



REQUEST FOR PROPOSAL

Title: Statewide Law Enforcement Job Task Analysis

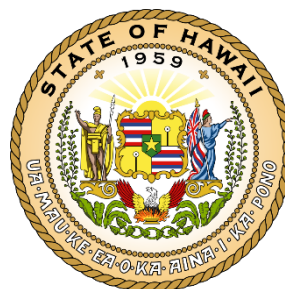
Publication Date: **TBD**

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Responses Due: **31 Business days from Publication Date by
5:00PM Hawaii Time**



1 INTRODUCTION

The Hawaii Law Enforcement Standards Board (LESB) is issuing this Request for Proposal (RFP) to select a qualified Offeror to conduct a comprehensive Job Task Analysis (JTA) for law enforcement personnel throughout the State of Hawaii. This initiative will identify the critical competencies, skills, and responsibilities essential for effective law enforcement in Hawaii's unique social and operational environment.

The JTA will provide the foundation for establishing evidence-based training standards, certification protocols, and professional development programs that reflect the diversity, challenges, and priorities of law enforcement across the state. It will also support compliance with Hawaii Revised Statutes (HRS) §139 and legislative mandates, including Act 220, aimed at enhancing the professionalism, accountability, and transparency of law enforcement operations.

The selected Offeror will collaborate with LESB and its stakeholders to deliver a validated and legally defensible analysis. This work will directly inform the development of minimum basic training requirements, in-service training programs, and statewide standards that align with best practices while addressing the distinct needs of Hawaii's law enforcement officers and the communities they serve.

By ensuring that law enforcement personnel are equipped to meet the evolving demands of public safety, the LESB reaffirms its commitment to fostering trust, equity, and excellence in policing across the State of Hawaii.

1.1 BACKGROUND

The LESB was established under Hawaii Revised Statutes (HRS) §139 to develop and enforce statewide standards for the training, certification, and employment of law enforcement officers. The LESB is tasked with ensuring the professionalism, accountability, and effectiveness of law enforcement personnel in Hawaii through rigorous training programs, certification protocols, and compliance oversight.

The establishment of the LESB represents a significant milestone in Hawaii's commitment to improving public safety and enhancing community trust. The Board oversees law enforcement agencies statewide, encompassing personnel in county police departments, state law enforcement divisions, and other public agencies with law enforcement powers. The LESB's responsibilities include adopting rules, setting employment standards, conducting investigations into certification compliance, and facilitating continuing education programs for law enforcement personnel.

As outlined in HRS §139, the Board must implement measures to align law enforcement practices with community needs while addressing the unique cultural, geographic, and operational considerations of the state. A key mandate of the LESB is to establish evidence-based standards for training and certification, requiring a foundational Job Task Analysis (JTA) to identify core competencies and responsibilities specific to Hawaii's law enforcement context.

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2 PURPOSE

The Job Task Analysis (JTA) will serve as the foundation for establishing evidence-based training standards, certification requirements, and professional development programs for Hawaii's law enforcement officers. By identifying the essential duties, competencies, and skills required for effective policing, this project will help identify the state's unique law enforcement challenges and align with the Hawaii Law Enforcement Standards Board's mandate to enhance accountability, professionalism, and public trust.

2.1 LEGISLATIVE MANDATES

The JTA will identify the essential duties, competencies, and skills required for law enforcement officers in Hawaii to meet statutory training requirements and inform the LESB's development of certification standards. The JTA will focus on the alignment of officer performance with legislative mandates, and the adherence to oaths of office, codes of conduct, and legal responsibilities. It will also address competencies essential for navigating Hawaii's unique operational challenges, such as multicultural engagement, geographic isolation, and prevalent social issues like mental health crises, substance abuse, and homelessness. By providing data-driven insights, the JTA will ensure that training and certification standards are both legally defensible and tailored to the specific needs of law enforcement in Hawaii.

2.1.1. Set Minimum Training Standards

The LESB is responsible for developing training curricula that address the complex realities of law enforcement in Hawaii. Key areas include:

- **De-escalation and Crisis Intervention:** Training officers to manage high-stress situations, minimize the use of force, and de-escalate confrontations.
- **Implicit Bias Awareness:** Ensuring officers can recognize and mitigate unconscious biases to build trust and equity within communities.
- **Mental Health and Substance Abuse Response:** Preparing officers to handle situations involving individuals in mental health crises or those affected by substance abuse.
- **Multicultural Competence:** Training that emphasizes cultural sensitivity and effective engagement with Hawaii's diverse communities.

(HRS §139-6(a)(2): Requires training designed to minimize excessive force and address de-escalation, crisis intervention, mental health response, and implicit bias.)

2.1.2 Address Unique Geographic and Environmental Challenges

Hawaii's geography and environment present specific operational challenges for law enforcement. Officers often work in isolated or remote areas, navigate inter-island jurisdictions, and respond to natural disasters and environmental hazards. The LESB mandates that training standards include competencies to handle these challenges effectively, such as:

- **Search and rescue** operations in rural or marine environments.
- **Disaster response** protocols for hurricanes, tsunamis, and volcanic activity.

(HRS §139-NEW [Geographic Competence Section]: Requires training to address geographic and environmental factors unique to Hawaii.)

2.1.3 Adopt Statewide Certification Requirements

The LESB establishes statewide certification requirements to ensure that law enforcement officers possess the competencies needed to perform their roles effectively. Certification standards are based on core job duties, including:

- **Effective communication** with individuals from diverse cultural and linguistic backgrounds.
- **Situational Proficiency** in legal standards, use of force policies, and ethical decision-making.
- **Community policing principles** that foster trust and engagement.

(HRS §139-6(b): Specifies certification contingent upon meeting employment standards and completing board-approved training.)

