

CITY OF VINELAND

ORDINANCE NO. 2015-_____

ORDINANCE AMENDING ORDINANCE 89-63, AS AMENDED, CHAPTER 56 OF THE CODE OF THE CITY OF VINELAND ENTITLED "FIRE DEPARTMENT"

WHEREAS, on July 13, 1954, the City Council of the City of Vineland established the Fire Department for the control, fighting, and extinguishment of any conflagration within the city limits; and

WHEREAS, through the years, the duties, functions and responsibilities of the Director of Fire, officers and firefighters have changed so as to conform with the needs of the community and to better serve the needs of both Career and Volunteer Firefighters; and

WHEREAS, the Director of the Fire Department has recommended the City Code be amended to reflect those needs and responsibilities; and

WHEREAS, the City Council of the City of Vineland finds it to be in the best interest of the City and members of the Fire Department to amend Ordinance 89 – 63, as amended, Chapter 56 of the Code of the City of Vineland

NOW, THEREFORE, BE IT ORDAINED by the City Council of the City of Vineland that Ordinance 89 – 63, as amended, Chapter 56 of the Code of the City of Vineland be deleted in its entirety and replaced as follows:

Chapter 56. FIRE DEPARTMENT

56-1 ESTABLISHMENTS; COMPOSITIONS

- A. There shall be and hereby is established a Fire Department of the City of Vineland, in the County of Cumberland, the head of which shall be a Director, hereinafter known and identified as the "Director of the Fire Department"
- B. Composition: Organization.
 1. The Fire Department shall consist of the following:
 - a. The established volunteer fire companies as follows:

Fire Company No. 1, located at 810 East Chestnut Avenue, formerly consisted of the Pioneer Volunteer Company No. 1, Reliance Engine No. 2 and Truck Company No. 1 of the former Borough of Vineland; Fire Company No. 2 (South Vineland), located at 876 East Sherman Avenue; Fire Company No. 3 (North Vineland), located at 185 West Forest Grove Road; Fire Company No. 4 (Main Avenue), located at 1500 East Oak Rd; and the Fire Company No. 5 (Panther Road), located at 4450 Italia Avenue, of the former Township of Landis; said respective fire companies representing the merged and consolidated companies under the jurisdiction and control of the City of Vineland as a result of consolidation of the former Borough of Vineland and the former Township of Landis on July 1, 1952, by a majority vote of the people of said municipalities on February 5, 1952. The established career fire company, Fire Company No. 6, located at 110 North 4th Street.
 - b. The City of Vineland Fire Department is headquartered at 110 North 4th Street.
 - c. The Director of the Fire Department as heretofore stated in **56-1A** above.
 - d. A Fire Chief of the Fire Department to be designated duties as set forth in **56-7** (hereinafter referred as the Fire Chief).
 - e. Volunteer Fire District Chiefs (hereinafter referred to as District Chiefs) as approved by the Director of the Fire Department as set forth in 56-9 and the Fire Department organizational chart.
 - f. Volunteer Fire Deputy Chiefs as approved by the Director of the Fire Department as set forth in 56-10 and the Fire Department organizational chart.
 - g. Fire Captains of the Fire Department as set forth in the Fire Department organizational chart.
 - h. Fire Lieutenants of the Fire Department as set forth in the Fire Department organizational chart.
 - i. Firefighters in such numbers as shall be recommended by the Director of the Fire Department, with the approval of the Mayor, and designated by the City Council pursuant to budget appropriation therefore.

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2. In addition thereto, the name of any existing division or bureau may be changed and other divisions, bureaus or units may be hereafter established by the Director of Fire with the approval of the Mayor.

56-2. JURISDICTION AND FUNCTIONS OF FIRE DEPARTMENT

The Fire Department shall have exclusive jurisdiction over the control, fighting and the extinguishment of any conflagration which occurs within the City limit. The Fire Department shall:

- A. Provide fire-fighting service for the preservation of human life and property through the extinguishment of fires, performance of rescue services and special hazardous materials mitigation throughout the City.
- B. Investigate the origin, cause and circumstance of fires and report every case of suspicion of arson to the Vineland Police Department who will then notify the Prosecutor.
- C. Inspect and test any automatic or other fire alarm system or fire-extinguishing equipment.
- D. Be authorized to enter upon, without fee or interference, all premises, grounds, structures, buildings, vessels and passages whenever necessary in the performance of its duties.
- E. Operate a training program to maintain and improve the fire-fighting efficiency of the members of the Fire Department.
- F. Administer and enforce the Fire Prevention Bureau as provided in 372-3, enforcing agency, of Chapter 372, Fire Prevention, of the Code of the City of Vineland.

