



**STATE OF COLORADO  
DEPARTMENT OF LAW**

**Office of the Attorney General  
RALPH L. CARR, COLORADO JUDICIAL CENTER  
1300 Broadway, 10th Floor  
Denver, Colorado 80203  
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**REQUEST FOR PROPOSALS**

**Job Task Analysis  
Solicitation Number: RFP LAAA 2022 0000 0000 0000 0002**

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## **PART A: RFP PURPOSE & PROCESS**

### **About the DOL**

This Request for Proposals (“RFP”) is issued by the State of Colorado, Department of Law, Office of the Attorney General (“DOL”). The DOL defends the legal interests of the people of the State of Colorado and its sovereignty. The DOL provides legal counsel to and advises the executive branch of state government, including the governor, all of the departments of State government, and to the various State agencies, boards, and commissions. The DOL has primary authority for enforcement of consumer protection and antitrust laws, prosecution of criminal appeals and some complex white-collar crimes, the Statewide Grand Jury, training and certification of peace officers, and most natural resource and environmental matters.

The Colorado Peace Officer Standards and Training Board (“POST”) is a unit of the DOL’s Criminal Justice Section. POST is commissioned to monitor and regulate the training and certification compliance of Peace Officers, currently 14,000, that are partitioned into 10 training regions throughout the State. POST establishes and maintains training standards for peace officer certification and in-service training requirements. POST oversees compliance with these standards at the 34 basic, reserve, and refresher law enforcement training academies in the state, which are run by law enforcement agencies, community colleges, and nonprofits. Collectively, these law enforcement training academies graduate, and POST certifies, an average of 1,000 peace officers annually. POST works with four subject matter expert committees, comprised of nearly 80 volunteers, that assist with compliance issues, as well as advising the Board on curriculum updates and changes.

### **RFP Purpose**

Colorado POST seeks to review and update the content and delivery of the curriculum required of the Basic Law Enforcement Training Academy to reflect changes in law, technology, evidence-based education, policing models, and public expectations. To this end, it invites proposals to perform a Job Task Analysis (“JTA”) which will provide Colorado POST information critical to understanding the curriculum used to prepare entry-level officers to succeed in performing the job as it exists today.

Note: Exhibit C to this RFP includes additional terms, including applicable definitions. Offerors should carefully read and consider Exhibit C in conjunction with this RFP document.

### **Contract Term and Funding.**

The initial Contract term will end on June 30, 2022, by which date POST anticipates Contractor will be able to complete the Work. However, the DOL will have the option to extend the term of the contract for a term of up to one year.

### **Invitation to Submit Proposals**

This RFP is published using the Colorado Vendor Self-Service system, located at <http://www.colorado.gov/VSS>. Offerors can self-register at the VSS Website, free of charge. Offerors are encouraged to register early in case of technical difficulties that might affect a timely Proposal submission. In the event the DOL determines it is necessary to revise any portion of this RFP, the DOL will post an amendment to the RFP to the VSS Website.

Offerors may submit Proposals in accordance with the requirements of this RFP. Please carefully review all information in this RFP, including Appendices. An Offeror must meet all mandatory requirements stated in this RFP to be eligible for consideration for award.

It is the sole responsibility of the Offeror to ensure that its Proposal is submitted and received prior to the date and time specified in this RFP. Be sure to carefully read Appendix C, Additional RFP Terms & Conditions.

The DOL intends to select one or more Proposal for award of a contract for the goods and services offered in such awarded Proposal(s) under a Contract substantially similar to Appendix D, Template Contract.

### **Schedule of Activities**

Activity	Date	Time (MT)
RFP Notice Published on VSS	As posted on VSS <a href="http://www.colorado.gov/vss">www.colorado.gov/vss</a>	
Written Inquiry Deadline (No questions accepted after this date/time; e-mail preferred)	September 8, 2021	5:00 p.m.
DOL Response to Written Inquiries (estimate)	September 13, 2021	
RFP Proposal Submission Deadline	September 24, 2021	3:00 p.m.
Public Opening of Sealed Bids	September 24, 2021	4:00 p.m.

Late Proposals will not be considered for award, unless at the discretion of the Procurement Officials for allowable reasons under the Colorado Procurement Code.

The Public Opening of Sealed Bids can be attended on Zoom at the following link: <https://us02web.zoom.us/j/85214165229?pwd=K1pZTVM0WS91SmU4a1dzK3ISMEEzUT09>.

### **Communications by DOL**

Prior to the Proposal Submission Deadline, all official communication from the DOL regarding this RFP, including any modifications, will be posted as a notice on VSS. Offerors should carefully and regularly monitor VSS for any such postings.