2.1.4 Support Competency-Based Continuing Education

Continuing professional development is critical for maintaining officer competency as societal needs and law enforcement technologies evolve. The LESB oversees ongoing training programs to address:

- **Emerging social issues** such as homelessness and addiction.
- **Advances** in law enforcement technology, including digital evidence handling and cybersecurity.

- **Adaptive strategies** for community engagement and crisis response.

(HRS §139-3(8): Requires the establishment of continuing education programs for law enforcement officers.)

2.2 PROJECT OBJECTIVES

The Job Task Analysis (JTA) will identify the essential duties, skills, and competencies required for law enforcement officers in Hawaii, forming a critical foundation for the development of statewide training and certification standards. The JTA will provide the data and insights necessary to ensure that future standards are evidence-based, legally defensible, and tailored to the unique challenges of law enforcement in Hawaii. The project's objectives are:

1. **Identify Critical Job Duties and Responsibilities**
Develop a validated and prioritized list of the core tasks and responsibilities performed by law enforcement officers in Hawaii, ensuring relevance to the diverse operational environments across the state.
2. **Define Core Competencies**
Establish measurable competencies and subcategories that officers must demonstrate to perform their duties effectively. These include practical proficiency in legal standards, use of force policies, ethical decision-making, and situational awareness.
3. **Assess Task Frequency and Criticality**
Evaluate the frequency and importance of identified tasks to ensure training programs focus on high-priority and high-impact areas of job performance.
4. **Address Hawaii-Specific Challenges**
Identify competencies required to navigate Hawaii's unique geographic and environmental conditions, such as rural and remote patrol operations, disaster response, and marine law enforcement.
5. **Support Multicultural Engagement**
Define the skills and knowledge necessary for officers to engage effectively with Hawaii's diverse communities, fostering trust and cultural competence.
6. **Provide a Framework for Training Development**
Deliver actionable data that informs the creation of training programs aligned with the critical tasks and competencies identified through the JTA. This includes minimum basic training and ongoing in-service training requirements.
7. **Promote Equity in Standards**
Ensure that the JTA results support the development of training and certification standards that are competency-based and free from disparate impacts unrelated to job performance.
8. **Facilitate Stakeholder Collaboration**
Engage with law enforcement agencies, community representatives, and other stakeholders to ensure the JTA reflects the operational realities and expectations of Hawaii's law enforcement officers.

9. Produce a Final Report

Deliver a comprehensive final report that includes:

- A prioritized list of tasks and competencies.
- Detailed analysis of task frequency and criticality.
- Recommendations for integrating results into training and certification standards.

2.3 STAKEHOLDERS

The success of the Job Task Analysis (JTA) will depend on addressing the needs and priorities of key stakeholders who will contribute to and benefit from its outcomes. These stakeholders will represent a broad range of interests and responsibilities related to law enforcement training, certification, and public safety in Hawaii. By considering the unique needs of each stakeholder group, the JTA will ensure its findings are practical, relevant, and supportive of the LESB's mission. The primary categories of stakeholders will include:

2.3.1 Law Enforcement Standards Board (LESB) Administrator and Members

The LESB, composed of representatives from state and local government, law enforcement agencies, and community organizations, oversees the implementation of training and certification standards. The LESB Administrator and its members will provide strategic direction for the JTA and ensure that its findings align with the Board's statutory mandates and goals.

2.3.2 Law Enforcement Agencies

Local and state law enforcement agencies, including county police departments and specialized state enforcement divisions, will supply critical input on the duties, responsibilities, and challenges faced by officers in the field. Agency participation will ensure that the JTA accurately reflects operational realities and regional variations.

2.3.3 Law Enforcement Officers

Active-duty officers at various ranks and assignments will contribute first-hand knowledge of job duties, critical tasks, and skill requirements. Their participation in surveys, interviews, and focus groups will provide essential insights into the practical application of training and competencies.

2.3.4 Training Providers, Subject Matter Experts, and Educational Institutions

Training providers—including existing law enforcement agency training programs, Subject Matter Experts (SMEs), and educational institutions—will utilize the findings of the JTA to develop standardized curricula and instructional methods. (Currently, law enforcement agencies in Hawaii operate independent training programs without uniform standards.)

2.3.5 Community Stakeholders

Representatives from Hawaii's diverse communities, including cultural organizations and advocacy groups, will provide input to ensure that training standards and competencies promote cultural awareness, equity, and public trust.

2.3.6 Public Safety Leadership

Leadership from Hawaii's state and county government agencies, including officials responsible for public safety and emergency response, will use the JTA to evaluate alignment between law enforcement competencies and broader public safety objectives.

2.3.7 Other Stakeholders

Additional groups, including legal advisors, policymakers, and oversight entities, may utilize the findings of the JTA to inform legislative updates, policy development, and public accountability efforts.

Table 1: Stakeholders and Needs

STAKEHOLDERS		NEEDS
Upstream Stakeholders	<ul style="list-style-type: none">• LESB Members• LESB Administrator	Data that is comprehensive and legally defensible for establishing statewide standards.
		JTA findings that address Hawaii's unique law enforcement challenges.
Direct Stakeholders	<ul style="list-style-type: none">• Law Enforcement Agencies	Representation of real-world duties and regional variations in the JTA findings.
	<ul style="list-style-type: none">• Law Enforcement Officers	Competency-based standards that reflect field realities and ensure practical application.
	<ul style="list-style-type: none">• Training Providers, SMEs, and Educational Institutions	Clear, competency-based frameworks for developing standardized training curricula.
Downstream Stakeholders	<ul style="list-style-type: none">• Public Safety Leadership	JTA results that align law enforcement training with broader public safety objectives. (Includes Police Commissions)
	<ul style="list-style-type: none">• Community Stakeholders	Training standards that emphasize cultural competence, equity, and public trust.
	<ul style="list-style-type: none">• Other Stakeholders	Standards that are legally defensible and transparent to the public.

