

## Clerk

**From:** Ronni Mackles <[opra+request-59269-aa0c00d2@requests.opramachine.com](mailto:opra+request-59269-aa0c00d2@requests.opramachine.com)>  
**Sent:** Thursday, March 7, 2024 2:25 PM  
**To:** Clerk  
**Subject:** OPRA request - Correspondence and documentation associated with potential vendors and selected vendor(s): 2020 fire study AND 2023 fire study

**Caution:** External ([opra+request-59269-aa0c00d2@requests.opramachine.com](mailto:opra+request-59269-aa0c00d2@requests.opramachine.com))



First-Time Sender

Dear Lawrence Township (Mercer),

This is a request for public records made under OPRA and the common law right of access. I am not required to fill out an official form. Please acknowledge receipt of this message.

Records requested:

I would like any and all correspondence and documentation that led to the vendor selection in the following two studies:  
2020 fire study, 2023 fire study

Yours faithfully,

Ronni Mackles

-----  
Please deliver records electronically via email to the below UNIQUE address for all replies to this request:  
[opra+request-59269-aa0c00d2@requests.opramachine.com](mailto:opra+request-59269-aa0c00d2@requests.opramachine.com)

Is [clerk@lawrencetwp.com](mailto:clerk@lawrencetwp.com) the wrong address for OPRA requests to Lawrence Township (Mercer)? If so, please contact us using this form:

[https://opramachine.com/change\\_request/new?body=lawrence\\_township\\_mercer](https://opramachine.com/change_request/new?body=lawrence_township_mercer)

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<https://opramachine.com/help/officers>

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☐ ATTORNEY  
☒ MANAGER  
☐ FINANCE DIR.

View this OPRA request & responses online:

[https://opramachine.com/request/correspondence\\_and\\_documentation](https://opramachine.com/request/correspondence_and_documentation)

MAR - 8 2024

Please note that in some cases publication of requests and responses will be delayed.

☐ POLICE  
☐ ENGINEER  
☐ PLUMBER  
☐ ELECTRICIAN  
☐ LANDSCAPE WORKS  
☐ OTHER  
☒ CODE ENF.  
☐ COMM. PLANT.  
☐ RECREATION

If you find this service useful as an OPRA custodian, please ask your web manager to link to us from your organisation's website.

*Jack Oakley*

## Jack Oakley

---

**From:** Frank Rodgers <frank@roddersgroupllc.com>  
**Sent:** Friday, July 12, 2019 5:15 PM  
**To:** Jack Oakley  
**Subject:** Re: Contact info  
**Attachments:** Plainfield Fire Division Operational Audit.pdf; Plainfield Fire FINAL Report July 2018.pdf; Bloomfield FD Accreditation Proposal 12-17-18.pdf; Watchung Master Report -Final Draft 9-18-15.pdf; Princeton Proposal Final 2018.pdf

**Follow Up Flag:** Follow up  
**Flag Status:** Completed

LOL !!

Hey bud, attached please find several documents that I believe will be of assistance to you with your ongoing challenges.

1. The first docs are the RFP issued by Plainfield Fire for an operational audit and the report we did after being awarded the contract.
2. We were just retained by Bloomfield Fire to assist them in getting accredited. I have attached our proposal for that job which was later awarded to us as a professional service contract without issuing an RFP.
3. I have also attached a report that we recently did for Princeton Fire and another for Watchung Fire. Both were awarded as Professional Service Contracts, no RFP

We have also developed the policies for a large number of Fire Departments and have been recently been retained to do the Fire Department Policies for the agencies that are covered by the Northern Bergen and Southern Bergen JIFs.

I will also send you the report that we just delivered to Bob Gregory at Princeton which has resulted in the current move to hire a paid staff there.

All the best,

Frank

On Thu, Jul 11, 2019 at 10:10 AM John Oakley <[joakley@lawrencetwp.com](mailto:joakley@lawrencetwp.com)> wrote:



LTC "Frankie Boy" ...great talking to you the other day and as always, you are a tremendous asset. Here is my contact info, send anything you have...talk to you soon and thanks...Trooper to Trooper!

JP Oak

Director Jack Oakley

Division of Fire and Emergency Medical Services

Office of Emergency Management

Township of Lawrence

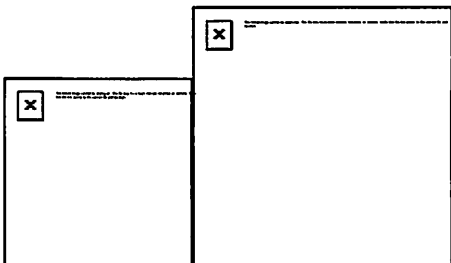
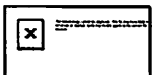
2207 Lawrence Road

Lawrenceville, N.J. 08648

(W) 609-844-7113

(C ) 609-847-2658

[joakley@lawrencetwp.com](mailto:joakley@lawrencetwp.com)



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--

**Frank E. Rodgers**

CEO

Lt. Colonel N.J.S.P. (Ret.)

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Island Heights, N.J. 08732  
[www.Rodgersgroupllc.com](http://www.Rodgersgroupllc.com)  
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***One Team, One Mission: Committed to Public Safety Professionalism***

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## Jack Oakley

---

**From:** Frank Rodgers <frank@roddersgroupllc.com>  
**Sent:** Monday, July 15, 2019 3:47 PM  
**To:** Jack Oakley  
**Subject:** Re: Contact info  
**Attachments:** Princeton FD Report 3-25-19 FINAL.pdf

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

Hey bud, here is the Princeton Fire Report.

On Thu, Jul 11, 2019 at 10:10 AM John Oakley <[joakley@lawrencetwp.com](mailto:joakley@lawrencetwp.com)> wrote:



LTC "Frankie Boy"...great talking to you the other day and as always, you are a tremendous asset. Here is my contact info, send anything you have...talk to you soon and thanks...Trooper to Trooper!

JP Oak

Director Jack Oakley

Division of Fire and Emergency Medical Services

Office of Emergency Management

Township of Lawrence

2207 Lawrence Road

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--

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## **Jack Oakley**

---

**From:** Frank Rodgers <frank@roddersgrouppllc.com>  
**Sent:** Friday, August 30, 2019 11:18 AM  
**To:** Jack Oakley  
**Subject:** Vacation RE: Contact info

**My apologies, I am away on vacation until Tuesday September 3rd and will have no internet or cellular connectivity.**

**In the event you require assistance from me during this period and can not wait until my return, Please contact Vance Mattis by email at VMattis@Rodgersgrouppllc.com or by phone at our office (732) 279-6657.**

**Thank you,  
Frank**

**--**

**\*Frank E. Rodgers\*  
CEO  
Lt. Colonel N.J.S.P. (Ret.)**

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## Jack Oakley

---

**From:** Frank Rodgers <frank@rodgersgroupllc.com>  
**Sent:** Wednesday, September 25, 2019 11:15 AM  
**To:** Jack Oakley  
**Subject:** Proposal  
**Attachments:** Lawrence Township FD Proposal 9-24-19.pdf

**Follow Up Flag:** Follow up  
**Flag Status:** Completed

Jack,

Attached please find our proposal for review and consideration. I will drop a hard copy in the mail to you and the BA tomorrow.

All the best !

Frank

--

**Frank E. Rodgers**  
CEO  
Lt. Colonel N.J.S.P. (Ret.)

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THE RODGERS  
GROUP, LLC

*One Team, One Mission : Committed to Public Safety Professionalism.*



TOWNSHIP OF  
**LAWRENCE**

MERCER COUNTY NEW JERSEY



# **FIRE DEPARTMENT CONSULTING SERVICES FOR THE TOWNSHIP OF LAWRENCE**

**September 2019**

SUBMITTED BY:  
THE RODGERS GROUP, LLC  
P.O. BOX 831, ISLAND HEIGHTS, NEW JERSEY 08732  
OFFICE: 732-279-6657  
EMAIL: [INFO@RODGERSGROUPLLC.COM](mailto:INFO@RODGERSGROUPLLC.COM)  
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## Lawrence Township Fire Department Consulting Services Proposal

### Availability

During the term of the contract, a member of the Rodgers Group Team will be available to respond to inquiries and assist the Township of Lawrence in matters germane to this proposal Monday through Friday during the hours of 9am to 5pm.

### Ability to Perform

- ✓ The Rodgers Group, LLC is capable and in fact has repeatedly demonstrated its ability to perform projects under the Scope of Services as set forth in this proposal.
- ✓ The Rodgers Group, LLC, its principals, and all of its members have never had any contract terminated for any reason.
- ✓ The Rodgers Group, LLC, its principals, and all of its members have never had any claim resulting in litigation at any time.
- ✓ The Rodgers Group, LLC is a New Jersey Registered Business.
- ✓ The Rodgers Group, LLC is fully insured.
- ✓ The Rodgers Group, LLC is in compliance with all applicable EEO/AA requirements.
- ✓ The Rodgers Group, LLC. does not have any conflicts or potential conflicts if awarded this contract.

## INTRODUCTION

As current and retired public safety executives, we understand the pressures and ever shifting priorities that Fire Service and Law Enforcement leaders confront every day. The daily business of running their agencies is, as it should be, their priority. Finding the time and resources required to complete long term in depth initiatives is always a challenge. The consequence of that reality is that important management projects are delayed in order to ensure that their agency meet its' everyday operational obligations.

We formed our company in response to that reality. We are a group of public safety professionals, who are recognized experts in Fire Service and Law Enforcement management, policy, training and operations. Our fire service team is comprised of retired Fire Chief Joseph Houck of the Summit Fire Department which during his tenure was the only Internationally Accredited Fire Department in New Jersey, his former Deputy Chief Richard DeGroot (ret.) who served as the Department's Accreditation Manager and the former City of Summit City Administrator Christopher Cotter who previously served as the City of Summit Fire Chief and now serves as an instructor in the Executive Fire Officer Program at the National Fire Academy, Emmitsburg, Maryland.