56-3. CONTINUANCE OF EXISTING ORGANIZATIONS AND RULES AND REGULATIONS; DIVISION INTO COMPANIES

- A. All officers, subordinates and firefighters in the respective companies comprising said Fire Department immediately prior to the passage of this chapter shall continue in their respective capacities and shall be subject to the provisions of this chapter and the rules and regulations of the Department to the same extent as new members.
- B. For the greater efficiency of the Department and to provide proper and adequate fire protection throughout the City of Vineland, said Fire Department shall have six companies divided into five districts. Each company will be known and designated as "Company No. 1", "Company No. 2", "Company No. 3", "Company No. 4", "Company No. 5" and "Company No. 6"

56-4. DIRECTOR

- A. The Fire Department of the City of Vineland shall be headed by a Director, who shall be known as the "Director of the Fire Department of the City of Vineland."
- B. Said Director shall be appointed by the Mayor with the advice and consent of the Council of the City of Vineland and shall serve only during the term of office of the Mayor appointing him.
- C. The Director of the Fire Department shall be technically qualified by training and experience and appointed from among the active members of the Fire Department of the City of Vineland and shall have had at least 10 years' experience as an active firefighter. He shall be subject to removal by the Mayor or the City Council as provided by law.

56-5. POWERS AND DUTIES OF DIRECTOR

- A. The Director of the Fire Department shall have general administrative authority over the Department of Fire. He shall appoint subordinate officers and employees of said Department under his jurisdiction, which are herein which may hereafter be authorized by ordinance, subject to the provisions of the statutes of New Jersey.
- B. The Director of the Fire Department shall prepare and submit to the Council of the City of Vineland, for its approval a manual or set of rules and regulations for the administration, control and discipline of the Fire Department and all of its officers and members. Upon approval by the resolution of the City Council, said rules and regulations shall go into effect, and a copy thereof shall be furnished to each officer and member of the Department.
- C. The Director of the Fire Department may discipline fire officers and firefighters within the Fire Department with input from the Fire Chief.
- D. The Director of the Fire Department may, with the approval of the Mayor, remove such fire officers and employees, subject to the provisions of the New Jersey Statutes Annotated, Title 11, Civil Service.
- E. The Director of the Fire Department shall serve as the liaison to the City administration and receive direction from the Mayor.
- F. The Director of the Fire Department shall prepare the Fire Department budget and provide oversight on the expenditures of approved funds and payroll.
- G. The Director of the Fire Department may issue administrative orders of the Fire Chief.

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- H. The Director of the Fire Department shall approve all fire line officers for each company with input from the Fire Chief.
- I. The Director of the Fire Department shall preside at and serve as the hearing officer with input from the Fire Chief on suspensions and dismissals from the Fire Department.
- J. The Director of the Fire Department shall review and approve Standard Operation Procedures (SOPs), guidelines and General orders proposed by the Fire Chief.
- K. The Director of the Fire Department shall develop, implement and revise administrative and personnel related SOPs as needed.

56-6. ORDERS AND INSTRUCTIONS ISSUED TO FIRE CHIEF

- A. When the Fire Chief is not also the Director of the Fire Department, orders or instructions to the Fire Chief shall be issued to him by the Director of the Fire Department, with the approval of the Mayor. All such orders shall be recognized, carried out and obeyed by the Fire Chief and all other members of the Fire Department. Such orders or instructions shall not in any way conflict with the provisions of any ordinance or law.
- B. The Fire Chief shall have control and general supervision and direction of the Department of Fire for the preservation of human life through the extinguishment of fires, performance of rescue services and special hazardous materials mitigation throughout the City.