2.4 PARTICIPATING AGENCIES AND OPERATIONAL SCOPE

The Job Task Analysis (JTA) will cover Hawaii's six primary law enforcement agencies, which operate across the state's four counties and multiple state-level jurisdictions. These agencies collectively serve a statewide population of approximately 1.44 million residents across more than 6,400 square miles of land and diverse geographic environments, including urban centers, rural communities, protected environmental zones, and remote island jurisdictions.

The JTA will encompass sworn law enforcement personnel from the following six agencies:

1. Honolulu Police Department (HPD) – O'ahu

- Serves the City and County of Honolulu, with a population nearing 1 million residents.
- One of the largest municipal police departments in the United States by population served.
- Employs approximately 2,000 to 2,100 sworn officers.

2. Hawaii County Police Department (HCPD) – Hawai'i Island

- Covers the state's largest geographic county, home to approximately 206,000 residents.
- Employs approximately 425 sworn officers, many of whom operate in rural and remote areas.

3. Maui Police Department (MPD) – Maui, Moloka'i, Lāna'i

- Serves a county population of approximately 168,000 across three islands.
- Employs approximately 350 to 360 sworn officers responsible for a range of island-based jurisdictions.

4. Kaua'i Police Department (KPD) – Kaua'i

- Serves approximately 74,000 residents.
- Employs approximately 160 to 170 sworn officers with an emphasis on community engagement and rural deployment.

5. Department of Law Enforcement (DLE) – Statewide

- A newly established agency created to consolidate law enforcement operations from state departments including the Department of Public Safety (Sheriff Division) and the Department of Transportation (Harbors and Airports).
- Currently undergoing integration and expansion with an estimated staffing of fewer than **200** sworn officers.

6. Division of Conservation and Resources Enforcement (DoCARE) – Department of Land and Natural Resources – Statewide

- Responsible for the enforcement of state natural and cultural resource laws across land and marine environments.
- Employs approximately **100 to 120** conservation officers, with specialized environmental and interagency responsibilities.

2.5 HAWAII’S GEOGRAPHIC AND CULTURAL COMPLEXITY IN LAW ENFORCEMENT

The Job Task Analysis (JTA) must account for the unique operational, geographic, and cultural characteristics that define law enforcement work across the State of Hawaii. These factors are essential to fulfilling the statutory mandates of **HRS §139**, which require that minimum standards and training be appropriate to the specific duties and conditions faced by Hawaii’s officers.

Hawaii presents distinct law enforcement challenges that set it apart from mainland jurisdictions, including:

- **Geographic Isolation:** Officers operate across multiple islands, with no road connectivity between counties. Inter-island coordination, limited resources in rural areas, and environmental hazards (e.g., lava zones, flash flooding) require specialized training.
- **Cultural Diversity and Multilingual Communities:** Hawaii’s population includes Native Hawaiian communities, immigrant groups from Asia and the Pacific, and a highly diverse urban demographic. Officers must be trained to engage respectfully and effectively with individuals from different cultural, linguistic, and historical backgrounds.
- **Protected Environmental and Cultural Sites:** Agencies such as DoCARE and local police departments frequently work in or near culturally sensitive areas, conservation lands, and marine sanctuaries. This requires law enforcement officers to have heightened awareness of stewardship principles, cultural protocols, and environmental law.
- **Social Service Responsibilities:** Officers regularly engage with vulnerable populations, including those experiencing homelessness, mental illness, and substance abuse. The JTA must reflect the increased need for training in crisis intervention, trauma-informed communication, and community-based de-escalation strategies.

These geographic and cultural realities shape not only how law enforcement duties are performed but also the competencies required for certification and ongoing training. As such, the JTA must incorporate these factors into its research, analysis, and recommendations.

In alignment with HRS §139-6(a)(2) and §139-3(a)(7), the JTA must serve as the foundation for training that is culturally aware, geographically responsive, and legally defensible—ensuring officers are prepared to serve all of Hawaii’s communities with professionalism and accountability.

3 PROJECT SCOPE AND DELIVERABLES

The Job Task Analysis (JTA) project will focus on determining the essential duties, tasks, and competencies required of Hawaii's law enforcement officers. This will be accomplished through a structured scope of activities including planning, data collection, analysis, and engagement with key stakeholders. The project will culminate in a formal presentation of findings and recommendations to the Hawaii Law Enforcement Standards Board (LESB) and other stakeholders, providing the necessary foundation for the development evidence-based of standardized curricula and performance standards.

3.1 SCOPE OF WORK

The scope of the JTA will include the following core activities:

1. **Stakeholder Engagement and Planning:**
 - **Conduct a Project Kickoff Meeting:** Facilitate an initial kickoff meeting with the LESB and key stakeholders to introduce the project, clarify objectives, and establish expectations. This meeting will provide an overview of the project scope, timeline, and roles, ensuring alignment from the start.
 - **Finalize Project Goals and Methods:** Conduct planning sessions with the LESB, law enforcement agencies, and other stakeholders to refine project goals, timelines, and data collection methodologies.
 - **Develop Stakeholder Participation Protocols:** Establish clear protocols for engaging stakeholders, ensuring representation from diverse groups including law enforcement officers, community representatives, training providers, and public safety leadership.
2. **Data Collection:**
 - Employ a range of methodologies including surveys, interviews, focus groups, and document reviews to gather detailed information on the tasks, responsibilities, and competencies required for law enforcement officers.
 - Address Hawaii-specific challenges such as geographic isolation, multicultural engagement, and prevalent social issues in the data-gathering process.
3. **Task and Competency Analysis:**
 - Analyze collected data to identify critical tasks and competencies, emphasizing high-priority and high-impact areas of officer performance.
 - Assess task frequency, criticality, and context to ensure the analysis reflects real-world operational demands.