Our team is comprised of experienced subject matter experts who all come from what was during their tenure, the only Internationally Accredited Fire Department in the State of New Jersey. Between them they have close to one-hundred (100) years of executive level Fire Service experience. The capstone of that experience was the independent assessment of their agency by the Commission on Fire Accreditation International (CFAI). That assessment benchmarked and measured the quality of the fire and emergency services delivered by the department against well-defined, internationally recognized standards and best practices. Unlike the leadership of any other Fire Department in the State of New Jersey at that time, the Summit Fire Department was internationally recognized for their organizational and professional excellence. It is the same leadership that was responsible for Summit Fire Department's achievement that will perform this work for the Township of Lawrence.

Within the past five years, The Rodgers Group, LLC has been contracted to assist over two (200) New Jersey public safety agencies. In every one of those contracts, our efforts were lauded for the quality of our work product and the exceptional level of service that we provided to our clients.

## Philosophy Statement

### Our Vision:

To be recognized nationally as the finest privately held resource on matters of public safety policy, training and management.

## Lawrence Township Fire Department Consulting Services Proposal

### **Our Mission:**

To always deliver to our clients the finest and most affordable public safety consulting, training, and policy development services available.

### **Our Values:**

#### **✓ *Performing with Excellence***

We understand the importance of our work and the trust our clients place in us. With this in mind, we strive to excel in every aspect of our business and recognize that our success as an enterprise depends on the talent, skills and expertise of our team.

#### **✓ *Doing it Right***

We are committed to the highest standards of ethical conduct in all that we do. We believe that honesty and integrity engender trust, which is the cornerstone of our business.

#### **✓ *Committed to our Clients***

We will always strive to meet our clients' expectations by being: proactive, innovative and professional in all of our business practices. We will be leaders in our field in our effort to maximize the return on the investment that our clients make when they retain our services.

## **SCOPE OF WORK**

### **I. The methodology that addresses how our firm plans to conduct this evaluation.**

The Rodgers Group LLC proposes to utilize a multi-step process to analyze the fire department. The steps will include:

**Community Baselines** – an overview of the fire agency that outlines both the historical and contemporary factual information that provides a context for the department. This will include a review of the most recent Insurance Services Office (ISO) report for Lawrence Township.

**Risk Assessment** – The risk assessment will be limited to the information previously collected in the most recent ISO report.

### **Evaluation of the Fire Department Organization:**

- ✓ Review of the most recent ISO Report.

## Lawrence Township Fire Department Consulting Services Proposal

- ✓ Review current staffing, including both full-time career and per-diem members and recommend any changes.
- ✓ Review existing training program and compliance with state regulations and conformance with national standards and best practices. Recommend any changes.
- ✓ Review Fire Department by-laws and related municipal ordinances and recommend any changes.
- ✓ Review current standard operating policies / guidelines and recommend any changes.
- ✓ Survey the current members of the Lawrence Township Fire Companies.
- ✓ Review utilization of volunteer firefighter time.
- ✓ Evaluate the current delivery of fire services using appropriate standards.
- ✓ Review the current calls for service and response statistics for the past three years.
- ✓ Review National Fire Incident Reporting System (NFIRS) data for the past five years.
- ✓ Review automatic and mutual aid agreements.
- ✓ Evaluate current deployment of apparatus, equipment and personnel and recommend any changes.
- ✓ Review the response effectiveness of the Fire Companies based on response times and apparatus staffing.
- ✓ Evaluate the number of existing stations and respective station locations and recommend any changes.
- ✓ Review existing volunteer firefighter recruitment, retention and incentive programs and make recommendations for any changes.
- ✓ Recommend implementation of any additional recruitment and retention programs.

**Policy Recommendations** – A comprehensive report including an executive summary will be provided with an evaluation of the key issues and findings and a list of recommended actions to be taken.

## **II. The approach that our firm plans to employ with Township of Lawrence in order to accomplish the requirements set forth in the Scope of Work.**

The Rodgers Group will employ the methodology as noted above through a hands-on approach by our evaluation team of subject matter experts. Our team will work closely with the identified representatives of Lawrence Township to assure that the final report and recommendations meet the fire department and the community's current and future needs.

## Lawrence Township Fire Department Consulting Services Proposal

### III. Proposed timeframe to complete the project \*

| TASK                                                                                                                                                                                                                                                                                                               | BEGIN DATE        | COMPLETE DATE     |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|-------------------|
| The Rodgers Group, LLC. (TRG) Conducts Initial Meetings with the Lawrence Township and Fire Company Management / Command Staff. Agency Internal Business Collaboration Process Established.                                                                                                                        | November 1, 2019  | November 15, 2019 |
| TRG Conducts Meetings with Fire Company Subject Matter Experts (SMEs). With the assistance of the appropriate Lawrence Township Fire Company personnel, TRG Staff named in this proposal gather, review and analyze the information pertinent to the formulation of what will be our findings and recommendations. | November 1, 2019  | January 1, 2020   |
| TRG develops a draft of our report in accordance with the deliverables as set forth in the Scope of Work.                                                                                                                                                                                                          | January 1, 2020   | February 1, 2020  |
| TRG Delivers the draft report to Lawrence Township Administration for review. TRG personnel responsible for the development of same are made available for discussion with the appropriate Lawrence Township personnel.                                                                                            | February 1, 2020  |                   |
| Feedback obtained is incorporated where warranted in the final report. Report is finalized, reproduced and disseminated to the Lawrence Township personnel responsible for the oversight of this project.                                                                                                          | February 15, 2020 | March 1, 2020     |
| TRG personnel remain available to discuss our findings and recommendations with the various stakeholder groups affected by our professional efforts.                                                                                                                                                               | March 1, 2020     | May 1, 2020       |

\* Note: The time frames included in this schedule may be modified based on the actual project start date or as may be agreed upon by TRG and the client.

### IV. Background and Experience

Members of The Rodgers Group, LLC fire department assessment team has completed several review and recommendation documents for a number of fire departments in New Jersey. The members of the assessment team individually present unique qualifications in several critical areas of fire service delivery analysis including fire apparatus inspection and rehabilitation/replacement recommendations, fire apparatus use and deployment, community risk identification and hazard analysis, fire department organization,

## Lawrence Township Fire Department Consulting Services Proposal

management and leadership and, fire department standard operating procedures. Contact information for previous clients who we have provided operational analysis recommendations are available for reference.

### **V. Firm's experience and expertise in regard to the operations, structure, staffing and other issues critical to the effective operation of a modern fire department.**

The three fire service subject matter experts have a combined total of nearly 100 years of experience as volunteer and career firefighters. All three members served as volunteer firefighters prior to becoming career members of the Summit Fire Department. Each rose through the career division ranks to serve as chief officers assigned to administration for a combined total of 24 years. This administrative experience has given them the experience and expertise in regard to the operations, structure, staffing and other issues critical to the effective operation of a modern fire department.

### **VI. Firm's experience working with municipalities of similar size, complexity, issues and experience in technical areas required to successfully complete this assessment and with evaluating Fire Departments in New Jersey.**

Within the past five years, The Rodgers Group, LLC has been contracted by over two (200) New Jersey public safety agencies and the communities they serve to provide in depth consultation services. In every one of those contracts, our efforts were lauded for the quality of our work product and the exceptional level of service that we provided to our clients. In 2013, our company expanded our services to specifically include fire service operations when we purposefully added the three Fire Service Subject Matter Experts identified in this proposal to our team. They were specifically selected because of their personal pro-active professional accomplishments and their capstone achievement of succeeding in securing the International Accreditation of their New Jersey Fire Department. That achievement was accomplished when the City's Business Administrator (former Fire Chief), the Fire Chief and the Deputy Fire Chief committed their Fire Department to achieving that goal. All three now lead our firm's fire service consultation efforts.

The full list of the clients that we have provided our services to is transparently listed on our website [www.Rodgersgroupllc.com](http://www.Rodgersgroupllc.com) under the tab, "clients and testimonials".

### **VII. Knowledge of federal and state laws and regulations and generally accepted standards for similarly sized communities and fire departments.**

As fire service practitioners with nearly 100-years of combined experience, our team is well versed in federal and state laws and regulations, standards and best practices, including: NFPA, OSHA, PEOSHA and ISO. In addition, our subject matter experts are experienced with the Fire Service Accreditation process through the Center for Public Safety Excellence, Commission on Fire Accreditation International.

**VIII. Knowledge of the requirements of the Commission on Fire Accreditation International, National Fire Protection Association Standards (NFPA), OSHA regulations, and New Jersey laws applicable to providing fire and emergency medical services.**

The Rodgers Group Fire Service evaluation team has experience successfully leading a department through the rigorous process of self-assessment and accreditation by the Center for Public Safety Excellence, Commission on Fire Accreditation International. They are well versed in NFPA Standards and state law regarding the delivery of fire and Emergency Medical Services. In addition, the team members have worked closely with ISO to achieve an improved community fire protection classification rating.

**IX. Name of contact persons, addresses and phone numbers of municipalities and / or emergency service agencies for whom our firm has provided similar studies.**

Administrator Thomas Atkins  
Borough of Watchung  
15 Mountain Blvd.  
Watchung, N.J. 07069  
Phone (908) 756-0080

Chief Rick Byrne  
Plumsted Fire District #1  
59 Main Street  
New Egypt, NJ 08533  
(609) 758-2350

Director Carl Riley  
Plainfield Fire Division  
200 E. Fourth Street  
Plainfield, NJ 07060  
(908) 753-3225

Chief Rob Echavarria  
Millburn Fire Department  
459 Essex St  
Millburn, NJ 07041  
Phone (973) 564-7035

Administrator William Huyler  
Borough of Florham Park  
111 Ridgedale Avenue  
Florham Park, NJ 07932  
Phone (973) 410-5312

Deputy Chief Paul Cafone  
Nutley Fire Department  
228 Chestnut Street  
Nutley, N.J. 07110  
Phone (973) 284-4940

Director Robert Gregory  
Municipality of Princeton  
One Monument Plaza  
Princeton, NJ 08540  
(609) 497-7632

Director Daniel DeGroot  
Town of Dover  
37 N. Sussex Street  
Dover, NJ 07801  
(973) 366-0818

**X. Names, resumes and qualifications of the team members that will be assigned to this project.**

**Christopher J. Cotter** - Christopher Cotter served as the administrator for the City of Summit, NJ from 2005 - 2015. He was responsible for 200 full-time employees, a municipal budget of \$45 million and an annual capital budget of \$6 million. He also served as the City's Emergency Management Coordinator from 2006 - 2015.