At any time prior to the execution of a contract as a result of this RFP, any news release or other contact with media representatives regarding this RFP or any Proposal submitted in response to this RFP is prohibited, to the extent permitted by law, without the prior express written approval of the DOL.

### **Inquiries to DOL**

Unless otherwise noted, prospective Offerors may make written or electronic mail inquiries concerning this RFP to obtain clarification of requirements. E-mail is the preferred method for

Offerors to submit inquiries. No inquiries about substantive aspects of the RFP shall be accepted after the Written Inquiry Deadline. Inquiries must be made to the DOL Contact.

The DOL's contact for this RFP is:

Mike Templeton, Purchasing Agent  
1300 Broadway, 10th Floor  
Denver, CO 80203  
Email: [procurement@coag.gov](mailto:procurement@coag.gov)

Offerors shall not contact other DOL personnel regarding the **RFP**. Doing so will be grounds for disqualification from award of the RFP at the Procurement Official's discretion.

All inquiries must clearly identify the RFP number, and where appropriate, include references to any corresponding RFP section, paragraph, or question number. Please do not use page numbers as references in an inquiry. Failure to clearly identify relevant RFP sections may result in dismissal of an inquiry.

Any response to an Offeror's inquiry will be published as a notice on Colorado VSS. Offerors should not rely on any other statements, whether written or oral, that purport to alter any specification or other term or condition of this **RFP**. Offerors are responsible for monitoring Colorado VSS for publication of notices regarding this **RFP**.

### **Evaluation and Award Process**

The Procurement Official will convene an Evaluation Committee to evaluate each responsive Proposals from qualified, responsible Offerors at the Procurement Official's sole discretion.

The Evaluation Committee will recommend the award of contract(s) to the Offeror(s) whose Proposal(s) is most advantageous to the State, considering price and other evaluation factors of the RFP. Alternatively, the Evaluation Committee may abstain from recommending any Proposal(s) for award of contract(s).

The Evaluation Committee may conduct discussions, remote or in person, with responsible Offerors whose Proposals the Procurement Official determines are reasonably susceptible of being selected for an award for the purpose of clarification of the Proposals to assure complete understanding of and responsiveness to the RFP requirements. Offerors shall be accorded fair and equal treatment with respect to any opportunity for discussions and revisions of Proposals, and any such revisions may be permitted after submissions and prior to award for the purpose of obtaining best and final offers ("BAFO"). Pricing information, including BAFOs, shall not be revealed to competing Offerors.

The Evaluation Committee will consider all documentation and information submitted per Part C. herein, as well as information communicated during live meetings, in recommending award(s).

### **Evaluation Criteria**

The evaluation criteria to be used in evaluating the proposals are as follows:

1. Quality of Offeror's Work Proposal, including:

- 1.1. Demonstrated experience successfully identifying job tasks and job competencies for law enforcement personnel and familiarity with relevant federal law related to developing job criteria;
- 1.2. Demonstrated understanding of the services and requirements described in Section D of this RFP; and
- 1.3. Demonstrated ability to meet deadlines for completing this project.
2. Quality of Offeror's Personnel (communication skills, credentials, and experience), including demonstrated qualifications and capacity of the personnel to perform work in developing the Job Task Analysis;
3. Quality of Offeror's Recommendations;
4. Quality of Offeror's Experience; and
5. Value to the State of Offeror's Pricing Proposal.

Past performance by an Offeror shall be considered as part of the DOL's overall evaluation of best value. This evaluation shall take into account past performance information submitted as a part of each Offeror's Proposal, including but not limited to, information regarding predecessor companies, key personnel who have relevant experience, and subcontractors performing major or critical aspects of the service(s), if such information is relevant. The Evaluation Committee shall consider past or current State contracts for efforts similar to the DOL's requirements for this contract. The Evaluation Committee shall consider information provided regarding problems encountered on the identified contracts and any associated corrective actions. Offerors that have received a below standard performance ratings with the State will not be considered for work.

When a contract for commodities or services is to be awarded to an Offeror, a resident Offeror will be allowed a preference against a nonresident Offeror equal to the preference given or required by the state in which the nonresident Offeror is a resident.