4. Validation and Review:

- Validate preliminary findings through a second round of stakeholder consultation to ensure accuracy, relevance, and inclusivity.
- Incorporate feedback into the final analysis to address any gaps or inconsistencies.

3.2 DELIVERABLES

The Offeror will provide the following deliverables:

1. Project Plan:

- A detailed plan outlining methodologies, timelines, stakeholder engagement strategies, and expected outcomes.

2. Data Collection Tools:

- Development and deployment of surveys, interview guides, and focus group protocols.

3. Preliminary Analysis Report:

- A summary of initial findings including identified tasks, competencies, and their criticality rankings.

4. Final JTA Report:

- A comprehensive report including:
 - Prioritized list of essential duties and competencies.
 - Analysis of task frequency, criticality, and context.
 - Recommendations for integrating findings into training and certification standards.
 - Appendices with raw data and analysis methodologies.

5. Stakeholder Presentation:

- A formal presentation of JTA findings and recommendations to LESB and other stakeholders, incorporating visual aids and data summaries for clarity.

3.3 FINAL STAKEHOLDER REVIEW:

The Offeror will conduct a final review session with LESB and key stakeholders to present results, gather feedback, and ensure that all project deliverables meet the Board's objectives and statutory mandates. This presentation will include actionable recommendations for implementing JTA findings into Hawaii's law enforcement training and certification programs.

3.4 JTA PROJECT PHASES

The JTA project shall be organized into clearly defined phases. Each phase shall outline critical activities and milestones, ensuring alignment with project objectives and stakeholder expectations. This phased approach provides a clear, comprehensive, and systematic approach to planning, execution, evaluating, and reporting.

The chart in Table 2 outlines the anticipated phases and key activities for the JTA project. This phase model serves as a framework to define the general tasks and specific deliverables required for successful project completion. Offerors may propose alternative phase models that may consolidate, reorder, or redefine elements of the outlined phases, provided all general tasks and specific deliverables are fully addressed and accomplished. Any proposed modifications must include clear justification and demonstrate how they will meet or exceed the project's objectives and deliverables as specified in this RFP.

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Table 2: Job Task Analysis Project Phases

PROJECT PHASE	FOCUS	GENERAL TASKS
PHASE 1: PROJECT KICKOFF	<ul style="list-style-type: none"> Establish a clear project foundation Engage stakeholders Prepare for project execution 	<ul style="list-style-type: none"> - Conduct a kickoff meeting with LESB and stakeholders to review project scope, goals, and timelines. - Confirm stakeholder engagement protocols. - Finalize data collection instruments and methods.
PHASE 2: STAKEHOLDER ENGAGEMENT	<ul style="list-style-type: none"> Collect insights from key groups. Refine the JTA framework and ensure stakeholder buy-in 	<ul style="list-style-type: none"> - Conduct initial consultations with law enforcement agencies, officers, and community representatives. - Host focus groups or interviews with diverse stakeholder groups. - Establish criteria for evaluating task criticality and frequency.
PHASE 3: DATA COLLECTION	<ul style="list-style-type: none"> Gather comprehensive information Define job duties and competencies 	<ul style="list-style-type: none"> - Distribute and administer surveys targeting law enforcement personnel across ranks and regions. - Collect qualitative data through interviews, focus groups, and other interactive sessions. - Consolidate data from existing job descriptions and training materials.
PHASE 4: DATA ANALYSIS	<ul style="list-style-type: none"> Conduct a thorough systematic data evaluation Identify critical tasks and competencies 	<ul style="list-style-type: none"> - Analyze data to determine the frequency and importance of identified tasks. - Develop a prioritized list of tasks and competencies. - Conduct validation sessions with stakeholders to confirm findings.
PHASE 5: REPORTING	<ul style="list-style-type: none"> Transform analysis into a comprehensive report with actionable recommendations 	<ul style="list-style-type: none"> - Produce a comprehensive final report including - Produce a list of essential tasks and competencies. - Develop recommendations for integrating findings into training and certification standards. - Compile appendices containing raw data and methodology documentation.
PHASE 6: PRESENTATION	<ul style="list-style-type: none"> Share project outcomes, findings, and implementation strategies 	<ul style="list-style-type: none"> - Facilitate a discussion session to gather stakeholder feedback and address questions. - Deliver a formal presentation summarizing the project findings and recommendations.

3.6 QUALITY ASSURANCE AND DATA INTEGRITY

The JTA project will include processes to ensure the accuracy, reliability, security, and confidentiality of the data collected and analyzed. The contract vendor will implement both automated and manual quality assurance (QA) measures to monitor data collection, processing, and reporting. These measures will include:

- **Data Verification:** Ensuring the validity and accuracy of responses from surveys, interviews, and focus groups through systematic checks and follow-ups as needed, while maintaining the confidentiality of individual participants.
- **Analysis Integrity:** Implementing rigorous methods to ensure that task and competency analyses are free from bias, align with established standards for statistical reliability and validity, and protect the anonymity of data sources in all reporting.
- **Auditing Procedures:** Conducting periodic reviews of data collection and analysis workflows to ensure compliance with project goals, stakeholder expectations, and security protocols.
- **Reporting on QA Processes:** Providing LESB with QA and audit reports that detail adherence to data integrity standards, while ensuring that the identities of survey, interview, and focus group participants remain anonymous, unless otherwise appropriate or necessary, in all documentation.

