



Memo

To: Mayor and Hayden City Council

From: Lisa Ailport, City Administrator

Date: December 4, 2025

Agenda Item: Consider Request for Strategic Planning Consulting Services RFP for LE Services

Agenda Item Location

New Business

Background and Recommended Action or Motion

The PSC recommends authorizing staff to seek out proposals from qualified firms to initiate and provide a strategic plan regarding law enforcement for the City of Hayden.

The PSC met on December 2, 2025, and recommended forward to City Council to seek professional services to assist the city through a strategic planning process wherein the Council may better understand public sentiment around law enforcement within the city of Hayden. The attached draft RFP was presented to the body and the recommendation to the Council is to allow staff to move forward to seeking proposals from qualified firms.

Functional Impact of Authorizing or Not Authorizing

Completion of a strategic plan is not required for council to act on future law enforcement needs within Hayden. However, having a third-party objective consultant can give council an unbiased opinion on recommendations around law enforcement for the near future (5 or less years for example). Given the spectrum of feelings on this issue across the community, having a consultant assist the city on this endeavor is recommended by your staff.

Fiscal Impact

Staff budgeted \$31,503 in Professional Services. We are not sure what this type of planning document will cost. Staff will be back in front of Council with a contract before any work is completed.

Budget Funding Source / Transfer Request

110-211-53010 Professional Services

Attachment

DRAFT RFP Scope

Request for Proposal for Strategic Planning for Law Enforcement Services in Hayden, Idaho

Background:

The City has for many decades contracted law enforcement services to Kootenai County Sheriff's Office (KCSO). The amount paid to Kootenai County was not necessarily built off a true cost-for-service model, rather it was based on what was paid in the previous fiscal year with increases as requested by the KCSO. In 2022 the City put to the voters a base budget increase to fund additional dedicated deputies due to many factors, but growth of population and officer safety be two prominent reasons.

According to ballot language the levy rate increase was to fund 6 additional officers which would increase the dedicated officers from four to ten. That amount passed and in 2023 the city increased its commitment to the County from \$373,354.00 to \$917,197.00, or a difference of \$543,843.00. As the current contract illustrates, the dedicated deputies included 7 patrol deputies, an SRO, a Detective and a Rover position. Additionally, the city purchased two police vehicles at \$80,000 per vehicle.

During the FY24 budget process the city increased the cost of labor an additional \$36,803, making the labor portion to the KCSO \$954,000.00 and provided the cost of two additional vehicles at \$95,000 a vehicle, for a total of 4 vehicles purchased over the two-year period. The County agreed to this and signed the contract for another 12 months of service.

During the FY25 budget building process, the city proposed to the County an increase of \$90,000 to bring the new labor budget to \$1,044,000 and requested a new Lieutenant position as part of the terms of the contract. The SRO position was not going to be renewed because the school district opted to pay for the SRO position directly with the KCSO and not through the city. The city sought to augment the SRO position with a command staff level position who would act as a police chief for the city.

Based on the City request, the County opted to move away from the current financial model and presented a truer cost-for-service model. This move took the current, \$954,000 contract to an estimated \$1.8 million for the same level of service (ten deputies). This action has prompted the City Council to evaluate the feasibility of standing up its own department in comparison to staying with the Sheriff's Department.

Scope of Service:

The City is seeking proposals from a qualified company or firm that can assist the city in making the decision whether to maintain the current contract with KCSO or to consider

other options such as starting up its own Police Department (PD). The consultant shall demonstrate that they are capable of providing a plan that is centered on metric-based and pragmatic decision making that will aid the City Council in determining the best solution for the City and its citizens.

The proposal should include community engagement plan that gives the city leadership and the consultant better understanding of the citizens' desired public safety levels and expectations so that City leadership can address it with its decision-making process. Citizen engagement can include community surveys, listening sessions, interviews, community open houses and more. A successful consultant will be able to demonstrate through past experiences and skill sets of the team that they are able to complete this task as part of the project.

At the conclusion of the contract, the City expects the Consultant to provide summary report of the findings of community engagement, interviews and recommendations by the consultant regarding the tasks of this proposal.

Depending on direction of City Council, the City expects to use information gained from this activity to educate the public about any base levy rate increases that may be required in the future.

At a minimum the city is seeking the consultant to evaluate the following:

1. Public Survey that explores resident views on public safety in the following ways:
 - a. Desires of residents in relation to public safety
 - b. Desires of residents in L.E. services and expectations of the County Sheriff's office
 - c. Any other area deemed important by the Public Safety Commission and/or City Council.
2. Using metrics and analytical data sourced from KCSO the consultant would provide recommendations for minimum number of sworn officers both in a patrol function and as investigative follow-up detectives as well as support staffing needed to address the following within the City of Hayden:
 - a. Calls for Service in the past 3 years
 - b. Adequate response times as set forth by the City Public Safety Commission
 - c. Maintaining a 24-hour coverage
 - d. Recommendations for staffing adequate management of the department (ie. Recommended organizational chart based off staffing recommendations).
 - e. Officer safety and adequate work-life balance
3. Cost of Service comparison between KCSO and the City's own Police Department.

4. Salary recommendations for the recommended positions based on regional compensation to create a competitive compensation plan
5. Initial Capital outlays for standing up a city department to include facility needs and estimated square footage as well as total rolling stock.
6. Annual estimations for funding Operations, Maintenance and capital replacement to include annual increases for information technology services through third party vendors.
7. Any other item determined to be important by the City, the consultant and/or the Public Safety Commission.