56-7. POWERS AND DUTIES OF FIRE CHIEF

- A. When the Fire Chief is not also the Director of the Fire Department, the Fire Chief shall assist the Director of the Fire Department in the discharge of duties of the Director of the Fire Department, and he shall have such other duties provided by law, under the direction and authority, however, of the Director of the Fire Department.
- B. The Fire Chief shall have control and general supervision and direction of the Department of Fire for the preservation of human life and property through the extinguishment of fires, performance of rescue services and special hazardous materials mitigation throughout the City.
- C. The Fire Chief shall be directly responsible to the Director of the Fire Department for the efficiency and routine day-to-day operations of the Fire Department.
- D. The Fire Chief shall preserve the discipline of the department and provide instruction to the subordinate fire department personnel in the performance of their duties in connection with the services provided.
- E. The Fire Chief, or their designee(s), shall inspect all equipment in each station on at least a monthly basis, to see that all equipment is clean, in its proper place and ready for service. A complete report of the same shall be maintained by the Fire Chief or their designee(s).
- F. The Fire Chief with input from the Director of the Fire Department shall:
 - 1. Develop standard operating procedures, guideline and general orders with the approval of the Director of Fire.
 - 2. Develop Firefighter safety and health programs and operational programs with the approval of the Director of Fire.
 - 3. Recommend to the Director of Fire the appointment, discipline and removal of fire officers, firefighters and employees.
 - 4. Recommend and advise the Director of Fire on the budget of the Fire Department and assist with the financial administration of the department.
 - 5. Oversee the Fire Department's role in fire prevention programs.
 - 6. Ensure that all fire officers and firefighters are properly trained.
 - 7. Provide the Director of Fire with monthly or other periodic reports on the operations of the fire department as may be required.

56-8. CAREER STAFF

- A. The career firefighter staff of the Fire Department shall consist of those career firefighters in the employ of the Department at the time of the passage and adoption of this chapter and such other and additional career firefighters as may hereafter be designated by the Council of the City of Vineland.
- B. The present career firefighters staff shall continue to enjoy the privileges and legal status afforded them by statute.
- C. All career firefighter staff of the Department shall be subject to discipline, suspension and removal for the good of the Department in the manner prescribed by law (Title 11 of the New Jersey Statutes Annotated); provided, however, that the Director of the Fire Department may, after a formal hearing, prescribe reprimand, extra duty, deduction in pay or reduction in rank, depending upon the gravity of the offenses.

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- D. All career firefighters staff shall receive such salaries as may be fixed by the Council of the City of Vineland in the compensation schedules heretofore adopted or hereafter to be adopted in the Schedule of Classified Positions and Applicable Salary Ranges in the Civil Service of the City of Vineland.
- E. The personnel of the career firefighter staff of the Fire Department shall consist of the ranks of Fire Chief, Captain, Lieutenant, Firefighter and such other employees as recommended by the Director of Fire Department to the Mayor and City Council

56-9. DISTRICT CHIEFS

- A. Each volunteer company shall be in direct charge of a District Chief, who shall be elected by the active volunteer members of each respective company and approved by the Director of the Fire Department.
- B. Each District Chief shall be responsible to the Director of the Fire Department for the efficient operation of their station.
- C. Each District Chief shall preserve the discipline of their Company and provide instruction to the subordinate fire department personnel in the performance of their duties in connection with the emergency services provided.
- D. Each District Chief, or their designee(s), shall inspect all equipment in their charge each month to see that all equipment is clean, in its proper place and ready for service. A complete report of the same shall be made each month to the Fire Chief or their designee.
- E. Each District Chief shall keep or cause to be kept a record of the fire and training attendance of each member of their station and shall submit such to the Fire Chief or his designee. For this purpose and for other clerical work of their station, the District Chief may appoint one of their station members to assist in the performance of these clerical duties.
- F. Each District Chief shall assist and make recommendations to the Fire Chief on the control, general supervision, development of standard operating procedures, guidelines and general orders and the direction of the Department of Fire for the preservation of human life through the extinguishment of fires, performance of rescue services and special hazardous materials mitigation throughout the City.

56-10 DEPUTY CHIEFS AND OTHER OFFICERS

- A. Each volunteer company shall elect from its members a Deputy Chief, who shall, in the absence of their District Chief, exercise the same duties and have the same powers as devolve upon the District Chief. At all other times, the Deputy Chief shall perform such duties as the District Chief may direct.
- B. In addition to the District Chiefs and Deputy Chiefs as aforesaid, the active members of each company shall elect from among its members a Captain, Lieutenant(s) and such other officers as may be necessary and expedient for the efficient operation of each station.