These QA and auditing functions will ensure that the JTA results are credible, actionable, legally defensible, and respectful of participant privacy.

3.7 OWNERSHIP OF JTA RESULTS AND MATERIALS

All deliverables and materials produced during the JTA project, including reports, data sets, and supporting documentation, will become the exclusive property of the Hawaii Law Enforcement Standards Board (LESB). The Offeror will ensure that all work products are delivered free from proprietary restrictions or third-party claims. Specifically:

- **Unrestricted Ownership:** The LESB will hold full rights to use, distribute, prohibit distribution, and modify all project deliverables without restriction.
- **No Proprietary Dependencies:** The JTA results and supporting materials will not rely on proprietary website access, software, systems, or frameworks that impose limitations on their use or modification.
- **Transfer of Rights:** Upon project completion, all intellectual property rights associated with the JTA deliverables will be unconditionally transferred to the LESB.

This provision ensures that the LESB maintains complete control over the results and materials, enabling their use for future training and certification development without dependency on the Offeror or third parties.

4 TIMELINE AND PROPOSAL SUBMISSION

4.1 PROPOSAL PROCESS

All offerors responding to this Job Task Analysis (JTA) RFP are expected to adhere to the timelines and requirements detailed below to ensure a fair and transparent procurement process.

4.1.1 Proposal Timeline

The procurement schedule is as follows. The following procurement schedule outlines the sequence of events using **business day intervals**, with all deadlines measured in **Hawaii Standard Time (HST)**. The schedule begins on **Day 0**, defined as the **Monday of the RFP publication week**. All intervals are calculated in **business days (Monday through Friday, excluding State of Hawaii and federal holidays)** to allow flexibility while maintaining adequate time for offeror participation, evaluation, and award processes. **All deadlines are in Hawaii Standard Time (HST) and are subject to change at the discretion of the LESB.**

A. Request for Proposals (RFP) Issuance

The RFP will be publicly released on **Day 0 (Monday)** to initiate the competitive procurement process and solicit proposals from qualified offerors.

B. Virtual RFP Overview and Question/Answer Session

A virtual information session will be held **10 business days after publication** to provide an overview of the RFP and clarify any questions from prospective offerors regarding project scope, expectations, or deliverables.

C. Deadline for Offeror Requests for Clarifications or Modifications

Offerors may submit written questions or requests for clarification up to **5 business days after the Q&A session**.

D. LESB Posts Clarification / Modification Response

Written responses to submitted questions and clarification requests will be issued and made publicly available **5 business days after the request deadline**.

E. Proposal Due Date and Time

All proposals must be submitted no later than **11 business days after LESB posts its Clarification / Modification Response**, by **5:00 PM Hawaii Standard Time**. Late submissions will not be accepted.

F. Preliminary Evaluation of Proposals

A preliminary review of all timely submitted proposals will be conducted over the **7 business days following the Proposal Due Date**. This review will assess whether submissions meet the stated responsiveness criteria and minimum qualification requirements outlined in this RFP.

G. Notification of Offerors Selected to Make Oral Presentations or Participate in Interviews

Offerors selected to proceed to the next stage will be notified by LESB **no later than 3 business days following the conclusion of the Preliminary Evaluation**. Notification will include instructions for scheduling and preparing for oral presentations or interviews.

H. Oral Presentations / Interviews

Oral presentations and/or interviews will be conducted over a period of **5 business days**, beginning **no later than 7 business days after LESB issues notifications to selected offerors**. Participation is mandatory for all offerors selected to advance to this phase.

I. Final Evaluation

Final scoring and proposal ranking will be completed by LESB **within 5 business days following the conclusion of oral presentations or interviews**, incorporating all relevant information submitted and presented.

J. Negotiations

Negotiations with one or more top-ranked offerors may occur over the **7 business days following completion of the Final Evaluation**, as determined necessary by LESB to reach a final agreement.

K. Notice of Intent to Award

LESB will issue a formal Notice of Intent to Award to the selected offeror(s) **within 3 business days of concluding negotiations**, pending successful contract execution.

L. Execution of Contract

The final contract will be executed **no later than 5 business days after issuance of the Notice of Intent to Award**, unless otherwise extended by LESB.

Table 3: Job Task Analysis Timeline

EVENT	BUSINESS DAY INTERVAL	DAYS FROM DAY 0
RFP Publication	Day 0 (Monday of publication week)	0
Virtual RFP Overview and Q&A Session	10 business days after RFP Publication	10
Deadline for Offeror Requests for Clarifications or Modifications	5 business days after Q&A Session	15
LESB Posts Clarification / Modification Response	5 business days after Clarification Request Deadline	20
Proposal Due Date and Time	11 business days after LESB Posts Clarifications	31
Preliminary Evaluation of Proposals	Begins 1 business day after Proposal Due Date, continues for 7 days	32–38
Notification to Selected Offerors for Oral Presentations / Interviews	No later than 3 business days after Preliminary Evaluation ends	41
Oral Presentations / Interviews	Begins no later than 7 business days after Notifications	48–52
Final Evaluation	Completed within 5 business days after Interviews	57
Negotiations	Begin within 1 business day of Final Evaluation, for 7 days	58–64
Notice of Intent to Award	Within 3 business days after Negotiations	67
Execution of Contract	Within 5 business days after Notice of Intent to Award	72

4.1.2 Request for Proposal Publication

This RFP and any addenda that may be issued will be available on the following website:
<https://ag.hawaii.gov/law-enforcement-standards-board/>

4.1.3 Proposal Submittal Address

Email: LESB@hawaii.gov
Subject: HI LE JTA RFP Response

4.1.4 Disposition of Material and Confidential or Proprietary Information

All materials submitted in response to this RFP will become the property of LESB. Proposals may be retained as part of official records and may be subject to public record requests under applicable laws. Offerors are advised not to include confidential or proprietary information unless necessary to the proposal. If included, such information must be clearly marked as "Confidential." LESB reserves the right to determine whether such materials qualify for confidentiality under applicable statutes.

