

LAW ENFORCEMENT STRATEGIC PLANNING REQUEST FOR PROPOSALS

The City of Hayden is soliciting proposals for qualified firms to develop a comprehensive strategic plan on level of law enforcement services provided by the City.

DUE DATE: January 21, 2026 by 3:00 PM Pacific Standard Time.

POINT OF RECEIPT: **City of Hayden**
 C/O Abbi Sanchez, City Clerk

Physical Address:
8930 N. Government Way
Hayden, Idaho 83835

Requests for information regarding this Request for Proposals should be directed in writing by either letter or e-mail to Lisa Ailport (lailport@haydenid.gov) or Abbi Sanchez at (asanchez@haydenid.gov).

All proposals shall be sealed and list the title of the project as “City Of Hayden, Law Enforcement Strategic Planning Proposal.” Please submit three (3) printed copies and one (1) digital copy in PDF form on a USB or other drive similar of holding such information. A DVD or CD cannot be accepted.

The City of Hayden is accepting sealed proposals for a firm or team of firms to develop a strategic plan for the City of Hayden Law Enforcement needs across the city. The strategic plan will serve as a guide for the city council to build an innovative, efficient and sufficient law enforcement service to our citizens.

Established in 1955, the City of Hayden, Idaho has an estimated population of 18,000. The City estimates a 2045 population of 28,000, which is dramatically down from its previous 2040 population estimates of 35,000. However, Hayden resides within Kootenai county, which has consistently been one of the fastest growing counties in Idaho. According to the Kootenai Metropolitan Planning Organization, Kootenai County is expected to add nearly 100,000 people between 2025 and 2045, while the City of Hayden will add approximately 10,000 people over those 20 years.

The City of Hayden is a Strong Mayor form of government, but has hired a City Administrator to carry out day-to-day operations of the City. The City currently contracts with Kootenai County to administer its law enforcement and has done so for a number of decades. Within the background section of this RFP, you can learn more about the history of law enforcement within the city.

The city currently covers roughly 10 square miles with the north boundary as Boekel Road and the southern boundary being Prairie Road. Along the east side is Hayden Lake, for which a public boat launch is owned and operated by the City. The western edge is marked by Huetter Road, which is currently being planned for a long-term major highway upgrade by the Idaho Transportation Department (ITD). East Hayden and West Hayden are identified as such because a major highway (Highway 95) bisects the city going north and south.

The challenges of growth, system level services by the County and logistical and accountability issues with our current model have created the need for a strategic plan to guide the city council in preparing for the needs of the city over the next 5-10 years. The City Council is very willing to consider adopting innovative ideas and programming in addressing their long-term goals for law enforcement across the city.

The proposals for Law Enforcement Strategic Planning Proposal will be received by the City Clerk Office which is located at 8910 N. Government Way, until Wednesday, January 21, 2026 @ 3:00 PM, PST, at which time only the proposals submitted will be accepted and evaluated internally by a city team put together by the City Administrator. Any proposal received later than the specified time /date will not be accepted or considered.

Before the final selection is made, all evaluation factors will be taken into consideration before awarding a contract for services. City reserves the right to accept or reject any or all proposals.

EVALUATION FACTORS

The City Selection Team will evaluate the proposals based on the factors outlined below, which shall be applied to all eligible, responsive proposals in selecting the successful submitter. The City Team reserves the right to disqualify any proposal for, but not limited to; person or persons it deems as non-responsive and/or non-responsible; a failure to respond to each section; or whose experience does not describe the competencies required. The City Team reserves the right to make such investigations into the qualifications of the proposer as it deems appropriate.

Award of any project may be made without discussion with proposers after responses are received. The City reserves the right to cease contract negotiations if it is determined that the Proposer cannot perform services specified in their response. Proposals will be evaluated on the following factors:

1. Quality of Proposal (20%- 20 Points Possible)

- This criterion will evaluate the understanding of the overall project.
- Proposer's responsiveness to the proposal requirements and guidelines.