Service Disabled Veteran Owned Small Businesses (SDVOSBs), who are incorporated or organized in Colorado or maintain a place of business or have an office in Colorado and who are officially registered and verified as a SDVOSB by the Center for Veteran Enterprise within the U.S. Department of Veterans Affairs ([www.vip.vetbiz.gov](http://www.vip.vetbiz.gov)), may receive a 5% preference on their Proposal. This preference applies only to the price, and the SDVOSBs must still meet all other qualifications required in the Proposal. SDVOSBs claiming this preference shall submit documentation of SDVOSB certification Issued through the U.S. Department of Veterans Affairs in their response to the solicitation. Proposal submissions without this documentation shall not be given a preference.

## PART B: PROPOSAL INSTRUCTIONS

A responsive Proposal shall include:

1. A one-page **Executive Summary** of the contents of the Proposal (include at the front of the Proposal);
2. A completed and signed copy of Appendix A, Request for Proposals Signature Page (one of the two boxes regarding the Model Contract Terms and Conditions at the bottom of the page must be checked);
3. A **Work Proposal** that is consistent with the requirements of Part D of this Appendix B and that demonstrates Offeror's ability to meet all Mandatory Work Proposal Components and any applicable Preferred or Discretionary Work Proposal Components;
4. A **Pricing Proposal** that demonstrates the full costs of the Work and is consistent with the requirements of Section 20 of Appendix C, Additional RFP Terms and Conditions;
5. A completed and signed copy of Appendix B, Assertions and Assurances, including all information requested therein;
6. Written recommendations from at least two Law Enforcement Agencies for which Offeror has performed services substantially similar to those described in this RFP;
7. A completed copy of Appendix F, W-9 Form for both Offeror and Offeror's parent entity, if any;
8. A Certificate of Good Standing from the Colorado Secretary of State's website, found at: <https://www.sos.state.co.us/biz/BusinessEntityCriteria.do>; and
9. Any other documentation or information called for in this RFP.

An Offeror may include any necessary supporting documents for items as attachments. Any such attachments must reference the Section of the RFP or Appendix to which it corresponds.

Do not include unnecessary or redundant information, such as generic marketing materials. Inclusion of such information may be cause for removal of the Proposal from consideration at the DOL's sole discretion.

Proposals must be organized in substantially the same format as the RFP, unless otherwise required or allowed by the RFP.

### Proposal Format

For consideration for award, a Proposal must be formatted as follows:

If Offeror claims no confidential information in the Proposal:

1. One paper copy in a sealed envelope; and
2. One electronic copy, in a PDF or Word file, saved in a USB flash drive in a sealed envelope;

OR

If Offeror claims confidential/proprietary information in the Proposal:

1. One paper copy, with all confidential/privileged information redacted within it, in a sealed envelope labelled "Redacted";

2. One electronic copy, in a PDF or Word file, with all confidential/privileged information redacted within it, saved in a USB flash drive in a sealed envelope labelled "Redacted";
3. One paper copy, with no redactions, in a sealed envelope labelled "Confidential"; and
4. One electronic copy, in a PDF or Word file, with no redactions, saved in a USB flash drive in a sealed envelope labelled "Confidential."

See Section 18 of Appendix C, Additional RFP Terms & Conditions for terms and conditions regarding confidential/ proprietary information.

### **Proposal Submission**

Offerors must deliver Proposals by USPS or a courier, such as UPS or FedEx, requiring signature by the DOL upon delivery. The DOL will not accept Proposals delivered via e-mail or via facsimile. The RFP number must be clearly printed on the outside of the mail envelope and addressed to the DOL's Contact.



## **PART C: OFFEROR QUALIFICATIONS**

### **OFFEROR Qualifications**

Offerors must meet the following Minimum Mandatory Qualifications:

1. Demonstrated experience of at least two projects in which Offeror conducting scientifically based entry level law enforcement Job Task Analyses; and
2. Offeror must be a legal entity with the legal right to contract in the State of Colorado for award of this RFP.

The following are Preferred Qualifications for Offerors:

1. Demonstrated experience of more than two projects in which Offeror conducting scientifically based entry level law enforcement Job Task Analyses; higher preference may be given for each additional project.
2. Demonstrated experience detailing soft skills, such as de-escalation, emotional intelligence, active bystandership, crisis intervention, critical thinking, and other such skills, into a JTA.
3. Demonstrated experience conducting a statewide JTAs which reviewed urban, suburban, rural, and frontier regions.
4. Demonstrated history of including community member input and feedback into a JTA.

## **PART D: WORK REQUIREMENTS**

Colorado POST seeks to review and update the content and delivery of the curriculum required of Basic Law Enforcement Training Academies to reflect changes in law, technology, evidence-based education, policing models, and public expectations. To this end, it invites proposals to perform a Job Task Analysis (“JTA”) which will help inform POST’s subsequent efforts to update the content and delivery of the curriculum to ensure that the curriculum for Entry-Level Certified Peace Officers (“ELCPOs”) (defined below) prepares peace officers to succeed in performing the job as it exists today.