4.1.5 Proposal Preparation Costs

Offerors are solely responsible for all costs associated with preparing and submitting their proposals. LESB assumes no obligation for any costs incurred by offerors, including, but not limited to, preparation, submission, or participation in selection interviews.

4.1.6 RFP Not a Contract

This RFP is not an offer of employment or a contract. LESB reserves the right to make no award, multiple awards, or reject all proposals in whole or in part. LESB may also cancel, modify, or reissue this RFP at its sole discretion.

4.2 PRE-SUBMITTAL PROCESS

4.2.1 Request for Clarifications or Modifications

- A. Offerors may submit questions or requests for clarification or modification to the designated email address. Requests must include proposed changes and justification.
- B. The deadline for questions is specified in the timeline (Section 4.3). Questions submitted after the deadline will not be answered.
- C. LESB will compile all questions and responses and distribute them to all interested offerors without disclosing the source of the questions.

4.2.2 Ambiguity, Discrepancies, Omissions

- A.** Offerors discovering errors, omissions, or ambiguities in the RFP must notify LESB immediately at the designated email address. LESB may issue corrections or modifications as addenda.

4.2.3 RFP Addenda

- A.** LESB may issue addenda to modify the RFP before the proposal deadline.
- B.** Offerors are responsible for ensuring their proposals reflect all addenda. Failure to acknowledge or include addenda in proposals may result in rejection.

4.3 SUBMISSION OF PROPOSALS

4.3.1 Proposal Delivery

- A.** Proposals must be submitted electronically via email to the designated address by the deadline specified in Section 4.3. Late submissions will not be considered.
- B.** Submissions must include two separate documents:
 - a.** Technical Proposal: A document addressing the scope, methodology, qualifications, and timeline. Pricing information must not be included.
 - b.** Cost Proposal: A separate document with detailed pricing, submitted as a clearly labeled "Cost Proposal."

4.3.2 Amendment or Withdrawal of Proposals

Offerors may amend or withdraw their proposals before the submission deadline by notifying LESB via email. Amendments must comply with the original submission requirements.

4.3.3 Mistake in Proposal

If errors are discovered after submission but before contract award, LESB may allow corrections at its sole discretion. This applies only to clerical errors and not substantive changes.

4.3.4 Error in Submitted Proposals

- A.** If an error is discovered in an offeror's proposal, IADLEST may at its sole option retain the proposal and allow the offeror to submit certain corrections. IADLEST may, at its sole option, allow the offeror to correct obvious clerical errors. In determining if a correction will be allowed, IADLEST will consider the conformance of the proposal to the format and content required by the RFP, the significance and magnitude of the correction, and any unusual complexity of the format and content required by the RFP.
- B.** If the offeror's intent is clearly established based on review of the complete proposal submitted, IADLEST may, at its sole option, allow the offeror to correct an error based on that established intent.

4.3.5 Validity Period of Proposals

Proposals must remain valid for 90 days from the proposal due date. LESB may request an extension of this validity period if necessary.

4.3.6 Independence of Proposal and Joint Proposals

- A.** Unless an offeror is submitting a joint proposal, the offeror represents and warrants that by submitting its proposal it did not conspire with any other offeror to set prices with the intent to influence this RFP process. Hawaii Revised Statutes §480-4(a) prohibits collusion or price fixing in restraint of trade. This requirement applies to all offerors, including those submitting joint proposals or proposing the use of subcontractors.
- B.** A proposal submitted by two or more offerors participating jointly in one proposal may be submitted, but one offeror must be identified as the prime contractor and the other(s) as the subcontractor. LESB assumes no responsibility or obligation for the division of payments, authorized expenses if allowed by the subsequent contract, or responsibilities among joint contractors.
- C.** The offeror certifies that its proposal has been developed independently and in full compliance with applicable federal antitrust laws and

4.3.7 Covenant Against Gratuities

Offeror warrants by signing its proposal that no gratuities, in the form of entertainment, gifts, or otherwise, were offered by the offeror or any agent, director, or representative of the offeror, to any officer, official, agent, or employee of the State of Hawaii, the LESB or its members, with an intent to secure award of, or favorable treatment with respect to, any determinations concerning the performance of any resulting contract. For breach or violation of this warranty, the LESB will have the right to terminate any resulting contract in whole or in part. The rights and remedies of the LESB shall not be exclusive and are in addition to any other rights and remedies provided by law or under the resulting contract.

4.3.8 Non-Disclosure and Conflict of Interest Acknowledgements

LESB may require offerors to sign non-disclosure agreements or provide conflict-of-interest declarations at any stage of the procurement process.

5 SELECTION CRITERIA

Proposals submitted in response to this RFP will be evaluated using the criteria outlined in this section. The evaluation process ensures fairness, transparency, and the selection of an offeror capable of delivering high-quality results for the Job Task Analysis (JTA) project. Each proposal will be assessed based on its ability to meet the project's objectives, requirements, and deliverables.

5.1 OVERVIEW OF EVALUATION PROCESS

5.1.1 Evaluation of Proposals

- A. The Hawaii Law Enforcement Standards Board (LESB) will conduct a comprehensive, fair, and impartial evaluation of all proposals submitted in response to this RFP. Proposals will be reviewed and evaluated by a selection committee composed of qualified personnel (the "JTA Evaluation Committee"). The identities of individual committee members, including their affiliations or experience, will not be disclosed to offerors at any time before the RFP process.
- B. Proposals meeting the Minimum Qualifications set forth in this RFP will be distributed to the JTA Evaluation Committee for review.
- C. The JTA Evaluation Committee will first review and evaluate the technical proposals independently of the cost proposals. As outlined in Section 4.3.1.B, technical proposals must not include any pricing information. Proposals containing pricing information within the technical section may be deemed non-responsive and excluded from further evaluation.
- D. Following the completion of the technical proposal evaluations, the cost proposals will be reviewed and scored. The technical and cost evaluation scores will then be combined to calculate an overall evaluation score for each proposal.