During the period 2003 – 2005 he served as the director of Summit's Department of Community Services, responsible for public works, engineering and code enforcement.

From 1976 – 2003 he served as a member of the Summit Fire Department, the last ten years as chief. He holds undergraduate degrees in fire science and public administration and a graduate degree in administrative science from Fairleigh Dickinson University where he has served as an adjunct faculty member.

A graduate of the Executive Fire Officer Program at the National Fire Academy and a Chief Fire Officer designee from the Center for Public Safety Excellence, he serves as a subject matter expert for the New Jersey Civil Service Commission. He is a member of the Fire Science Advisory Board at New Jersey City University. During the period 2014 – 2016, he served as a commissioner for the Center for Public Safety Excellence – Commission on Professional Credentialing. He currently serves as an instructor in the Executive Fire Officer Program at the National Fire Academy, Emmitsburg, Maryland.

**Richard DeGroot** - Deputy Chief Rick DeGroot retired from the City of Summit NJ Fire Department after a 36-year career. The Summit Fire Department, a combination department staffed by 32 career members, 15 volunteer members and 7 support staff, serves an urban/suburban area 15 miles west of New York City in the NY/NJ Metro Area. The department handles an average of 2400 fire, rescue and first-responder EMS calls per year while serving a population of approximately 21,000 in the first due area. The agency promotes the use of and actively participates in several automatic aid and mutual aid agreements with surrounding fire agencies.

While serving as Accreditation Manager, DC DeGroot successfully guided the agency through the Commission on Fire Accreditation International (CFAI) agency accreditation process and the agency was awarded Accredited Agency status in August of 2011. Prior to his retirement, he successfully guided the department through the Insurance Services Office (ISO) review process achieving a Public Protection Classification rating of Class 2, one of only 18 communities in the state to have achieved this prestigious rating.

Deputy Chief DeGroot served as a senior fire instructor for more than a decade with the Sussex County Fire Academy and Sussex County Community College. He holds multiple Pro Board and IFSAC professional

## Lawrence Township Fire Department Consulting Services Proposal

certifications including Fire Instructor Level 2, Fire Official, and Fire Officer Level 1 and is a graduate of the Certified Public Manager program at Fairleigh Dickinson University. He is currently employed by the Chester County PA Department of Emergency Services serving as a fire instructor at the Public Safety Training Academy with a concentration on developing and presenting fire officer development and leadership curriculum.

**Joseph Houck** - Chief Joseph Houck retired from the City of Summit, New Jersey Fire Department in 2015, having served since 1985. He was the Fire Director/ Chief for his last seven years before retirement. The combination fire department was staffed by 32 career firefighters, 15 volunteer firefighters, seven civilian dispatchers and an administrative assistant.

While Fire Director/Chief, the Summit Fire Department achieved International Fire Service Accreditation through the Center for Public Safety Excellence and improved its ISO rating to Class 2. In addition, the Department participated in a shared services study with the Millburn Fire Department and implemented a regional emergency services dispatch center with the Township of Millburn and Borough of New Providence.

Chief Houck served as a Deputy Municipal Emergency Management Coordinator in Summit between 2005 and 2015. He is a member of the International Association of Fire Chiefs' Emergency Management committee and was a member of the New Jersey Office of Homeland Security's Emergency Services Sector Working Group.

He received a Fire Science degree from Union County College and a bachelor of arts in Public Administration from Fairleigh Dickinson University. Chief Houck is a graduate of the Executive Fire Officer Program at the National Fire Academy. He completed the Certified Public Manager program and is a certified Fire Inspector/Fire Official, Fire Instructor, Level 2 and a New Jersey Certified Emergency Manager. He is currently working as a contractor in the Port Authority of NY & NJ Office of Emergency Management.

**Frank E. Rodgers** retired as the Deputy Superintendent of the New Jersey State Police in 2007 at the rank of Lt. Colonel after twenty-five years of service. While serving in the second highest ranking position in the largest police department in the State of New Jersey, he led the Investigations Branch which consisted of in excess of 900 detectives, analysts and scientists assigned to 57 different units with an annual budget of in excess of seventy-five (75) million dollars.

Following his career with the State Police, he was appointed as the first Police Director of the newly formed New Jersey State Park Police in the Department of Environmental Protection. During his tenure in that position, he developed the force of 110 officers who are responsible for protecting the eighteen (18) million annual visitors to the state's fifty-one (51) parks into a CALEA (Commission on the Accreditation for Law Enforcement Agencies) nationally recognized and New Jersey State Association of Chiefs of Police Accredited agency.

In 2008, Lt. Colonel (Ret.), Rodgers formed his own private consulting company. Immediately upon forming his company he was contracted to serve as Team Leader of the baseline capabilities assessment commissioned by the Office of the Director of National Intelligence of the national network of seventy-two

## Lawrence Township Fire Department Consulting Services Proposal

(72) intelligence fusion centers. To date, the company has been contracted by in excess of one hundred fifty (150) public safety agencies. In 2008, he was certified as an Assessor for the Commission on Accreditation for Law Enforcement Agencies (CALEA) and he is recognized by the Superior Court of the State of New Jersey and the United States District Court as an expert in law enforcement procedures, policy, training and supervision. In May 2009, he was selected to serve as the President of the Advisory Council of the New Jersey Public Safety Accreditation Coalition. In 2011, he founded and now leads the Center for Public Safety & Security at the Richard Stockton College of New Jersey. He holds a Master of Arts Degree in Education from Seton Hall University and is a graduate of the FBI National Academy.

### **XI. Town resources, including staff, facilities and database access that would be required to complete the study.**

Lawrence Township will need to make available to the Rodgers Group, LLC. the necessary subject matter experts and executive level staff which are needed to ensure that all areas and materials relevant to this project are appropriately examined. These same Lawrence Township personnel will need to ensure that their assistance to the Rodgers Group, LLC. is rendered in a timely manner so that this proposal can be executed in accordance with the time period prescribed in our implementation plan as previously set forth.

Access to records including: National Fire Incident Reporting System (NFIRS) reports for the most recent five years; member response records for the most recent five years; apparatus replacement schedule (if any); apparatus repair records for most recent five years; most recent ISO Report; Township Master Plan; annual operating and capital budget allocation for each of the last five years (including any grants received); fire department constitution and bylaws; facility inspection and repair records; fire apparatus and vehicle repair records; apparatus testing certifications. All applicable administrative and operational policies, rules and regulations, labor agreements and municipal personnel policies.

Lawrence Township Fire Department Consulting Services Proposal

**XII. Breakdown of the proposed fee(s) to complete all components of the study.**

Total Cost for our proposal to complete this project is: **\$27,750.**

Fee payable in three payments of \$9,250. –

First payment due thirty (30) days after the initiation of the project.

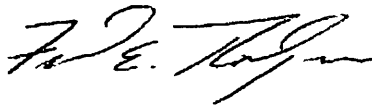
Second payment due sixty (60) days after the initiation of the project.

Third and final payment due thirty (30) days after the submission of our final report.

**Additional Data**

Please see our website at [www.Rodgersgroupllc.com](http://www.Rodgersgroupllc.com) for additional details relevant to our professional accomplishments and capabilities.

Respectfully Submitted,



Frank E. Rodgers  
President

The Rodgers Group, LLC.  
P.O. Box 831  
Island Heights, N.J. 08732  
Office Phone (732) 279-6657  
Email [Frank@Rodgersgroupllc.com](mailto:Frank@Rodgersgroupllc.com)

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Costs and Enhance Public Safety  
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or call us at (732) 279-6657

## Jack Oakley

---

**From:** Frank Rodgers <frank@rodgersgroupllc.com>  
**Sent:** Thursday, September 26, 2019 11:12 AM  
**To:** Jack Oakley  
**Subject:** Final Fire Proposal Attached  
**Attachments:** Lawrence Township FD Proposal 9-26-19.pdf

**Follow Up Flag:** Follow up  
**Flag Status:** Completed

Hard copies out to you in the mail tomorrow.

Enjoy the weekend,

Frank

--

**Frank E. Rodgers**  
CEO  
Lt. Colonel N.J.S.P. (Ret.)

P.O. Box 831  
Island Heights, N.J. 08732  
[www.Rodgersgroupllc.com](http://www.Rodgersgroupllc.com)  
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***One Team, One Mission: Committed to Public Safety Professionalism***

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THE RODGERS  
GROUP, LLC

*One Team, One Mission : Committed to Public Safety Professionalism.*



TOWNSHIP OF  
**LAWRENCE**

MERCER COUNTY NEW JERSEY



# **FIRE DEPARTMENT CONSULTING SERVICES FOR THE TOWNSHIP OF LAWRENCE**

**September 2019**

SUBMITTED BY:  
THE RODGERS GROUP, LLC  
P.O. BOX 831, ISLAND HEIGHTS, NEW JERSEY 08732  
OFFICE: 732-279-6657  
EMAIL: [INFO@RODGERSGROUPLLC.COM](mailto:INFO@RODGERSGROUPLLC.COM)  
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## Lawrence Township Fire Department Consulting Services Proposal

### **Availability**

During the term of the contract, a member of the Rodgers Group Team will be available to respond to inquiries and assist the Township of Lawrence in matters germane to this proposal Monday through Friday during the hours of 9am to 5pm.

### **Ability to Perform**

- ✓ The Rodgers Group, LLC is capable and in fact has repeatedly demonstrated its ability to perform projects under the Scope of Services as set forth in this proposal.
- ✓ The Rodgers Group, LLC, its principals, and all of its members have never had any contract terminated for any reason.
- ✓ The Rodgers Group, LLC, its principals, and all of its members have never had any claim resulting in litigation at any time.
- ✓ The Rodgers Group, LLC is a New Jersey Registered Business.
- ✓ The Rodgers Group, LLC is fully insured.
- ✓ The Rodgers Group, LLC is in compliance with all applicable EEO/AA requirements.
- ✓ The Rodgers Group, LLC. does not have any conflicts or potential conflicts if awarded this contract.