Awarded Contractor(s) will undertake and document a Job Task Analysis that identifies and defines the critical job activities performed by ELCPOs in the State of Colorado, analyzing each task in terms of the frequency with which it is performed and its importance to successful job performance.

More specifically, this Job Task Analysis is to inform the content of POST law enforcement academy curricula by identifying:

1. The “job tasks” that ELCPOs must be able to safely and competently perform (as well as the equipment that ELCPOs must be able to safely and competently use in completing those tasks); and
2. The knowledge, skills, and other competencies that ELCPOs need in order to perform those job tasks successfully (i.e., “job competencies”).

POST will use the results of the JTA to validate the content of, and the tests used at, Basic Law Enforcement Training Academies.

### **Work Requirements and Preferences**

1. Awarded Contractor(s) will identify and define critical job activities performed by ELCPOs in the State of Colorado (“Job Task Analysis” or “Analysis”).
2. The Job Task Analysis will be completed in cooperation with, and with assistance from, identified POST and other specified DOL staff with a completion date of no later than June 30, 2022.
  - 2.1. The purpose of this Job Task Analysis is to inform the content of POST law enforcement academy curricula by identifying the key tasks that ELCPOs must be able to safely and competently perform. This includes the equipment that ELCPOs must be able to safely and competently use in completing those tasks.
  - 2.2. The results of the Analysis will be used to validate the content of, and the tests used at, Basic Law Enforcement Training Academies. For the purpose of this project, a “Basic Law Enforcement Training Academy” is defined as a training program authorized by Colorado POST sufficient to meet the requirements for Colorado POST certification, whether at an approved Community College or law enforcement agency.
  - 2.3. The Job Task Analysis must be conducted using best evidence-based practices.

- 2.3.1. These practices should include a mixture of surveys, in-person interviews, ride-along observations, and focus groups as appropriate, at a minimum, involving Participating Agencies, ELCPOs, Experienced Certified Peace Officers, and Community Stakeholders.
- 2.3.2. “Participating Agencies” will consist of rural and urban, large, medium, and small Sheriff’s Offices, Municipal and University Police Departments, Marshall’s Offices, and State Patrol, from the distinct geographic regions of the State (i.e., Front Range, Eastern Plains, Mountains, Western Slope, and, Southern Colorado), as defined by POST Staff.
- 2.3.3. “Community Stakeholders” will consist of a diverse cross section of community members from the participating jurisdictions who can and will speak to their observations of the job tasks required of a peace officer. The Community Stakeholders will be identified in a cooperative process between the Awarded Contractor(s) and representatives from the DOL, and will include, at a minimum, police reform advocates, victim advocates, vulnerable populations such as those with mental health, disability, or addition challenges, community members in high crime areas.
- 2.3.4. “Entry-Level Certified Peace Officers” (“ELCPOs”) will have less than five years of law enforcement experience and be representative of Colorado’s demographics as indicated by the most recent census. Participating ELCPOs should reflect the diversity of Colorado’s peace officers in terms of geographic location, experience level, race, gender, and age.
- 2.3.5. “Experienced Certified Peace Officers” will consist of Peace Officers with more than ten years of law enforcement experience. They will be identified in a cooperative process between the Awarded Contractor(s) and representatives from the DOL, and will include, at a minimum, supervisory personnel, field training officers, and academy instructors.
- 2.3.6. Job tasks will be analyzed by the frequency each task is performed and how important each task is to the performance of the related job.
- 2.3.7. All types of work shifts will be analyzed (i.e., day, swing, and night).
- 2.3.8. Multiple workshops with “Subject Matter Experts” from different sized agencies will be held in various geographic regions of the State to evaluate the technical and conceptual accuracy and comprehensiveness of task statements generated by the Awarded Contractor(s). The Subject Matter Experts will be identified in a cooperative process between the Awarded Contractor(s) and representatives from the DOL, and will include, at a minimum, supervisory personnel, field training officers, line staff, and entry-level certified peace officers.
- 2.3.9. The following competencies may be critical foundations for the ability of ELCPOs to perform a broad range of job tasks. The job task analysis must identify where these competencies intersect with specific identified job tasks, and to what degree, where applicable:
  - 2.3.9.1. Ethical decision making under stress;
  - 2.3.9.2. Emotional intelligence;
  - 2.3.9.3. Community policing;
  - 2.3.9.4. Serving individuals with behavioral health and substance abuse issues;
  - 2.3.9.5. Serving individuals with disabilities;

- 2.3.9.6. De-escalation techniques; and
- 2.3.9.7. Critical thinking.
  