5.1.2 Reservation of Rights

- A. The Hawaii LESB, at its sole discretion, may eliminate proposals that do not meet the minimum qualifications specified in this RFP or have not achieved a competitive score compared to other proposals. LESB reserves the right to reject any or all proposals, in whole or in part, and may waive any immaterial deviation or defect in a proposal. However, such a waiver will not modify the RFP requirements or excuse an offeror from full compliance with the specifications outlined in this RFP.
- B. If a proposal fails to meet a material requirement of the RFP, it may be rejected. A material deviation is defined as a response that does not substantially conform to the requirements of the RFP. Material deviations cannot be waived.
- C. LESB reserves the right to negotiate with offerors who, in the judgment of the JTA Evaluation Committee, have submitted the most advantageous proposals. If

negotiations with an offeror fail to result in an agreement, LESB reserves the right to negotiate with other offerors or to make no award under this RFP. At any stage in the procurement process, LESB may reject all proposals or reconsider any proposal previously submitted. LESB also reserves the right to meet with offerors to request additional information or clarification.

- D. Proposals containing false or misleading statements may be rejected if, in LESB's opinion, the information was intended to mislead the Board or the JTA Evaluation Committee regarding a material requirement of the RFP.

5.1.3 Evaluation of Cost Proposal Sheets

Cost proposals will be reviewed only if a proposal is determined to be otherwise qualified based on the evaluation of the technical proposal. All figures included in the cost proposal must be clearly represented and itemized. The cost proposal should align with the six-phase project model, or equivalent offeror-proposed model, as described in Section 3.4 and include detailed breakdowns for at least the following:

A. Project Kickoff

Costs associated with planning, facilitating the kickoff meeting, and establishing stakeholder engagement protocols.

B. Stakeholder Engagement

Expenses for consultations, focus groups, and interviews with stakeholders, including any necessary travel or facilitation fees.

C. Data Collection

Costs for survey development, distribution, administration, and consolidation of data from multiple sources.

D. Data Analysis

Expenses for analyzing and validating data, prioritizing tasks and competencies, and preparing preliminary findings.

E. Reporting

Costs related to drafting, revising, and finalizing the comprehensive JTA report, including appendices and methodology documentation.

F. Presentation of Findings

Expenses for preparing and delivering a final presentation to LESB and stakeholders, including materials, visuals, and facilitation costs.

Proposals must ensure that costs are reasonable, transparent, and directly aligned with the tasks and deliverables outlined in the offeror's work plan. Any optional costs or services must be clearly labeled as such and itemized separately.

5.1.4 Requests for Additional Information

The Hawaii LESB reserves the right to request clarification or additional information from any offeror at any stage of the RFP process. LESB may require the offeror's designated representative to respond to questions or provide further details regarding the submitted proposal. Failure to substantiate claims or provide requested information may result in the proposal being deemed non-responsive and excluded from further consideration.

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5.2 QUALIFICATIONS

5.2.1 Minimum Qualifications

- A.** Offerors must meet the following minimum qualification requirements to be considered for evaluation under this RFP:
1. The offeror has successfully completed at least two (2) projects of comparable size and scope to the JTA outlined in this RFP.
 2. Neither the offeror nor any of its proposed subcontractors are currently under suspension or debarment by any state or federal government agency, nor are they delinquent on taxes owed to any state or the federal government.
- B.** The offeror must explicitly state in its Executive Summary how it meets or complies with each of the minimum qualifications specified in this RFP. Subject to the Hawaii Law Enforcement Standards Board's (LESB) discretion to waive minor deviations or defects, only those proposals that meet all minimum qualifications will be considered for full evaluation and potential contract award.

5.3 EVALUATION CRITERIA

The selection of an offeror for the JTA project will be based on an objective evaluation of proposals against the criteria outlined below. Offerors are encouraged to submit comprehensive, clear, and concise proposals to facilitate an effective review process.

5.3.1 Evaluation Criteria Weighting

Proposals will be evaluated based on the following criteria, with assigned weights for each category:

A. Understanding Of The Project (20%)

The offeror's understanding of the project will be evaluated based on the depth and clarity of their proposal in addressing the following:

1. Comprehension of the JTA project objectives and deliverables.
2. Identification of the unique challenges and operational requirements of Hawaii's law enforcement environment.
3. Alignment of proposed tasks and activities with the statutory mandates outlined in this RFP.

B. Methodology And Approach (25%)

Offerors must demonstrate a well-thought-out methodology and approach for achieving the objectives of the JTA. This includes:

1. A detailed plan for stakeholder engagement, data collection, and analysis.

2. Strategies for maintaining data integrity, confidentiality, and anonymity throughout the project lifecycle.
3. A clear explanation of how proposed methods will address task frequency, criticality, and Hawaii-specific challenges.

C. Qualifications And Experience (20%)

The qualifications and experience of the offeror and their team will be evaluated based on the following:

1. Evidence of successful completion of similar projects, such as job task analyses or related initiatives.
2. Familiarity with law enforcement training, certification, and operational standards.
3. Relevant experience working with diverse stakeholder groups, including law enforcement agencies, community representatives, and subject matter experts.
4. Expertise of key personnel assigned to the project, as demonstrated through resumes and references.