2. Technical Capabilities and Specialized Knowledge (30%- 30 Points Possible)

- This criterion involves an evaluation of the technical capabilities and specialized knowledge needed to successfully perform the specified Scope of Services, and a review of the proposing firm's demonstrated previous ability to deliver the work required in a timely and proficient manner.
- Knowledge of public safety principals, policies, funding mechanisms, and tools that will aid in the implementation of the plan (federal, regional, municipal, and other).
- Expertise in performing outreach in coordination with stakeholder groups.
- The consultant's past plan descriptions and references submitted in the proposal.
- Expertise in preparing high quality graphic visual representations of proposed improvements.

3. Professional Qualifications, Knowledge, and Experience (40%- 40 Points Possible)

- This criterion involves an evaluation of the qualifications, knowledge, and experience of the Project Manager and professional staff assigned to this project. It will involve a review of the background, experience, performance

records, competence, and integrity of the firm, as well as an assessment of the qualifications of the project team who will be responsible for the performance of the Scope of Services. The overall team capacity, balance, and organization will also be evaluated. This factor will also include an assessment of the availability and ability of the firm (including the Project Manager and key personnel) to perform the Scope of Services in a timely manner. The Proposer's stated ability to become familiar with codes, regulations, and protocols of the City will also be considered.

4. Costs (10%- 10 Points Possible)

- This criterion will be evaluated based upon the total submitted budget and the effectiveness of incorporating all factors relevant to the creation of the Strategic Plan including anticipated expenditures for proposed public meetings and presentations, meetings with city officials and stakeholders, preparation of the Strategic Plan, and any other expenses.

Summary of Evaluative Points and Scoring

Category	% Overall Score	Maximum Points Possible
Quality of Proposal	20%	20 points
Technical Capabilities and Knowledge	30%	30 Points
Professional Qualifications	40%	40 Points
Costs	10%	10 Points

INCURRING COSTS: The City shall not be liable for any cost incurred by firms prior to the issuance of a contract. All costs incurred by the proposer associated with RFP preparations and subsequent interviews and/or negotiations, which may or may not lead to execution of an agreement, shall be borne entirely and exclusively by the proposer.

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 being 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, during the FY24 year, the city purchased two police vehicles at \$80,000 per vehicle.

During the FY25 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 FY26 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 command staff 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.

FOCUS OF STRATEGIC PLAN

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 budget 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 law enforcement 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.

Proposal format:

The format requirements were developed to aid submitters in their RFP development. They also provide a structured format so reviewers can systematically evaluate several proposals. These directions apply to all proposals submitted.

The purpose of the RFP is to demonstrate the technical capabilities, professional qualifications, past project experiences, and knowledge within this industry and evaluate the price submitted for the preparation of this Strategic Plan. Proposer's proposal must address all the points outlined herein as required, in the following order.

1. Transmittal Letter: A transmittal letter must be submitted which shall include:
 - The RFP subject.
 - Name of the firm or lead firm of a team responding, including mailing address, e-mail address, telephone number, and names of contact person.
 - A brief profile of the firm or team, outlining the history, philosophy, and target market of the firm or team.
 - The signature of the person authorized to make representations on behalf of the submitting firm or team.
2. Statement of Understanding and Project Approach Outline: The submitter shall prepare a statement of understanding of the scope of work as well as a project approach narrative that reflects the tasks outlined in the Focus section of this RFP.
3. Outreach Approach: The submitter shall prepare a statement of their approach and philosophy to stakeholder outreach, including any creative approaches used.
4. References: A minimum of three (3) separate references from past projects of similar nature completed must be provided. The references shall:
 - Provide demonstrations of success on similar projects, including a brief project description and a contact name and address for reference.
 - Preference will be given towards projects completed within the past five years.

5. Personnel Qualifications: Proposer is required to provide a description of the proposed project team, staff qualifications, experience and credentials:

- A brief description of the firm or team, organization structure and location of the firm or each member of the team.
- A qualification summary containing a description of the firm or team's qualifications and the resumes of all the personnel to be employed on this project. If submitting as a team, provide a history of the team's history working together on similar projects.
- The name and relevant experience of the project manager who will have direct and continued responsibility for the project. This person will be the City's contact on all matters dealing with the project and will handle all day-to-day activities from project initiation to completion.