- 2.4. Compile the results of the Analysis to identify the frequency and importance of the job tasks necessary for competent job performance.
  
- 2.5. Create performance outcomes that define competency for the identified necessary tasks.
  
- 2.6. Meet with designated POST and DOL staff at least monthly or as needed or as requested by designated POST and DOL staff. At monthly meetings a status report must be provided along with current drafts of the work product.
  
- 2.7. A draft JTA will be provided to POST and DOL Staff for review at least 30 days prior to the final report due date.
  
- 2.8. The final job task analysis report is to be completed no later than June 30, 2022, including:
  - 2.8.1. A project overview and executive summary;
  - 2.8.2. Description of the project's methodology;
  - 2.8.3. Description of the project's administration, including a list of all individuals interviewed, their role, details of how the individuals were selected to ensure that those interviewed reflect the diversity of Colorado's peace officers, and materials reviewed;
  - 2.8.4. The project's findings in identifying the job tasks required of ELCPOs in terms of their frequency and importance, including the percentage of job time that a peace officer in the State of Colorado should, on average, expect to spend on each task.
  - 2.8.5. A description of the project's results in identifying the job competencies—that is, specific knowledge, skills, and other competencies required for successful performance of each task. For example, the competencies required for successful completion of the job task of a traffic stop could include: (1) successful completion of any procedures required to protect officer and public safety; (2) compliance with applicable legal requirements; (3) successful communication of relevant/important information; (4) and utilization of any appropriate advanced skills, such as de-escalation.

### **Mandatory Work Proposal Components**

- 1. A comprehensive narrative statement that illustrates its understanding of the project deliverables and describes how its proposal will accomplish the requirement of the project;
- 2. A description of its proposed methodology and administration for this project;
- 3. A proposed timetable inclusive of deliverables;
- 4. Detailed pricing consistent with the requirements of Part B of this RFP;
- 5. Resumes that detail the qualification of each person to be assigned to this project, including the Project Manager(s);
- 6. Samples of previous Job Task Analyses for law enforcement personnel performed by Offeror, along with references and their contact information;
- 7. A list of Offeror's existing projects and its plan for completing this project within the required timeframe.

### **Discretionary Work Proposal Components**

1. The DOL encourages Offerors to include in its Work Proposal other components that would be beneficial to the DOL at Offerors' discretion. Offerors will not be given preference for any discretionary components, but such components may be included in the Contract resulting from this RFP.

### **Personnel Requirements**

Offeror shall provide Key Personnel and Other Personnel that meet the requirements set forth below as necessary to perform the Work throughout the term of the contract. (See the definitions of "Key Personnel" and "Other Personnel" in Appendix C, Additional RFP Terms & Conditions.)

Offeror shall designate people to hold the following Key Personnel positions:

1. Project Manager(s)

Project Manager(s) responsibilities shall include, at a minimum, the following:

1. Serving as Offeror's primary point of contact for the DOL;
2. Ensuring the completion of all Work in accordance with the requirements of the Contract. This includes, but is not limited to, ensuring the accuracy, timeliness, and completeness of all Work;
3. Monitoring and ensuring Offeror is meeting performance standards;
4. Overseeing all other personnel and ensuring proper staffing levels throughout the term of the Contract;
5. Being available for status and issue resolution meetings by teleconference or in person as requested by the DOL.

Project Manager(s) must be available for meetings with the DOL during the DOL's normal business hours, as determined by the DOL. Project Manager(s) also must be available outside of the DOL's normal business hours and on weekends with reasonable prior notice from the DOL.

Project Manager(s) must be available for all scheduled meetings between Offeror and the DOL, unless the DOL has granted prior written approval otherwise.

One of the Key Personnel attending each meeting between the DOL and Awarded Offeror must have the authority to represent and commit Awarded Offeror regarding work planning, problem resolution, and program development.

Awarded Offeror shall use its discretion to determine the number of Other Personnel necessary to perform the Work in accordance with the requirements of the Contract. If the DOL determines Awarded Offeror has not provided sufficient Other Personnel to perform the Work, Awarded Offeror shall provide all additional Other Personnel necessary to perform the Work at no additional cost to the DOL.

Awarded Offeror shall ensure that all Other Personnel have sufficient training and experience, in addition to any other requirements of this RFP, to complete all portions of the Work assigned to

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them. Awarded Offeror shall provide all necessary training to its Personnel at no additional cost to the DOL.