D. Proposed Timeline And Work Plan (15%)

Proposals must include a comprehensive timeline and work plan detailing how the offeror will meet the project's requirements. This includes:

1. A clear schedule with milestones for each project phase.
2. Feasibility of the timeline in delivering high-quality results within the designated timeframe.
3. Flexibility to adapt to unforeseen challenges while maintaining project objectives.

E. Cost Proposal (15%)

The cost proposal will be evaluated based on its reasonableness, transparency, and alignment with the proposed methodology. Key factors include:

1. A detailed cost breakdown for each project phase.
2. Justification for costs in relation to the proposed work plan and deliverables.

3. Cost-effectiveness compared to other proposals.

F. References (5%)

Offerors must provide references to demonstrate their past performance and reliability. Evaluation will consider:

1. Feedback from previous clients regarding project outcomes, timeliness, and professionalism.
2. Relevance of past projects to the scope and complexity of the JTA.
3. The offeror's reputation for meeting or exceeding client expectations.

Table 4: RFP Proposal Evaluation Criteria

EVALUATION CRITERIA	WEIGHT
Understanding of the Project	20%
Methodology and Approach	25%
Qualifications and Experience	20%
Proposed Timeline and Work Plan	15%
Cost Proposal	15%
References	5%

5.3.2 Final Selection

After evaluating all proposals, LESB may conduct interviews or request additional information from top-ranked offerors. The final selection will be based on the highest overall score and the offeror's demonstrated ability to achieve the project's objectives and deliverables. LESB reserves the right to make no award, multiple awards, or modify the selection process, as necessary.

5.4 INTERVIEWS, PRODUCT DEMONSTRATIONS, AND NEGOTIATIONS

5.4.1 Interviews

- A.** After the initial evaluation of proposals, the Hawaii LESB reserves the right to require oral presentations or discussions (written or verbal) to clarify and expand on the content of submitted proposals. If LESB determines that interviews are necessary, selected offerors will be notified in writing with details regarding the date, time, location, and format of the interview. Offerors will bear all costs associated with their participation in the interview, which may be conducted in person or virtually, at LESB's sole discretion. Failure to participate in a requested interview will result in the offeror's disqualification from further consideration.
- B.** Interviews are intended solely for the purpose of clarifying submitted proposals and will not be an opportunity for offerors to alter, modify, or amend their proposals. Any alterations, modifications, or amendments made during the interview process will not be considered and may negatively impact the evaluation of the proposal.
- C.** The offeror must ensure the attendance of at least one project manager and one technical lead personnel member during the interview to provide expertise and address questions about the proposal and its implementation.

5.4.2 Interviews / Presentations / Demonstrations

After the initial evaluation of proposals, the Hawaii LESB may invite selected offerors to participate in interviews, presentations, or demonstrations to further assess their qualifications and proposal details. LESB will notify the selected offerors in writing and coordinate the scheduling of these sessions.

Offerors should be prepared to present their methodologies, address questions, and demonstrate their ability to execute the project as outlined in their proposal. These sessions, if conducted, will follow the timeline specified in Section 4.1. Offerors' participation in interviews, presentations, or demonstrations is mandatory if requested by LESB. Failure to comply with such a request may result in the offeror being disqualified from further consideration.

5.4.3 Negotiations

The Hawaii LESB may, at its sole discretion, enter into negotiations with one or more offerors. If LESB elects to negotiate and no agreement is reached, LESB reserves the right to negotiate with other offerors or to make no award under this RFP. LESB further reserves the right to award a contract, if any, without engaging in negotiations. Any negotiations conducted will not oblige LESB to make an award.

5.5 AWARD OF CONTRACT

5.5.1 Notification of Intent to Award Contract

The JTA Evaluation Committee will make a final recommendation for the award of the contract to the Hawaii LESB. The LESB Administrator will subsequently issue a Notice of Intent to Award to all offerors. This notice will be posted on the LESB's official website or distributed through other appropriate channels. LESB reserves the right to award the contract in whole or in part, make multiple awards, or make no award. LESB may also modify or cancel this RFP, in whole or in part, at its sole discretion.

5.5.2 Execution of Non-Disclosure Agreement

Upon award, the intended awardee may be required to submit non-disclosure attestations or documentation deemed necessary by the LESB related to the JTA Project.

5.5.3 Execution of Contract

Upon award, the intended awardee will be required to adhere to the terms and timeframes of the contract.

5.5.4 Insurance Requirements

The awarded contractor must maintain liability insurance coverage in the amount of not less than \$1,000,000 per claim and \$2,000,000 annual aggregate or maintain an umbrella policy that provides equivalent coverage limits for the duration of the contract. Proof of current insurance coverage meeting these thresholds—either through direct policy limits or via an umbrella policy—shall be required prior to contract execution and upon request during the project term.

5.5.5 News Releases

News releases pertaining to the award of any contract resulting from this RFP may not be made by a contractor without the prior written approval of the LESB Administrator in coordination with the LESB.

5.6 PAYMENT

Payment terms will be specified in the contract resulting from this RFP in accordance with the State of Hawaii's procurement regulations. **The LESB does not provide advance payments for goods or services.** Payment for services performed under the resulting contract will be made on a cost reimbursement basis, up to a specified not-to-exceed amount inclusive of all authorized expenses. Payments will be issued upon the satisfactory completion of specific tasks or the acceptance of deliverables as outlined in the contract.

All payment requests must be accompanied by detailed invoices and supporting documentation substantiating costs and completion of tasks. The LESB reserves the right to withhold payment for deliverables deemed incomplete, unsatisfactory, or noncompliant with contract requirements. Additionally, payments are subject to the availability of funds and compliance with applicable state procurement rules and regulations.