

Clerk

From: Ronni Mackles <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)



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

Is 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

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MAR - 8 2024

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

Josh Oakley

Jack Oakley

From: Chris Cotter <cjcotter5@gmail.com>
Sent: Friday, March 3, 2023 5:21 PM
To: Jack Oakley
Subject: Fire Station Consulting Proposal
Attachments: Lawrence Fire Station Consulting Proposal 3-3-23.pdf

Jack --

Attached as requested is a proposal to provide fire station consulting services for the Township of Lawrence.

Please don't hesitate to contact me if you have any questions.

Thanks very much for the opportunity to submit this proposal -- we look forward to again having the opportunity to work with you.

Best regards,

Chris

Christopher J. Cotter
(908) 482-9582

Cotter Strategies, LLC



FIRE STATION CONSULTING SERVICES PROPOSAL FOR THE TOWNSHIP OF LAWRENCE FIRE DEPARTMENT

March 2023

**SUBMITTED BY:
COTTER STRATEGIES, LLC
752 SPRINGFIELD AVENUE, SUMMIT, NJ 07901
908-482-9582
EMAIL: CCOTTER@COTTERSTRATEGIES.COM**

Township of Lawrence Fire Station Consulting Services Proposal

Background

As current and retired public safety and local government executives, we understand the pressures and ever competing priorities that Fire Service leaders confront every day. The 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 are a group of public safety professionals who understand the reality of today's fire service and are recognized experts in Fire Service 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 more than one hundred (100) years of 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.

Beginning in 2013, these individuals comprised the fire service team as part of The Rodgers Group, LLC, an entity that was subsequently sold. This same team, now working under Cotter Strategies, LLC and formed in 2014, has been contracted to assist fire departments throughout New Jersey, including volunteer, combination and fully career 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.

Township of Lawrence Fire Station Consulting Services Proposal

The Team to be Assigned to This Contract

Subject Matter Expert Consultant – Mr. Richard DeGroot
(See Attached Bio for Relevant Experience)

Subject Matter Expert Consultant – Mr. Christopher Cotter
(See Attached Bio for Relevant Experience)

Subject Matter Expert Consultant – Mr. Joseph Houck
(See Attached Bio for Relevant Experience)

Subject Matter Expert Consultant – Mr. Eric Evers
(See Attached Bio for Relevant Experience)

AVAILABILITY

During the term of the contract, a member of Cotter Strategies Team will be available Monday through Friday during business hours to respond to inquiries and assist the Township of Lawrence Fire Department in matters germane to the terms of the contract.

ABILITY TO PERFORM

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

SCOPE OF WORK

Fire Station Advisory Services¹

The members of the Cotter Strategies, LLC team assigned to this project will provide the following advisory services for the Township of Lawrence:

1. Review the existing fleet of fire apparatus, ambulances, and support vehicles.
2. Assess the current apparatus, ambulance, and support vehicle requirements for the Township of Lawrence.

¹ Cotter Strategies, LLC is not an architectural or engineering firm.

Township of Lawrence Fire Station Consulting Services Proposal

3. Review any existing apparatus, ambulance and vehicle replacement schedules and comment on same.
4. Review the identified site proposed for the new Fire, EMS and OEM facility.
5. Create a response travel time coverage map based on the proposed station location.
6. Create a response travel time coverage map based on the proposed station location and based on the existing Lawrenceville Station location.
7. Develop a report and recommendations describing the pathway for a successful Fire, EMS and OEM station construction project.
8. Meet with assigned Lawrence Township Official to present findings. Presentation will include key steps in the development project including:
 - a. Needs Assessment Study
 - b. Programming Requirements and Feasibility
 - c. Environmental Site Assessment
 - d. Selection of Architectural Firm
 - e. Local Approval Process
 - f. Generating Community Support

Fee Schedule: \$6,720.00

Payment Schedule:

1. \$3,360.00 due within 30-days of project start.
2. \$3,360.00 due within 30-days of project completion.