## INTRODUCTION

As current and retired public safety executives, we understand the pressures and ever shifting priorities that Fire Service and Law Enforcement leaders confront every day. The daily business of running their agencies is, as it should be, their priority. Finding the time and resources required to complete long-term in-depth initiatives is always a challenge. The consequence of that reality is that important management projects are delayed in order to ensure that their agency meet its' everyday operational obligations.

We formed our company in response to that reality. We are a group of public safety professionals, who are recognized experts in Fire Service and Law Enforcement management, policy, training and operations. Our fire service team is comprised of retired Fire Chief Joseph Houck of the Summit Fire Department which during his tenure was the only Internationally Accredited Fire Department in New Jersey, his former Deputy Chief Richard DeGroot (ret.) who served as the Department's Accreditation Manager and the former City of Summit City Administrator Christopher Cotter who previously served as the City of Summit Fire Chief and now serves as an instructor in the Executive Fire Officer Program at the National Fire Academy, Emmitsburg, Maryland.

Our team is comprised of experienced subject matter experts who all come from what was during their tenure, the only Internationally Accredited Fire Department in the State of New Jersey. Between them they have close to one-hundred (100) years of executive level Fire Service experience. The capstone of that experience was the independent assessment of their agency by the Commission on Fire Accreditation International (CFAI). That assessment benchmarked and measured the quality of the fire and emergency services delivered by the department against well-defined, internationally recognized standards and best practices. Unlike the leadership of any other Fire Department in the State of New Jersey at that time, the Summit Fire Department was internationally recognized for their organizational and professional excellence. It is the same leadership that was responsible for Summit Fire Department's achievement that will perform this work for the Township of Lawrence.

Within the past five years, The Rodgers Group, LLC has been contracted to assist over two (200) New Jersey public safety agencies. In every one of those contracts, our efforts were lauded for the quality of our work product and the exceptional level of service that we provided to our clients.

## Philosophy Statement

### Our Vision:

To be recognized nationally as the finest privately held resource on matters of public safety policy, training and management.

## Lawrence Township Fire Department Consulting Services Proposal

### **Our Mission:**

To always deliver to our clients the finest and most affordable public safety consulting, training, and policy development services available.

### **Our Values:**

#### ✓ ***Performing with Excellence***

We understand the importance of our work and the trust our clients place in us. With this in mind, we strive to excel in every aspect of our business and recognize that our success as an enterprise depends on the talent, skills and expertise of our team.

#### ✓ ***Doing it Right***

We are committed to the highest standards of ethical conduct in all that we do. We believe that honesty and integrity engender trust, which is the cornerstone of our business.

#### ✓ ***Committed to our Clients***

We will always strive to meet our clients' expectations by being: proactive, innovative and professional in all of our business practices. We will be leaders in our field in our effort to maximize the return on the investment that our clients make when they retain our services.

## **SCOPE OF WORK**

### **I. The methodology that addresses how our firm plans to conduct this evaluation.**

The Rodgers Group LLC proposes to utilize the fire department analysis tool known as the Standard of Response Coverage (SORC) to examine the current service delivery levels of the Township of Lawrence. The analysis tool template has been developed by the Commission on Fire Accreditation International (CFAI) and is endorsed by the International Association of Fire Chiefs (IAFC). The tool has been used successfully by many progressive fire departments to:

- ✓ Evaluate and define the fire agency's baseline of operations.
- ✓ Identify benchmarks for achieving the agency's goals and objectives.
- ✓ Determine levels of service for all, or portions of the community.
- ✓ Measure the agencies performance over different budget or operational years.

The SORC template uses a multi-step process that includes:

**Community Baselines** – an overview of the fire agency that outlines both the historical and contemporary factual information that provides a context for the department. Previous history relating to fire station location, staffing and response time performance will assist in understanding the departments needs and rationale for developing response standards. The current levels of service including the physical and human resources

## Lawrence Township Fire Department Consulting Services Proposal

assets of the department will be examined and will include the current staffing deployment model, the number of engines, ladders and special rescue apparatus and the location of the existing fire station.

**Risk Assessment** – an overview of the physical assets of the community to be protected. Using empirical data provided by the municipality including the number and density of residential, commercial, institutional, and industrial properties and population type and density in the area to be protected, this section seeks to define the potential fire and non-fire risk levels of the area. Levels of risk will include maximum, significant, routine and remote risks to the community. Structural fire risks shall include buildings that may pose a considerable challenge to the local fire protection forces such as hospitals, universities, high-rise buildings, high value and/or historic structures, commercial and institutional structures. Nonstructural fire risks posed by wild land fires will also be examined. Non-fire risks may include all other non-law enforcement emergencies that may occur in the community that the agency has historically responded to such as emergency medical calls, mass casualty incidents, hazardous materials releases, and all types of technical rescues incidents including automobile collision extrication, ice and water rescue, high angle rescue and confined space rescue.

**Standards, Goals, and Objectives** – based upon the risks defined in the previous section, the current level of service to the community shall be assessed as to whether an acceptable level of risk is being provided. Acceptable levels of risk vary among suburban communities such as the Township of Lawrence based on population density; central business district, multi-family attached townhouse areas, condition and age of housing stock, commercial zones including strip malls and “big box” stores, and limited access highways all of which can pose particular challenges to suburban fire departments.

**Critical Task Capability of the Department** – an overview of the organization of fire forces designed to validate apparatus staffing for response to emergencies including structural fires. Resourcing including first alarm initial response to residential structural fires in the district, first alarm initial response to commercial fires, second alarm assignments and the deployment of mutual and automatic aid resources for greater alarm assignments will be examined. Historical response data provided by the municipality will be used to validate response levels to fire service industry standards.

**Service Level Objectives** – using historical response data, the current service performance levels will be identified. The distribution and concentration of apparatus and staffing will be examined to determine how the current service level objectives are affected by the existing geographic fire station locations. Service level objectives will be established for all types of fire and non-fire response risks. An example of a service level objective is as follows:

“For 90% of all incidents, the first-due unit shall arrive within five minutes total reflex time (or travel time.) The first-due unit shall be capable of advancing the first hose line for fire control or starting rescue or providing basic life support for medical incidents.”

Separate service level objectives for specific fire and non-fire risks will be developed.

**Evaluation of Reliability of Fire Department** – an examination of the historical response data of the fire department to determine if the apparatus and staffing levels match the expected type and volume of emergency calls for service including EMS responses. High call volume periods such as weather-related events might stress the department to the point of stacking or queuing calls for service. Examination of previous calls for service types and frequency will yield a recommendation for a reduction or addition of

## Lawrence Township Fire Department Consulting Services Proposal

apparatus and/or staffing. Frequency of special call types such as technical rescues may show the need for specialized apparatus and staffing. Geographic mapping of calls for service will assist with validating the current fire station location and will assist in the siting of future fire stations should they be necessary. Staffing patterns will also be examined to validate if the current staffing model is able to meet the expected service levels and if changes to the deployment of staffing may be necessary to better meet the service objectives.

- ✓ Review the current calls for service and response statistics for the past five years to develop a Standards of Cover document.
- ✓ Based on analysis of the current calls for service and response statistics, recommend whether the existing staffing levels and distribution are adequate.
- ✓ Do the current calls for service recommend establishing or expanding automatic or mutual aid agreements?

**Evaluation of Existing Fire Department Organizational Structure, Rules & Regulations, Training Programs and Recruitment:** The existing fire department organization will be evaluated based on the following:

- ✓ Review existing Fire Department ordinance and make recommendations for any needed changes.
- ✓ Review Township of Lawrence personnel policies.
- ✓ Review existing Standard Operating Procedures.
- ✓ Review of the Township of Lawrence Master Plan.
- ✓ Review of the most recent ISO Report.
- ✓ Review Fire Department Labor Agreement(s).
- ✓ Survey the members of the Lawrence Township Fire Companies.
- ✓ Evaluate the current delivery of fire services using appropriate standards.
- ✓ Review the current calls for service and response statistics including NFIRS reporting for the past five years.
- ✓ Review automatic and mutual aid agreements.
- ✓ Review existing rules and regulations and make recommendations for any needed improvements.
- ✓ Evaluate the existing Fire Department table of organization, lines of authority, roles and responsibilities, and make recommendations for any needed changes.
- ✓ Review existing job descriptions.
- ✓ Review existing training and professional development program and make recommendations for any improvements.
- ✓ Evaluate current deployment of apparatus, equipment and personnel and recommend any changes.
- ✓ Review the response effectiveness of the Fire Companies based on response times and apparatus staffing.
- ✓ Review the existing staffing levels and recommend any changes.
- ✓ Evaluate the number of existing stations and respective station locations and recommend any changes.

## Lawrence Township Fire Department Consulting Services Proposal

- ✓ Review existing volunteer firefighter recruitment, retention and incentive programs and make recommendations for any changes.
- ✓ Recommend implementation of any additional recruitment and retention programs.

**Policy Recommendations** – A comprehensive report including an executive summary will be provided with an evaluation of the key issues and findings and a list of recommended actions to be taken.

### **II. The approach that our firm plans to employ with Township of Lawrence in order to accomplish the requirements set forth in the Scope of Work.**

The Rodgers Group will employ the methodology as noted above through a hands-on approach by our evaluation team of subject matter experts. Our team will work closely with the identified representatives of Lawrence Township to assure that the final report and recommendations meet the fire department and the community's current and future needs.