6. Project Examples: Proposer is required to provide a description of related projects of similar scope.

- Plans in comparable cities and towns are preferred.
- Examples should show examples of public and private cooperation.

7. Pricing Quote: Proposer is required to provide a detailed budget outlining the cost to be charged to the City of Hayden for the preparation of the Strategic Plan. This budget should include but not be limited to:

- Public Meetings and Presentations
- Travel
- Meetings with City Officials and Stakeholders
- Preparation of the Strategic Plan
- Printing expenses

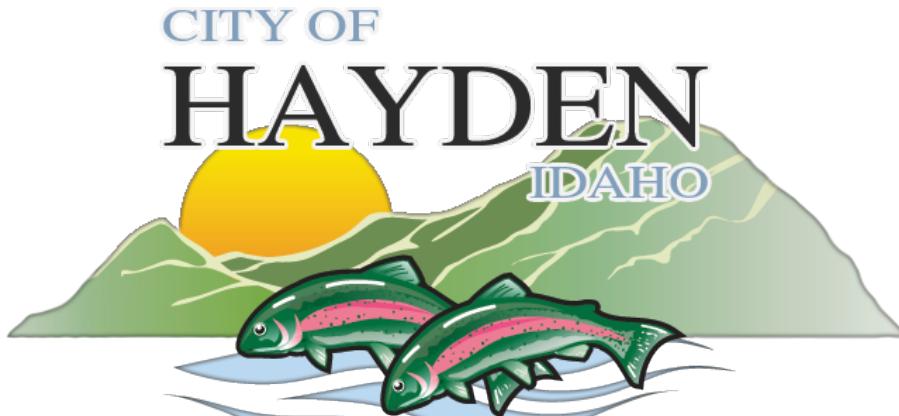
INSTRUCTIONS FOR PROPOSERS:

The City expects the selected consultant will need to enter into a contract agreement with the city using the attached contract template. Any issues with the contractor and the template need to be discussed before action is taken by the city council to accept the proposers proposal.

Any questions regarding this RFP are requested to contact Lisa Ailport, City Administrator at lailport@haydenid.gov regarding concerns. Please be advised and that any answer provided may also be provided to other submitters, if that question requires additional information pertaining to development of the proposal by proposers.

ACCEPTANCE OR REJECTION OF BIDS

The City of Hayden reserves the right to accept or reject any/or all bids when such rejection is in the best interest of the City of Hayden to reject Proposers who has not met the prerequisites on the bid proposal, or who has previously failed to perform properly or complete on time contracts of a similar nature; and to reject proposers who is, in the opinion of the City of Hayden, are not in a position to perform the contract. The City of Hayden reserves the right to waive irregularities and to reject any and all bids.



PROFESSIONAL SERVICES AGREEMENT

AGREEMENT made between The City of Hayden Governmental Entity, a political subdivision of the state of Idaho, herein "ENTITY" and, _____, herein "CONSULTANT".

The parties agree as follows:

1. **SCOPE OF WORK:** ENTITY engages CONSULTANT to perform the work associated [insert work description].
2. **PAYMENT:** ENTITY agrees to pay CONSULTANT for their services rendered under this Agreement at the attached rates per hour, as dictated by the Hayden City Council and communicated to the CONSULTANT. The parties agree that CONSULTANT will invoice ENTITY for payment under this Agreement for services rendered herein.
3. **RIGHT OF CONTROL:** CONSULTANT has no obligation to work any particular hours or days or any particular number of hours or days. CONSULTANT agrees, however, that his other contracts or services shall not interfere with the performance of his services under this Agreement.
4. **INDEPENDENT CONSULTANT RELATIONSHIP:** CONSULTANT is an independent CONSULTANT and is not an employee, servant, agent, partner, or joint venturer of ENTITY. ENTITY shall determine the work to be done by CONSULTANT, but CONSULTANT shall determine the legal means by which it accomplishes the work specified by ENTITY.
5. **FEDERAL, STATE, AND LOCAL PAYROLL TAXES:** Neither federal, state or local income taxes, nor payroll taxes of any kind shall be withheld and paid by ENTITY on behalf of CONSULTANT or the employees of CONSULTANT. CONSULTANT shall not be treated as an employee with respect to the services performed hereunder for federal or state tax purposes. CONSULTANT understands that CONSULTANT is responsible to pay, according to law, CONSULTANT's income tax. CONSULTANT further understands that CONSULTANT may be liable for self-employment (Social Security) tax to be paid by CONSULTANT according to law.
6. **LICENSES AND LAW:** CONSULTANT represents that he possess the skill and experience necessary and all licenses required to perform the services under this agreement.

