to defining academy curricula, performance assessments, and instructional benchmarks, which will inform certification and training requirements under HRS §139-3(6) and (8).
- Continuing education program requirements, mandated under HRS §139-3(8), remain undeveloped and depend on the JTA to define core content and standards.
- Investigative and hearing procedures (e.g., subpoenas, case tracking, revocation protocol) are outlined in draft rules but have not yet been established in internal processes. This limits the Board's ability to conduct certification actions and due process requirements under HRS §139-3(2), (3), (7), and (11).

OPPORTUNITIES

- Growing public and legislative demand for accountability provides strong support for LESB's role as a centralized standards and oversight body. This creates a receptive environment for LESB to implement foundational reforms.
- LESB can unify fragmented policies and practices across jurisdictions by implementing consistent statewide requirements for officer certification, training, and conduct. This can satisfy legislative concerns while preserving current effective agency practices.
- Statutory authority to recommend law enforcement policies, including use-of-force guidelines, allows LESB to guide reform in high-visibility areas. This can also satisfy legislative concerns while preserving current effective agency practices.
- National police reform initiatives may bring access to grants, expert partnerships, and technical support for training, assessment, and data systems. Leveraging these external resources can reduce the cost and complexity of LESB's implementation. This can accelerate fulfillment of LESB's training, certification, and data mandates under HRS §139-3(6), (8), and (10)
- Engagement with educational institutions, training providers, and national certification bodies offers potential for long-term collaboration and innovation. These partnerships can strengthen credibility and accelerate system development in support of HRS §139-3(6) and (8), helping LESB to define and sustain modern training and CE standards.

THREATS

- Legislative actions such as HB277 may bypass LESB authority or create competing standards, undermining Board jurisdiction and clarity.
- Delays in staffing, procurement, or JTA implementation could jeopardize LESB's ability to meet statutory execution deadlines by July 1, 2026, placing at risk the Board's ability to fully operationalize its functions under Act 220 (2018) and HRS §139-3 by the mandated execution date.
- Achieving full alignment on statewide standards may require thoughtful reconciliation of differing local policies and practices represented within the Board itself.
- Limited early certification action capacity may hinder LESB's response to reported misconduct CE noncompliance during startup phases, delaying implementation of the provisions in HRS §139-3(2), (3), and (11).
- Public expectations for rapid impact may not align with the time required to complete rule adoption, training revisions, and infrastructure rollout.

VI. NEXT STEPS FOR BOARD ACTION

Strategic tasks recommended to position the Board for successful execution of duties under HRS §139 by July 1, 2026

- Authorize release of the Job Task Analysis (JTA) Request for Proposal and initiate the procurement and vendor evaluation process to fulfill LESB's statutory obligation to define training standards under HRS §139-3(6) and (8)
- Begin structured review of the draft administrative rules (Chapters XX-1 through XX-9) using small Board workgroups to refine and prepare the rules for formal public hearing under HRS §91-3 and §139-3(1)
- Prioritize the establishment of a certification and training records system to support LESB's statutory duties under HRS §139-3(2), (3), (6), and (8), including initial certification, tracking of continuing education, and revocation history
- Support finalization of internal hearing and investigative procedures necessary for administration of certification actions as authorized by HRS §139-3(2), (3), (7), and (11)
- Prepare and approve final position descriptions to support staffing requests for FY-27 and authorize continued administrative planning to expand LESB capacity under Act 220 and HRS §139
- Begin exploration of appropriate digital infrastructure for public data reporting, officer registry access, and CE compliance tracking in alignment with LESB's responsibilities under HRS §139-3(8), (10), and (12)
- Monitor implementation of HB277 (Act 210) and related legislation to ensure LESB's authority is preserved, and prepare to issue policy recommendations consistent with HRS §139-3(12)

Respectfully submitted,

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