### **III. Proposed timeframe to complete the project \***

| TASK                                                                                                                                                                                                                                                                                                               | BEGIN DATE       | COMPLETE DATE     |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-------------------|
| The Rodgers Group, LLC. (TRG) Conducts Initial Meetings with the Lawrence Township and Fire Company Management / Command Staff. Agency Internal Business Collaboration Process Established.                                                                                                                        | November 1, 2019 | November 15, 2019 |
| TRG Conducts Meetings with Fire Company Subject Matter Experts (SMEs). With the assistance of the appropriate Lawrence Township Fire Company personnel, TRG Staff named in this proposal gather, review and analyze the information pertinent to the formulation of what will be our findings and recommendations. | November 1, 2019 | January 1, 2020   |
| TRG develops a draft of our report in accordance with the deliverables as set forth in the Scope of Work.                                                                                                                                                                                                          | January 1, 2020  | February 1, 2020  |

## Lawrence Township Fire Department Consulting Services Proposal

|                                                                                                                                                                                                                         |                   |               |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|---------------|
| TRG Delivers the draft report to Lawrence Township Administration for review. TRG personnel responsible for the development of same are made available for discussion with the appropriate Lawrence Township personnel. | February 1, 2020  |               |
| Feedback obtained is incorporated where warranted in the final report. Report is finalized, reproduced and disseminated to the Lawrence Township personnel responsible for the oversight of this project.               | February 15, 2020 | March 1, 2020 |
| TRG personnel remain available to discuss our findings and recommendations with the various stakeholder groups affected by our professional efforts.                                                                    | March 1, 2020     | May 1, 2020   |

\* Note: The time frames included in this schedule may be modified based on the actual project start date or as may be agreed upon by TRG and the client.

### **IV. Background and Experience**

Members of The Rodgers Group, LLC fire department assessment team has completed several review and recommendation documents for a number of fire departments in New Jersey. The members of the assessment team individually present unique qualifications in several critical areas of fire service delivery analysis including fire apparatus inspection and rehabilitation/replacement recommendations, fire apparatus use and deployment, community risk identification and hazard analysis, fire department organization, management and leadership and, fire department standard operating procedures. Contact information for previous clients who we have provided operational analysis recommendations are available for reference.

### **V. Firm's experience and expertise in regard to the operations, structure, staffing and other issues critical to the effective operation of a modern fire department.**

The three, fire service subject matter experts have a combined total of nearly 100 years of experience as volunteer and career firefighters. All three members served as volunteer firefighters prior to becoming career members of the Summit Fire Department. Each rose through the career division ranks to serve as chief officers assigned to administration for a combined total of 24 years. This administrative experience has given them the experience and expertise in regard to the operations, structure, staffing and other issues critical to the effective operation of a modern fire department.

**VI. Firm's experience working with municipalities of similar size, complexity, issues and experience in technical areas required to successfully complete this assessment and with evaluating Fire Departments in New Jersey.**

Within the past five years, The Rodgers Group, LLC has been contracted by over two (200) New Jersey public safety agencies and the communities they serve to provide in depth consultation services. In every one of those contracts, our efforts were lauded for the quality of our work product and the exceptional level of service that we provided to our clients. In 2013, our company expanded our services to specifically include fire service operations when we purposefully added the three Fire Service Subject Matter Experts identified in this proposal to our team. They were specifically selected because of their personal pro-active professional accomplishments and their capstone achievement of succeeding in securing the International Accreditation of their New Jersey Fire Department. That achievement was accomplished when the City's Business Administrator (former Fire Chief), the Fire Chief and the Deputy Fire Chief committed their Fire Department to achieving that goal. All three now lead our firm's fire service consultation efforts.

The full list of the clients that we have provided our services to is transparently listed on our website [www.Rodgersgroupllc.com](http://www.Rodgersgroupllc.com) under the tab, "clients and testimonials".

**VII. Knowledge of federal and state laws and regulations and generally accepted standards for similarly sized communities and fire departments.**

As fire service practitioners with nearly 100-years of combined experience, our team is well versed in federal and state laws and regulations, standards and best practices, including: NFPA, OSHA, PEOSHA and ISO. In addition, our subject matter experts are experienced with the Fire Service Accreditation process through the Center for Public Safety Excellence, Commission on Fire Accreditation International.

**VIII. Knowledge of the requirements of the Commission on Fire Accreditation International, National Fire Protection Association Standards (NFPA), OSHA regulations, and New Jersey laws applicable to providing fire and emergency medical services.**

The Rodgers Group Fire Service evaluation team has experience successfully leading a department through the rigorous process of self-assessment and accreditation by the Center for Public Safety Excellence, Commission on Fire Accreditation International. They are well versed in NFPA Standards and state law regarding the delivery of fire and Emergency Medical Services. In addition, the team members have worked closely with ISO to achieve an improved community fire protection classification rating.

Lawrence Township Fire Department Consulting Services Proposal

**IX. Name of contact persons, addresses and phone numbers of municipalities and / or emergency service agencies for whom our firm has provided similar studies.**

Administrator Thomas Atkins  
Borough of Watchung  
15 Mountain Blvd.  
Watchung, N.J. 07069  
Phone (908) 756-0080

Chief Rick Byrne  
Plumsted Fire District #1  
59 Main Street  
New Egypt, NJ 08533  
(609) 758-2350

Director Carl Riley  
Plainfield Fire Division  
200 E. Fourth Street  
Plainfield, NJ 07060  
(908) 753-3225

Chief Rob Echavarria  
Millburn Fire Department  
459 Essex St  
Millburn, NJ 07041  
Phone (973) 564-7035

Administrator William Huyler  
Borough of Florham Park  
111 Ridgedale Avenue  
Florham Park, NJ 07932  
Phone (973) 410-5312

Deputy Chief Paul Cafone  
Nutley Fire Department  
228 Chestnut Street  
Nutley, N.J. 07110  
Phone (973) 284-4940

Director Robert Gregory  
Municipality of Princeton  
One Monument Plaza  
Princeton, NJ 08540  
(609) 497-7632

Director Daniel DeGroot  
Town of Dover  
37 N. Sussex Street  
Dover, NJ 07801  
(973) 366-0818

**X. Names, resumes and qualifications of the team members that will be assigned to this project.**

**Christopher J. Cotter** - Christopher Cotter served as the administrator for the City of Summit, NJ from 2005 - 2015. He was responsible for 200 full-time employees, a municipal budget of \$45 million and an annual capital budget of \$6 million. He also served as the City's Emergency Management Coordinator from 2006 - 2015.

During the period 2003 – 2005 he served as the director of Summit's Department of Community Services, responsible for public works, engineering and code enforcement.

From 1976 – 2003 he served as a member of the Summit Fire Department; the last ten years as chief. He holds undergraduate degrees in fire science and public administration and a graduate degree in administrative science from Fairleigh Dickinson University where he has served as an adjunct faculty member.

## Lawrence Township Fire Department Consulting Services Proposal

A graduate of the Executive Fire Officer Program at the National Fire Academy and a Chief Fire Officer designee from the Center for Public Safety Excellence, he serves as a subject matter expert for the New Jersey Civil Service Commission. He is a member of the Fire Science Advisory Board at New Jersey City University. During the period 2014 – 2016, he served as a commissioner for the Center for Public Safety Excellence – Commission on Professional Credentialing. He currently serves as an instructor in the Executive Fire Officer Program at the National Fire Academy, Emmitsburg, Maryland.

**Richard DeGroot** - Deputy Chief Rick DeGroot retired from the City of Summit NJ Fire Department after a 36-year career. The Summit Fire Department, a combination department staffed by 32 career members, 15 volunteer members and 7 support staff, serves an urban/suburban area 15 miles west of New York City in the NY/NJ Metro Area. The department handles an average of 2400 fire, rescue and first-responder EMS calls per year while serving a population of approximately 21,000 in the first due area. The agency promotes the use of and actively participates in several automatic aid and mutual aid agreements with surrounding fire agencies.

While serving as Accreditation Manager, DC DeGroot successfully guided the agency through the Commission on Fire Accreditation International (CFAI) agency accreditation process and the agency was awarded Accredited Agency status in August of 2011. Prior to his retirement, he successfully guided the department through the Insurance Services Office (ISO) review process achieving a Public Protection Classification rating of Class 2, one of only 18 communities in the state to have achieved this prestigious rating.

Deputy Chief DeGroot served as a senior fire instructor for more than a decade with the Sussex County Fire Academy and Sussex County Community College. He holds multiple Pro Board and IFSAC professional certifications including Fire Instructor Level 2, Fire Official, and Fire Officer Level 1 and is a graduate of the Certified Public Manager program at Fairleigh Dickinson University. He is currently employed by the Chester County PA Department of Emergency Services serving as a fire instructor at the Public Safety Training Academy with a concentration on developing and presenting fire officer development and leadership curriculum.

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## Lawrence Township Fire Department Consulting Services Proposal

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**Frank E. Rodgers** retired as the Deputy Superintendent of the New Jersey State Police in 2007 at the rank of Lt. Colonel after twenty-five years of service. While serving in the second highest ranking position in the largest police department in the State of New Jersey, he led the Investigations Branch which consisted of in excess of 900 detectives, analysts and scientists assigned to 57 different units with an annual budget of in excess of seventy-five (75) million dollars.

Following his career with the State Police, he was appointed as the first Police Director of the newly formed New Jersey State Park Police in the Department of Environmental Protection. During his tenure in that position, he developed the force of 110 officers who are responsible for protecting the eighteen (18) million annual visitors to the state's fifty-one (51) parks into a CALEA (Commission on the Accreditation for Law Enforcement Agencies) nationally recognized and New Jersey State Association of Chiefs of Police Accredited agency.

In 2008, Lt. Colonel (Ret.), Rodgers formed his own private consulting company. Immediately upon forming his company he was contracted to serve as Team Leader of the baseline capabilities assessment commissioned by the Office of the Director of National Intelligence of the national network of seventy-two (72) intelligence fusion centers. To date, the company has been contracted by in excess of one hundred fifty (150) public safety agencies. In 2008, he was certified as an Assessor for the Commission on Accreditation for Law Enforcement Agencies (CALEA) and he is recognized by the Superior Court of the State of New Jersey and the United States District Court as an expert in law enforcement procedures, policy, training and supervision. In May 2009, he was selected to serve as the President of the Advisory Council of the New Jersey Public Safety Accreditation Coalition. In 2011, he founded and now leads the Center for Public Safety & Security at the Richard Stockton College of New Jersey. He holds a Master of Arts Degree in Education from Seton Hall University and is a graduate of the FBI National Academy.