OUR TEAM

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

Township of Lawrence Fire Station Consulting Services Proposal

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 thirty-two 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 IFSA 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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Township of Lawrence Fire Station Consulting Services Proposal

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https://opramachine.com/change_request/new?body=lawrence_township_mercer

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☐ RECREATION
☒ OTHER

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Jack Oakley

Jack Oakley

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Christopher J. Cotter
(908) 482-9582

Cotter Strategies, LLC



FIRE STATION CONSULTING SERVICES PROPOSAL FOR THE TOWNSHIP OF LAWRENCE FIRE DEPARTMENT

March 2023

**SUBMITTED BY:
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908-482-9582
EMAIL: CCOTTER@COTTERSTRATEGIES.COM**

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Township of Lawrence Fire Station Consulting Services Proposal

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Fee Schedule: \$6,498.00

Payment Schedule:

1. \$3,249.00 due within 30-days of project start.
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Township of Lawrence Fire Station Consulting Services Proposal

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Jack Oakley

From: Chris Cotter <cjcotter5@gmail.com>
Sent: Monday, March 13, 2023 11:53 AM
To: Jack Oakley
Subject: Revised Proposal
Attachments: Lawrence.pdf

Follow Up Flag: Follow up
Flag Status: Completed

Jack --

Attached is the revised page for the proposal.

Also, regarding the work schedule question, here are a few thoughts. With nine personnel, it is possible to create a 27/7 coverage model but there are some potential barriers.

By creating a three platoon model, three firefighters can be assigned to one of the three platoons. The schedule can be a 24 hour on 48 hour off or some variation of that. The variations include splitting the 24 hours into a day shift and night shift (often a 10-hour day shift and 14-hour night shift). In any case, the schedule amounts to a 56-hour week that can be reduced with a periodic day off (often called a "Kelly Day") to conform with any FSLA requirements. Of course, the nine career members are the bare minimum to create such a coverage model -- staffing for vacation, sick and any other leave would need to be factored. Having part-time/per-diem members could help fill this gap, as could an additional career member assigned as a "floater". The recently formed Princeton career division work -- I believe -- a three platoon system.

If the contract calls for a shorter work week -- 40 or 42 hours, your coverage options may be limited. In that instance, to create that same coverage you would need to create four platoons which would require an additional three career members (assuming three members on duty at all times.) In the alternative, you might consider limiting coverage to 24/7 weekday coverage using a modified Pitman schedule or some variation so that you have adequate staffing. This assumes that your weekday and night coverage are the most critical and that volunteers can still respond on weekends - I don't know if that's an accurate assumption.

Hope that's helpful -- don't hesitate to call with any questions.

Best --

Chris

Christopher J. Cotter
(908) 482-9582

Jack Oakley

From: Chris Cotter <cjcotter5@gmail.com>
Sent: Monday, March 13, 2023 3:48 PM
To: Jack Oakley
Subject: Re: Revised Proposal

Jack --

I noticed a typo in my message that was probably obvious to you. FSLA should have been FLSA for the Fair Labor Standards Act. You might find this reference from the Department of Labor: <https://www.dol.gov/agencies/whd/fact-sheets/8-flsa-police-firefighters>

Chris

On Mon, Mar 13, 2023 at 2:47 PM Jack Oakley <joakley@lawrencetwp.com> wrote:

Thank you sir...for both the quote and schedule info. It is very helpful.

Jack,

Jack Oakley, Chief/FMC

Fire and Emergency Medical Services

Office of Emergency Management

Township of Lawrence

2207 Lawrence Road

Lawrenceville, N.J. 08648

Mercer County Fire Coordinator FLE-81

(W) 609-844-7020

(C) 609-847-2658

201



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From: Chris Cotter <cjcotter5@gmail.com>
Sent: Monday, March 13, 2023 11:53 AM
To: Jack Oakley <joakley@lawrencetwp.com>
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Christopher J. Cotter

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Jack Oakley

From: Chris Cotter <cjcotter5@gmail.com>
Sent: Monday, April 3, 2023 1:52 PM
To: Jack Oakley
Subject: Follow Up

Jack --

By way of a follow up, I haven't as yet received any documents from the Township authorizing us to proceed. I didn't want you to think we were causing a delay...

Let me know if you need anything more from me.

Best regards,

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(908) 482-9582

Jack Oakley

From: Chris Cotter <cjcotter5@gmail.com>
Sent: Monday, April 3, 2023 3:41 PM
To: Jack Oakley
Subject: Re: Follow Up

Thanks Jack -- Not trying to rush, just wanted to keep you up to date.