CONSULTANT further agrees to comply with all applicable laws in the performance of the services hereunder.

7. FRINGE BENEFITS: Because CONSULTANT is engaged in its own independently established business, CONSULTANT is not eligible for, and shall not participate in, any employee pension, health, or other fringe benefit plans of ENTITY.

8. WORKER'S COMPENSATION: CONSULTANT shall maintain in full force and effect worker's compensation for CONSULTANT and any agents, employees, and staff that the CONSULTANT may employ, and provide proof to ENTITY of such coverage or shall provide proof that such worker's compensation insurance is not required under the circumstances.

9. EQUIPMENT, TOOLS, MATERIALS OR SUPPLIES: CONSULTANT shall supply, at CONSULTANT's sole expense, all equipment, tools, materials and/or supplies to accomplish the services to be provided herein.

10. EFFECTIVE DATE: This contract will run from the date at which it is signed by both parties until such time as the services are deemed no longer needed by the Mayor and Council or contract fulfillment is reached.

11. WARRANTY: CONSULTANT warrants that all materials and goods supplied under this Agreement shall be of good merchantable quality and that all services will be performed in a good workmanlike manner. CONSULTANT acknowledges that it will be liable for any breach of this warranty.

12. INDEMNIFICATION: CONSULTANT agrees to indemnify, defend, and hold harmless ENTITY, and its officers, agents and employees, from and against any and all claims, losses, actions, or judgments for damages or injury to persons or property arising out of or in connection with the act and/or any performances or activities of CONSULTANT, CONSULTANT's agents, employees, or representatives under this Agreement.

13. WAIVER OF CLAIMS: CONSULTANT, by signature of this document does hereby waive any rights to any and all claims, losses, actions, and judgments for damages or injury to persons or property arising out of or in connection with the acts up to \$1,000,000 against the ENTITY.

14. NONWAIVER: Failure of either party to exercise any of the rights under this Agreement, or breach thereof, shall not be deemed to be a waiver of such right or a waiver of any subsequent breach.

15. CHOICE OF LAW: Any dispute under this Agreement, or related to this Agreement, shall be decided in accordance with the laws of the state of Idaho.

16. ENTIRE AGREEMENT: This is the entire Agreement of the parties and can only be modified or amended in writing by the parties.

17. SEVERABILITY: If any part of this Agreement is held unenforceable, the remaining portions of the Agreement will nevertheless remain in full force and effect.

18. CERTIFICATION CONCERNING BOYCOTT OF ISRAEL: Pursuant to Idaho Code section 67-2346, if payments under the Contract exceed one hundred thousand dollars (\$100,000)

and CONSULTANT employs ten (10) or more persons, CONSULTANT certifies that it is not currently engaged in, and will not for the duration of the Contract engage in, a boycott of goods or services from Israel or territories under its control. The terms in this section defined in Idaho Code section 67-2346 shall have the meaning defined therein.

19. ATTORNEY FEES: Reasonable attorney fees shall be awarded to the prevailing party in any action to enforce this Agreement or to declare forfeiture or termination of this Agreement.

20. Certification that Company is Not Currently Owned or Operated by the Government of China. Pursuant to Idaho Code section 67-2359, CONSULTANT certifies that the company is not currently owned or operated by the government of China and will not for the duration of the contract be owned or operated by the government of China. The terms defined in Idaho Code section 67-2359 shall be the meaning defined therein.

DATED this _____ day of _____, 2023.

ENTITY:

Mayor

CONSULTANT:

By _____
Owner

ATTEST:

City Clerk

Form and content approved by Fonda Jovick, as attorney for the City of Hayden.