**XI. Town resources, including staff, facilities and database access that would be required to complete the study.**

Lawrence Township will need to make available to the Rodgers Group, LLC. the necessary subject matter experts and executive level staff which are needed to ensure that all areas and materials relevant to this project are appropriately examined. These same Lawrence Township personnel will need to ensure that their assistance to the Rodgers Group, LLC. is rendered in a timely manner so that this proposal can be executed in accordance with the time period prescribed in our implementation plan as previously set forth.

Access to records including: National Fire Incident Reporting System (NFIRS) reports for the most recent five years; member response records for the most recent five years; apparatus replacement schedule (if any); apparatus repair records for most recent five years; most recent ISO Report; Township Master Plan; annual operating and capital budget allocation for each of the last five years (including any grants received); fire department constitution and bylaws; facility inspection and repair records; fire apparatus and vehicle repair records; apparatus testing certifications. All applicable administrative and operational policies, rules and regulations, labor agreements and municipal personnel policies.

**XII. Breakdown of the proposed fee(s) to complete all components of the study.**

Total Cost for our proposal to complete this project is: **\$27,750.**

Fee payable in three payments of \$9,250. –

First payment due thirty (30) days after the initiation of the project.

Second payment due sixty (60) days after the initiation of the project.

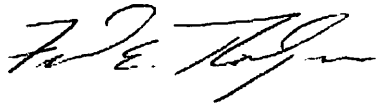
Third and final payment due thirty (30) days after the submission of our final report.

## Lawrence Township Fire Department Consulting Services Proposal

### Additional Data

Please see our website at [www.Rodgersgroupllc.com](http://www.Rodgersgroupllc.com) for additional details relevant to our professional accomplishments and capabilities.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read "Frank E. Rodgers".

Frank E. Rodgers  
President

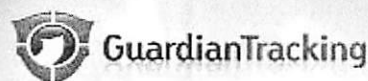
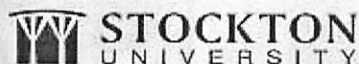
The Rodgers Group, LLC.  
P.O. Box 831  
Island Heights, N.J. 08732  
Office Phone (732) 279-6657  
Email [Frank@Rodgersgroupllc.com](mailto:Frank@Rodgersgroupllc.com)

Working With Our Partners  
to Reduce Your Risks, Cut Operating  
Costs and Enhance Public Safety  
Professionalism.



THE RODGERS  
GROUP, LLC

Real  
Experience  
and a  
Verifiable  
Record of  
Success.



*One Team, One Mission : Committed to Public Safety Professionalism.*

[www.RodgersGroupLLC.com](http://www.RodgersGroupLLC.com)  
or call us at (732) 279-6657

## Lawrence Township Fire Department Consulting Services Proposal

## Jack Oakley

---

**From:** Kevin Nerwinski <knerwinski@lawrencetwp.com>  
**Sent:** Monday, October 7, 2019 2:04 PM  
**To:** Jack Oakley  
**Cc:** Peter Kiriakatis  
**Subject:** The Rodgers Group, LLC proposal  
**Attachments:** The Rodgers Group LLC Proposal 2019 Oct 7.pdf

**Follow Up Flag:** Follow up  
**Flag Status:** Completed

Hey Jack:

I have reviewed the proposal from The Rodgers Group, LLC. I think it looks very comprehensive and appropriate. I will have Peter K give a look through, but I am inclined to move forward on this. I think the next step would be for them to provide an contract.

**Kevin**

**Kevin P. Nerwinski, Esq.**  
Municipal Manager/QPA – Township of Lawrence  
2207 Lawrence Road  
PO Box 6006  
Lawrenceville, NJ 08648  
Direct – 609.844.7005  
Fax – 609.895.1668  
[www.lawrencetwp.com](http://www.lawrencetwp.com)

NOTE: I am not authorized to practice law on behalf of the Township of Lawrence. Communications with me are not protected by the attorney-client privilege.

## Jack Oakley

---

**From:** Frank Rodgers <frank@rodgersgroupllc.com>  
**Sent:** Friday, October 11, 2019 12:26 PM  
**To:** Jack Oakley  
**Subject:** DRAFT Fire Department Contract  
**Attachments:** Lawrence Fire contract.docx; Business Reg updated .pdf; EEO AA-302 new address.pdf; W9 5-11-15 (1).pdf

**Follow Up Flag:** Follow up  
**Flag Status:** Completed

Jack,

Per your request, attached please find a draft contract for review.

Please do not hesitate to give me a call with any questions or if you need anything further.

PS. I have also attached copies of our BRC, EEO/AA Cert and a w-9.

All the best,

Frank

--

**Frank E. Rodgers**  
CEO  
Lt. Colonel N.J.S.P. (Ret.)

P.O. Box 831  
Island Heights, N.J. 08732  
[www.Rodgersgroupllc.com](http://www.Rodgersgroupllc.com)  
[www.CRGPlans.com](http://www.CRGPlans.com)

Office (732) 279-6657  
Cell (732) 678-8854  
Email - [Frank@Rodgersgroupllc.com](mailto:Frank@Rodgersgroupllc.com)  
[FRodgers@CRGPlans.com](mailto:FRodgers@CRGPlans.com)

***One Team, One Mission: Committed to Public Safety Professionalism***

*Confidentiality Notice: This e-mail contains information from The Rodgers Group, LLC. It is intended only for the person or entity to which it is addressed and may contain information that is privileged, confidential or otherwise protected from disclosure. Dissemination, distribution or copying of this e-mail or the information contained within it by anyone other than the intended recipient or an employee or agent responsible for delivering the message to the intended recipient is prohibited. If you have received this e-mail in error, please call The Rodgers Group, LLC., 732-279-6657 and destroy the original message and all copies.*

## **CONTRACT FOR CONSULTING SERVICES**

**This Agreement made this      day of                      , 2019, by and between:**

**THE TOWNSHIP OF LAWRENCE**, a body politic and corporation of the State of New Jersey in the County of Mercer, having its principal offices located at 2207 Lawrence Road, Lawrence Township, New Jersey 08648, hereinafter designated as "Contracting Unit", and

**THE RODGERS GROUP, LLC**, a limited liability corporation of the State of New Jersey, having a principal place of business at PO Box 831, Island Heights, New Jersey 08733, hereinafter referred to as "Consultant".

**WHEREAS**, the Contracting Unit requires specialized consultation services for the Lawrence Township Fire Department; and

**WHEREAS**, the Contracting Unit desires that the Consultant undertake said Specialized Consulting services;

**NOW, THEREFORE,** in consideration of the mutual covenants contained herein, the Contracting Unit and the Consultant hereby agree as follows:

**1. SCOPE OF EMPLOYMENT.**

- a. The Consultant shall perform the work requested by the Contracting Unit relative to its request for specialized services for the evaluation of the existing Fire Department organizational structure, rules & regulations, training programs and recruitment.
- b. The scope of services and process methodology are more particularly set forth below and in our proposal entitled "FIRE DEPARTMENT CONSULTING SERVICES FOR THE TOWNSHIP OF LAWRENCE" dated September 2019, which is hereinafter incorporated by reference.
- Review existing Fire Department ordinance and make recommendations for any needed changes.
  - Review Township of Lawrence personnel policies.
  - Review existing Standard Operating Procedures.
  - Review of the Township of Lawrence Master Plan.
  - Review of the most recent ISO Report.
  - Review Fire Department Labor Agreement(s).
  - Survey the members of the Lawrence Township Fire Companies.
  - Evaluate the current delivery of fire services using appropriate standards.
  - Review the current calls for service and response statistics including NFIRS reporting for the past five years.
  - Review automatic and mutual aid agreements.

- Review existing rules and regulations and make recommendations for any needed improvements.
  - Evaluate the existing Fire Department table of organization, lines of authority, roles and responsibilities, and make recommendations for any needed changes.
  - Review existing job descriptions.
  - Review existing training and professional development program and make recommendations for any improvements.
  - Evaluate current deployment of apparatus, equipment and personnel and recommend any changes.
  - Review the response effectiveness of the Fire Companies based on response times and apparatus staffing.
  - Review the existing staffing levels and recommend any changes.
  - Evaluate the number of existing stations and respective station locations and recommend any changes.
  - Review existing volunteer firefighter recruitment, retention and incentive programs and make recommendations for any changes.
  - Recommend implementation of any additional recruitment and retention programs. Policy Recommendations
  - Prepare a comprehensive report including an executive summary that will provide an evaluation of the key issues and findings and a list of recommended actions to be taken.
- c. The contact at the Consultant for the Contracting Unit shall be: Frank E. Rodgers, the President of the Consulting Company.

## **2. TERM.**

- a. The Consultant is hereby retained by the Contracting Unit for a period of six months beginning November 1, 2019 through May 1, 2020.
- b. The Contracting Unit may terminate this Agreement for any reason (without cause) on ten (10) days written notice.
- c. The Consultant may terminate this agreement for cause with ten (10) days written notice. For purposes of this contract, the term for "cause" shall mean the failure of the Contracting Unit to comply with its obligations here under, after written notice and an opportunity to cure.

## **3. PAYMENT.**

- a. For the services set forth in Section 1 above, the consideration shall be in the amount of \$27,750. Fee payable in three payments of \$9,250. – First payment due thirty (30) days after the initiation of the project. Second payment due sixty (60) days after the initiation of the project. Third and final payment due thirty (30) days after the submission of our final report.