Best regards,

Chris

On Mon, Apr 3, 2023 at 2:30 PM Jack Oakley <joakley@lawrencetwp.com> wrote:

We're checking on it Chris...Donna, can you help?

Jack Oakley, Chief/EMC

Fire and Emergency Medical Services

Office of Emergency Management

Township of Lawrence

2207 Lawrence Road

Lawrenceville, N.J. 08648

Mercer County Fire Coordinator FC-81

(W) 609-844-7020

(C) 609-847-2658

joakley@lawrencetwp.com



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From: Jack Oakley
Sent: Thursday, April 20, 2023 3:13 PM
To: 'Chris Cotter'
Subject: FW: pay to play forms
Attachments: Business Entity Disclosure Certification.doc; Sworn Statement.doc

Hey Chief...can you complete these and email them back to our clerk, Tonya Carter:

clerk@lawrencetwp.com

...and copy me too. Thanks.

Jack

(PS, this is the hold up on the PO)

Jack Oakley, Chief/EMC

**Fire and Emergency Medical Services
Office of Emergency Management
Township of Lawrence
2207 Lawrence Road
Lawrenceville, N.J. 08648
Mercer County Fire Coordinator FC-81**

(W) 609-844-7020

(C) 609-847-2658

joakley@lawrencetwp.com

201



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are not the intended recipient, please contact the sender via telephone, facsimile, or reply e-mail and destroy all copies of the original message, including any attachments.

From: Brenda Kraemer <bkraemer@lawrencetwp.com>
Sent: Tuesday, April 11, 2023 11:04 AM
To: Jack Oakley <joakley@lawrencetwp.com>
Cc: Jim Parvesse <jparvesse@lawrencetwp.com>; Peter Kiriakatis <pkiriakatis@lawrencetwp.com>; Clerk <Clerk@lawrencetwp.com>
Subject: pay to play forms

Jack,
Please ask Cotter Strategies to complete the attached forms and return them to Tonya Carter at clerk@lawrencetwp.com

The forms must be on file 10 days prior to the Council meeting to award a professional services agreement. The next available meeting is May 2 so the forms are needed by April 21.

Brenda Kraemer, P.E.
Assistant Municipal Engineer
Zoning Board Secretary

Lawrence Township
2207 Lawrenceville Road
Lawrence Township, NJ 08648

P:609-844-7087
F:609-896-0412

Jack Oakley

From: cjcotter5@gmail.com
Sent: Thursday, April 20, 2023 4:19 PM
To: Jack Oakley
Subject: Re: pay to play forms

Will do Sir. Traveling this week and will complete and return ASAP.

Thanks,

Chris
Sent from my iPhone

On Apr 20, 2023, at 3:12 PM, Jack Oakley <joakley@lawrencetwp.com> wrote:

Hey Chief...can you complete these and email them back to our clerk, Tonya Carter:

clerk@lawrencetwp.com

...and copy me too. Thanks.

Jack

(PS, this is the hold up on the PO)

Jack Oakley, Chief/EMC

**Fire and Emergency Medical Services
Office of Emergency Management
Township of Lawrence
2207 Lawrence Road
Lawrenceville, N.J. 08648
Mercer County Fire Coordinator FC-81**

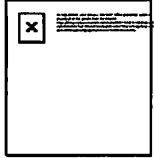
**(W) 609-844-7020
(C) 609-847-2658
joakley@lawrencetwp.com**

<image001.jpg>

<image002.jpg>

<image003.jpg>

<image004.png>



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From: Brenda Kraemer <bkraemer@lawrencetwp.com>

Sent: Tuesday, April 11, 2023 11:04 AM

To: Jack Oakley <joakley@lawrencetwp.com>

Cc: Jim Parvesse <jparvesse@lawrencetwp.com>; Peter Kiriakatis <pkiriakatis@lawrencetwp.com>; Clerk <Clerk@lawrencetwp.com>

Subject: pay to play forms

Jack,

Please ask Cotter Strategies to complete the attached forms and return them to Tonya Carter at clerk@lawrencetwp.com

The forms must be on file 10 days prior to the Council meeting to award a professional services agreement. The next available meeting is May 2 so the forms are needed by April 21.