**4. MISCELLANEOUS**

- a. This is a non-exclusive Agreement between the Contracting Unit and the Consultant. The Contracting Unit, as it deems fit, and pursuant to applicable law, may enter into contracts with other professional consultants to provide consulting services to the Contracting Unit.
- b. The Consultant is an independent contractor and as such it is not entitled to participate or receive benefits from any plans afforded by the Contracting Unit, including but not limited to health and disability. This contract is not intended to create an agency relationship between the Consultant and the Contracting Unit.
- c. The Consultant hereby specifically agrees to copy the Contracting Unit on any and all correspondence, records, reports and documents related to any and all work performed by the Consultant while acting on behalf of the Contracting Unit. The Contracting Unit hereby agrees to copy the Consultant on all correspondence, reports and other documents produced by the Contracting Unit that should be included in the Consultant's files.
- d. The Consultant hereby specifically agrees to turn over to the Contracting Unit all files, records and other documents or matters whatsoever developed or accumulated while in the employ of the Contracting Unit and pertaining to any and all work performed by it while acting on behalf of the Contracting Unit when its employment with the Contracting Unit is terminated. The Consultant may copy the said files at its expense.
- e. This contract shall not be assigned by the Consultant.
- f. In the event the Consultant shall be unable to fulfill its duties as required hereunder because of illness, or any other valid reason, it may not designate another Consultant to serve temporarily or for any specific purpose hereunder.
- g. Upon termination of this contract or any extension or renewal thereof, the Consultant shall turn over to the Contracting Unit all records which the Consultant developed and/or accumulated while employed by the Contracting Unit and while working on This matter. The Consultant may, at his, her or its own expense, retain copies of the aforesaid records.
- h. The Contracting Unit agrees to assign a member of the Lawrence Township Fire Department part time to work with the Consultant as the agency's principal point of contact with the contractor.

**5. AFFIRMATIVE ACTION**

- a. Consultant shall not discriminate against any employee or applicant for employment because of age, race, creed, color, national origin, ancestry, marital status or sex. Consultant will take affirmative action to ensure that such applicants are recruited and employed, and that employees are treated during employment, without regard to their age, race, creed, color, national origin, ancestry, marital status or sex. Such action shall include, but not be limited to the following: employment upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. Consultant agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided by the Public Agency Compliance Officer setting forth provisions of this nondiscrimination clause.
- b. Consultant where applicable, will in all solicitations or advertisements for employees placed by or on behalf of it state that all qualified applicants will receive consideration for employment without regard to their age, race, creed, color national origin, ancestry, marital status or sex.
- c. The Consultant where applicable, agrees to comply with the regulations promulgated by the Treasurer pursuant to P.L. 1975, c. 127, as amended and supplemented from time to time.
- d. Consultant agrees to attempt in good faith to employ minority and female workers consistent with the applicable county employment goals prescribed by N.J.A.C. 17:27-5.2 promulgated by the Treasurer pursuant to P.L. 1975, c. 127, as amended and supplemented from time to time or in accordance with a binding determination of the applicable county employment goals determined by the Affirmative Action Office pursuant to N.J.A.C. 17:27-5.2 promulgated by the Treasurer pursuant to P.L. 1975, c. 127, as amended and supplemented from time to time.
- e. Consultant where applicable, agrees to inform in writing all recruitment agencies in the area, including employment agencies, placement bureaus, colleges, universities, labor unions, that it does not discriminate on the basis of age, race, creed, color, national origin, ancestry, marital status or sex, and that it will discontinue the use of any recruitment agency which engages in direct or indirect discriminatory practices.
- f. Consultant agrees to revise any of its testing procedures, if necessary, to assure that all personnel testing conforms with the principles of job-related testing, as established by the statutes and court decisions of the State of New Jersey and as established by applicable Federal law and applicable Federal court decisions:
- g. Consultant agrees to review all procedures relating to transfer, upgrading, downgrading and layoff to ensure that all such actions are taken without regard

to age, race, creed, color, national origin, ancestry, marital status or sex, and conforms with the applicable employment goals, consistent with the statutes and court decisions of the State of New Jersey, and applicable Federal law and applicable Federal court decisions.

- h. Consultant shall furnish such reports or other documents to the Affirmative Action Office as may be requested by the Office from time to time in order to carry out the purposes of these regulations, and public agencies shall furnish such information as may be requested by the Affirmative Action office for conducting a compliance investigation pursuant to Subchapter 10 of the Administrative Code (N.J.A.C. 17:27).

**6. EQUAL OPPORTUNITY FOR INDIVIDUALS WITH DISABILITIES.**

- a. The Consultant and the Contracting Unit do hereby agree that the provisions of Title II of the Americans with Disabilities Act of 1990 (the "Act") (42 U.S.C. s12101 et seq.), which prohibits discrimination on the basis of disability by public entities in all services, programs, and activities provided or made available by public entities, and the rules and regulations promulgated pursuant thereunto, are made a part of this contract. In providing any aid, benefit, or service on behalf of the Contracting Unit pursuant to this contract, the Consultant agrees that the performance shall be in strict compliance with the Act. In the event that the Consultant, its agents, servants, employees, or subcontractors violate or are alleged to have violated the Act during the performance of this contract, the Consultant shall defend the Contracting Unit in any action or administrative proceeding commenced pursuant to this Act. The Consultant shall indemnify, protect, and save harmless the Contracting Unit, its agents, servants, and employees from and against any and all suits, claims, losses, demands, or damages of whatever kind or nature arising out of or claimed to arise out of the alleged violation.
- b. The Contracting Unit shall, as soon as practicable after a claim has been made against it, give written notice thereof to the Consultant along with full and complete particulars of the claim. If any action or administrative proceeding is brought against the Contracting Unit or any of its agents, servants, and employees, the Contracting Unit shall expeditiously forward or have forwarded to the Consultant every demand, complaint, notice, summons, pleading, or other process received by the Contracting Unit or its representatives.
- c. It is expressly agreed and understood that any approval by the Contracting Unit of the services provided by the Consultant pursuant to this contract will not relieve the Consultant of the obligation to comply with the Act and to defend, indemnify, protect, and save harmless the Contracting Unit pursuant to this paragraph.

**7. INSURANCE**

The Consultant shall purchase and maintain Professional Liability Insurance which shall be written for a limit of liability of not less than \$1,000,000.00 per claim, with a maximum deduction of \$25,000.00 (any deductible to be the responsibility of the Consultant). Consultant agrees to hold harmless and indemnify the Contracting Unit including its officials, officers, employees and agents against all claims, damages and costs (including reasonable attorney's fees and disbursements) arising out of this Agreement, resulting from any and all actions by the Consultant constituting negligence, gross negligence, recklessness, fraud, willful misconduct or unlawful conduct or a breach of the terms of this Agreement.

**8. ACCEPTANCE OF EMPLOYMENT**

The Consultant hereby accepts the contract and agrees to utilize its best efforts in a timely fashion to provide the services requested. Consultant further represents that it has the education, training and experience to render the services requested in a quality manner.

**9. NEW JERSEY BUSINESS REGISTRATION**

Pursuant to the requirements of P.L. 2004, C. 57, the Consultant agrees to provide a copy of its New Jersey Business Registration Certificate, or documentation indicating Professional Consultant's compliance with the New Jersey Business Registration Act, to the Contracting Unit prior to requesting payment of any fees.

N.J.S.A. 52:32-44 imposes the following requirements on the Consultant and all subcontractors that knowingly provide goods or perform services for the Consultant in fulfilling this Agreement:

- a. The Consultant shall provide written notice to its subcontractors to submit proof of business registration to the Professional Consultant;
- b. Prior to receipt of final payment from the Contracting Unit, the Consultant must submit to the Contracting Unit an accurate list of all subcontractors or attest that none was used;

**10. CONFIDENTIALITY**

- a. The Consultant represents and acknowledges that all information, strategies, positions, etc., which it gains knowledge of by virtue of this employment is confidential in nature and will not be disseminated to any third party.
- b. The Contracting Unit represents and acknowledges that all information, strategies, positions, policies, etc., which it gains knowledge of by virtue of the work performed by the Consultant is the intellectual property of the Contracting

Unit and the Consultant and will not be disseminated to any third party, which pursuant to N.J.S.A. 47:1A1.1, if disclosed, would give an advantage to competitors, other than to comply with the rules of the court or for other legal purpose related to the official business of the Contracting Unit.

**11. LEGAL REPRESENTATIONS**

In case any one or more of the provisions contained in this Agreement shall for any reason be held to be invalid, illegal, or unenforceable in any respect, such invalidity,

illegality, or unenforceability shall not affect any other provision thereof and this Agreement shall be construed as if such invalid, illegal, or unenforceable provision had not been contained herein.

**12. WAIVER**

A waiver by any party of a breach or default by the other party of any provision of this Agreement shall not be deemed a waiver of future compliance therewith, and such provisions shall remain in full force and effect.

**13. CAPTIONS**

All heading preceding the text of the several sections and paragraphs hereof are inserted solely for the convenience and referenced of the parties and shall not constitute a part of this Agreement, nor shall they affect their meaning or interpretation thereof.

**14. NO THIRD PARTY BENEFICIARY**

This Agreement is not intended to confer any benefits to any third party.

**15. CONTRACTOR REPRESENTATIONS AND RESPONSIBILITIES**

Consultant further represents and warrants:

- a. That it is financially solvent and that it is experienced in and competent to perform the type of work and to furnish the materials, supplies and equipment to be performed or furnished by it;
- b. That it is familiar with all Federal, State, County and municipal laws, ordinances and regulations which may in any way affect the work or those employed therein;
- c. That the work required hereunder and in the Specifications to be done by it can

be safely done and used for the purposes for which it is intended, and that such work will not injure any person or damage any property.

**IN WITNESS WHEREOF**, the parties hereto have hereunto set their hands and seals, or caused these presents to be signed by their proper corporate officers and their corporate seal to be hereto affixed this \_\_\_\_ day of \_\_\_\_\_, 2019.

**ATTEST/WITNESS**

**TOWNSHIP OF LAWRENCE**

\_\_\_\_\_

By: \_\_\_\_\_

**ATTEST/WITNESS**

**THE RODGERS GROUP, LLC**

\_\_\_\_\_

By: \_\_\_\_\_  
Frank E. Rodgers, President

**R5e543 APPENDIX A**  
**AMERICANS WITH DISABILITIES ACT OF 1990**  
**Equal Opportunity for Individuals with Disability**

The contractor and the Town of Guttenberg, (hereafter "owner") do hereby agree that the provisions of Title 11 of the Americans With Disabilities Act of 1990 (the "Act") (42 U.S.C. S121 01 et seq.), which prohibits discrimination on the basis of disability by public entities in all services, programs, and activities provided or made available by public entities, and the rules and regulations promulgated pursuant there unto, are made a part of this contract. In providing any aid, benefit, or service on behalf of the owner pursuant to this contract, the contractor agrees that the performance shall be in strict compliance with the Act. In the event that the contractor, its agents, servants, employees, or subcontractors violate or are alleged to have violated the Act during the performance of this contract, the contractor shall defend the owner in any action or administrative proceeding commenced pursuant to this Act. The contractor shall indemnify, protect, and save harmless the owner, its agents, servants, and employees from and against any and all suits, claims, losses, demands, or damages, of whatever kind or nature arising out of or claimed to arise out of the alleged violation. The contractor shall, at its own expense, appear, defend, and pay any and all charges for legal services and any and all costs and other expenses arising from such action or administrative proceeding or incurred in connection therewith. In any and all complaints brought pursuant to the owner's grievance procedure, the contractor agrees to abide by any decision of the owner which is rendered pursuant to said grievance procedure. If any action or administrative proceeding results in an award of damages against the owner, or if the owner incurs any expense to cure a violation of the ADA which has been brought pursuant to its grievance procedure, the contractor shall satisfy and discharge the same at its own expense.

The owner shall, as soon as practicable after a claim has been made against it, give written notice thereof to the contractor along with full and complete particulars of the claim, If any action or administrative proceeding is brought against the owner or any of its agents, servants, and employees, the *owner shall* expeditiously forward or have forwarded to the contractor every demand, complaint, notice, summons, pleading, or other process received by the owner or its representatives.

It is expressly agreed and understood that any approval by the owner of the services provided by the contractor pursuant to this contract will not relieve the contractor of the obligation to comply with the Act and to defend, indemnify, protect, and save harmless the owner pursuant to this paragraph.

It is further agreed and understood that the owner assumes no obligation to indemnify or save harmless the contractor, its agents, servants, employees and subcontractors for any claim which may arise out of their performance of this Agreement. Furthermore, the contractor expressly understands and agrees that the provisions of this indemnification clause shall in no way limit the contractor's obligations assumed in this Agreement, nor shall they be construed to relieve the contractor from any liability, nor preclude the owner from taking any other actions available to it under any other provisions of the Agreement or otherwise at law.

## **EXHIBIT A**

### **MANDATORY EQUAL EMPLOYMENT OPPORTUNITY LANGUAGE N.J.S.A. 10:5-31 et seq. (P.L. 1975, C. 127) N.J.A.C. 17:27**

#### **GOODS, PROFESSIONAL SERVICE AND GENERAL SERVICE CONTRACTS**

During the performance of this contract, the contractor agrees as follows:

The contractor or subcontractor, where applicable, will not discriminate against any employee or applicant for employment because of age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex. Except with respect to affectional or sexual orientation and gender identity or expression, the contractor will take affirmative action to ensure that such applicants are recruited and employed, and that employees are treated during employment, without regard to their age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex. Such action shall include, but not be limited to the following: employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided by the Public Agency Compliance Officer setting forth provisions of this nondiscrimination clause.

The contractor or subcontractor, where applicable will, in all solicitations or advertisements for employees placed by or on behalf of the contractor, state that all qualified applicants will receive consideration for employment without regard to age, race, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex.

The contractor or subcontractor, where applicable, will send to each labor union or representative or workers with which it has a collective bargaining agreement or other contract or understanding, a notice, to be provided by the agency contracting officer advising the labor union or workers' representative of the contractor's commitments under this act and shall post copies of the notice in conspicuous places available to employees and applicants for employment.

The contractor or subcontractor, where applicable, agrees to comply with any regulations promulgated by the Treasurer pursuant to N.J.S.A. 10:5-31 et seq., as amended and supplemented from time to time and the Americans with Disabilities Act.

The contractor or subcontractor agrees to make good faith efforts to employ minority and women workers consistent with the applicable county employment goals established in accordance with N.J.A.C. 17:27-5.2, or a binding determination of the applicable county employment goals determined by the Division, pursuant to N.J.A.C. 17:27-5.2.

The contractor or subcontractor agrees to inform in writing its appropriate recruitment agencies including, but not limited to, employment agencies, placement bureaus, colleges, universities, labor unions, that it does not discriminate on the basis of age, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex, and that it will discontinue the use of any recruitment agency which engages in direct or indirect discriminatory practices.

The contractor or subcontractor agrees to revise any of its testing procedures, if necessary, to assure that all personnel testing conforms with the principles of job-related testing, as established by the statutes and court decisions of the State of New Jersey and as established by applicable Federal law and applicable Federal court decisions.

In conforming with the applicable employment goals, the contractor or subcontractor agrees to review all procedures relating to transfer, upgrading, downgrading and layoff to ensure that all such actions are taken without regard to age, creed, color, national origin, ancestry, marital status, affectional or sexual orientation, gender identity or expression, disability, nationality or sex, consistent with the statutes and court decisions of the State of New Jersey, and applicable Federal law and applicable Federal court decisions.

The contractor shall submit to the public agency, after notification of award but prior to execution of a goods and services contract, one of the following three documents:

Letter of Federal Affirmative Action Plan Approval

Certificate of Employee Information Report

Employee Information Report Form AA302

The contractor and its subcontractors shall furnish such reports or other documents to the Div. of Contract Compliance & EEO as may be requested by the office from time to time in order to carry out the purposes of these regulations, and public agencies shall furnish such information as may be requested by the Div. of Contract Compliance & EEO for conducting a compliance investigation pursuant to **Subchapter 10 of the Administrative Code at N.J.A.C. 17:27.**

## Jack Oakley

---

**From:** Frank Rodgers <frank@rodgersgroupllc.com>  
**Sent:** Friday, November 22, 2019 7:25 PM  
**To:** Jack Oakley  
**Subject:** Possible start date

Hey bud, how does Tuesday 12/10 at 2p work for you for the start meeting ?

--

Frank Rodgers

[www.Rodgersgroupllc.com](http://www.Rodgersgroupllc.com)

[www.CRGPlans.com](http://www.CRGPlans.com)

Cell (732) 678-8854

Office (732) 279-6657

Email - Frank@Rodgersgroupllc.com

## Jack Oakley

---

**From:** Frank Rodgers <frank@rodgersgroupllc.com>  
**Sent:** Friday, November 22, 2019 9:14 PM  
**To:** Jack Oakley  
**Subject:** Re: Possible start date

Great see you then.

On Fri, Nov 22, 2019 at 8:14 PM Jack Oakley <[joakley@lawrencetwp.com](mailto:joakley@lawrencetwp.com)> wrote:  
Works good...see you then buddy.

Jack Oakley

Director of Emergency Management

(W) 609-844-7113

(C) 609-847-2658

Sent from my Verizon, Samsung Galaxy smartphone

----- Original message -----

From: Frank Rodgers <[frank@rodgersgroupllc.com](mailto:frank@rodgersgroupllc.com)>

Date: 11/22/19 19:24 (GMT-05:00)

To: [joakley@lawrencetwp.com](mailto:joakley@lawrencetwp.com)

Subject: Possible start date

Hey bud, how does Tuesday 12/10 at 2p work for you for the start meeting ?

--

Frank Rodgers

[www.Rodgersgroupllc.com](http://www.Rodgersgroupllc.com)

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Township of Lawrence  
County of Mercer

Resolution No. 357-19

**WHEREAS, there exists a need for specialized consultation services for the Lawrence Township Fire Department Survey; and**

**WHEREAS, the Local Public Contracts Law (N.J.S.A. 40A:11-1 et seq.) requires that the resolution authorizing the award of contracts for "Professional Services" without competitive bids must be publicly advertised; and**

**WHEREAS, this contract is not being awarded through a fair and open process pursuant to N.J.S.A. 19:44A-20.4 et seq.; and**

**WHEREAS, a Certificate of Availability of Funds has been provided and the account to be charged is 9-01-20-100-255 (Municipal Manager – Miscellaneous Contractual Services); and**

**WHEREAS, the consultant has submitted a sworn statement to the Township stating that the firm is in compliance with the provisions of Lawrence Township Ordinance No. 1817-04 regarding contributions to candidates and officeholders, political parties and political action committees; and**

**WHEREAS, said consultant has completed and submitted a Business Entity Disclosure Certification which certifies that they have not made any reportable contributions to a political or candidate committee in the Township of Lawrence in the previous one year, that the contract will prohibit them from making any reportable contributions through the term of the contract;**

**NOW, THEREFORE, BE IT RESOLVED by the Township Council of the Township of Lawrence, County of Mercer, State of New Jersey, that:**

- 1. The Mayor and Municipal Clerk are hereby authorized and directed to execute and agreement with The Rodgers Group, LLC, P.O. Box 831, Island Heights, New Jersey 08733, as a specialized consultant, in the amount of \$27,750 for a six month period from December 1, 2019 to May 31, 2020.**
- 2. This contract is awarded without competitive bidding as a "Professional Service Contract" under the provisions of the Local Public Contracts Law (N.J.S.A. 40A:11-5).**
- 3. Notice of the adoption of this resolution shall be published in the Trentonian newspaper as required by law within ten days of its passage.**
- 4. The Business Disclosure Entity Certification and the Determination of Value submitted by said consultant be placed on file in the Municipal Clerk's office with this resolution.**

**Adopted: November 8, 2019**

**RECORD OF VOTE**

| <b>COUNCIL</b>       | <b>AYE</b> | <b>NAY</b> | <b>PRESENT</b> | <b>ABSENT</b> | <b>ABSTAIN</b> | <b>MOVE</b> | <b>SECOND</b> |
|----------------------|------------|------------|----------------|---------------|----------------|-------------|---------------|
| <b>Mr. Kownacki</b>  | ✓          |            |                | ✓             |                |             | ✓             |
| <b>Ms. Lewis</b>     | ✓          |            |                |               |                |             |               |
| <b>Mr. Powers</b>    | ✓          |            |                |               |                | ✓           |               |
| <b>Mr. Ryan</b>      | ✓          |            |                |               |                |             |               |
| <b>Mayor Bobbitt</b> | ✓          |            |                |               |                |             |               |