Brenda Kraemer, P.E.
Assistant Municipal Engineer
Zoning Board Secretary

Lawrence Township
2207 Lawrenceville Road
Lawrence Township, NJ 08648

P:609-844-7087

F:609-896-0412

<Business Entity Disclosure Certification.doc>

<Sworn Statement.doc>

Jack Oakley

From: Chris Cotter <cjcotter5@gmail.com>
Sent: Monday, May 1, 2023 4:58 PM
To: Clerk
Cc: Jack Oakley
Subject: Cotter Strategies, LLC Forms
Attachments: Pay to Play.pdf; Bussiness Disclosure.pdf

Ms. Carter --

Attached are the following completed forms for Cotter Strategies, LLC:

- Pay to Play
- Business Disclosure

Please let me know if you require anything further.

Thank you,

Chris

Christopher J. Cotter
(908) 482-9582

Jack Oakley

From: Clerk
Sent: Tuesday, May 2, 2023 2:45 PM
To: 'Chris Cotter'
Cc: Jack Oakley
Subject: RE: Cotter Strategies, LLC Forms

Dear Mr. Cotter:

I am in receipt of your Pay to Play documents.

Thank you.

Kind regards,

*Tonya D. Carter, CMC
Municipal Clerk
Township of Lawrence
2207 Lawrenceville Road
Lawrence Township, New Jersey 08648
609-844-7001
clerk@lawrencetwp.com*

From: Chris Cotter <cjcotter5@gmail.com>
Sent: Monday, May 1, 2023 4:58 PM
To: Clerk <Clerk@lawrencetwp.com>
Cc: Jack Oakley <joakley@lawrencetwp.com>
Subject: Cotter Strategies, LLC Forms

Ms. Carter --

Attached are the following completed forms for Cotter Strategies, LLC:

- Pay to Play
- Business Disclosure

Please let me know if you require anything further.

Thank you,

Chris

Christopher J. Cotter
(908) 482-9582

Jack Oakley

From: Brenda Kraemer
Sent: Thursday, May 18, 2023 12:18 PM
To: Jack Oakley
Subject: Emergency Operations Center
Attachments: Council Resolution 164-23.pdf

Follow Up Flag: Follow up
Flag Status: Completed

Good afternoon Jack,
The professional services agreement with Cotter Strategies was approved by Council, resolution attached. A purchase order will be issued shortly but you can authorize advancing the project. Do we need a kick-off meeting?

Brenda Kraemer, P.E.
Assistant Municipal Engineer
Zoning Board Secretary

Lawrence Township
2207 Lawrenceville Road
Lawrence Township, NJ 08648

P:609-844-7087
F:609-896-0412

**Township of Lawrence
County of Mercer**

Resolution No. 164-23

WHEREAS, there exists a need for Professional Services associated with the Emergency Operations Center; 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, funds are available through various developer's escrow accounts and capital accounts and the accounts to be charged are:

Acct.	Ord. No.	Name	Amount
G-02-41-204-299	----	2023 Lawrence Road Emergency Op Center	\$6,498.00

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;

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, and that prior year contributions do not apply as of January 1, 2020;

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

- 1. The Mayor and Municipal Clerk are hereby authorized and directed to execute an agreement with Cotter Strategies, LLC, 752 Springfield Avenue, Summit NJ 07901 represented by Christopher J. Cotter, for services in an amount not to exceed \$6,498.00 in accordance with their proposal subject to availability of funds and a final appropriation in the 2023 budget.**
- 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 this resolution shall be published in the Trentonian as required by law within ten (10) days of its passage as required by law.**
- 4. The Business Disclosure Entity Certification and the Determination of Value submitted by said consultant be placed on file with this resolution.**

Adopted: May 16, 2023

RECORD OF VOTE

COUNCIL	AYE	NAY	PRESENT	ABSENT	ABSTAIN	MOVE	SECOND
Mr. Bobbitt	✓						
Mr. Kowacki	✓						✓
Ms. MacDuff					✓		
Mr. Powers	✓					✓	
Mayor Ryan					✓		