56-11. COMPOSITION AND QUALIFICATIONS OF MEMBERSHIP; SUSPENSIONS AND DISCHARGES

- A. The membership of the Fire Department shall consist of the Fire Companies herein organized and any new firefighters who may be approved for membership by resolution of the City Council of the City of Vineland. No person shall become a member unless:
- B. Volunteer Staff
 - 1. Be at least 18 years of age at the time of application. Members must be at least 18 years of age and not older than 45 years of age to be accepted into the New Jersey State Firemen's Association. Members over the age of 45 may still join, but will not be entitled to the benefits of membership in the New Jersey State Firemen's Association.
 - 2. Possess or be actively acquiring, within five years of joining the department, a high school diploma, GED certificate or graduating from a vocational school. Current members who do not possess the required diploma or certificate are exempt from this requirement.
 - 3. Submit an application to the City of Vineland
 - 4. Possess a valid New Jersey Driver License.
 - 5. Successfully pass a medical examination administered by the Fire Department's contracted occupational healthcare provider. The medical examination will be performed utilizing NFPA 1582, Standard on Medical Requirements for Firefighters.
 - 6. Successfully pass a criminal background investigation, a drug screen, a driver license abstract investigation and other tests as may be required by the City of Vineland.

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7. Successfully complete a course of training and obtain a Firefighter I Certification issued by the New Jersey Division of Fire Safety. Candidates currently possessing the said certification shall take a challenge examination. The Fire Department's Training Officer or their designee will administer the challenge examination.
 8. Complete all additional training as may be required by state and/or Fire Department regulations and procedures.
 9. Perform periodic proficiency assessments to demonstrate skills and abilities necessary for the Fire Department operations in accordance with the most current Fire Department Standard Operating Procedure.
 10. Members shall comply with the rules and regulations of the relief association, particularly those regulations which preclude the membership of a volunteer in more than one fire company relief association.
- C. Career Staff
1. Career service competitive positions are made from eligible lists compiled and approved by the New Jersey Civil Service Commission. Candidates are ranked according to the result of an examination or education/experience. Any employee who is not hired from such a list to fill a position in the Career Service, Competitive Division is considered a provisional appointment. All hiring procedures are subject to the N.J.A.C '4A, and N.J.S.A '11A.
 2. Requirements are:
 - a. A Citizen of the United States.
 - b. Resident preference.
 - c. High school or an equivalence certificate or vocational school graduate.
 - d. Between the age of 18 and 35. Volunteer Firefighters are not to exceed 40 years of age prior to an appointment date.
 - e. Successfully pass a medical examination administered by the Fire Department's contracted occupational healthcare provider. The medical examination will be performed utilizing NFPA 1582, Standard on Medical Requirements for Firefighters.
 - f. Successfully pass a criminal background investigation, a drug screen, a driver license abstract investigation, a psychiatric exam and other tests as may be required by the City of Vineland.
 - g. Possess a valid New Jersey Driver License.
 - h. Successfully complete a course of training and obtain a Firefighters I Certification issued by the New Jersey Division of Fire Safety. Candidates currently possessing the said certification shall take the challenge examination. The Fire Department's Training Officer or their designee will administer the challenge examination.
 - i. Complete all additional training as may be required by state and/or Fire Department regulations or procedures.
 - j. Perform Periodic proficiency assessments in accordance with the most current Fire Department Standard Operating Procedure.
- D. Any member of the Department may be suspended or discharged from the Department by the Director of the Fire Department at any time the Director may deem such action necessary for the good of the Fire Department. On written request of such member to the Director, he shall be given a public hearing on the charges against him.

56-12. APPARATUS AND EQUIPMENT

- A. The Department shall be equipped with such apparatus and other equipment which it now has and such as may be required from time to time to maintain its efficiency and properly protect life and property from fire and other hazards.
- B. Recommendations of apparatus and equipment needed shall be made by the Director of the Fire Department and shall be purchased in such a manner as may be designated by the City Council.
- C. All apparatus and equipment of the Department shall be safely, properly and conveniently housed in such places as may be designated by the Director of the Fire Department.
- D. Suitable arrangement or equipment shall be provided for notifying all members of the Department so that they may promptly respond.
- E. No person shall use any fire apparatus or equipment for any private purposes, nor shall any person willfully and without proper authority take away or conceal any article used in any way by the Department.
- F. No person shall enter any place where fire apparatus is housed or handle any apparatus or equipment belonging to the Department unless accompanied by or having the special permission of an officer or authorized member of the Department.

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- G. No apparatus shall be hired out or permitted to leave the City of Vineland except in response to a mutual aid call in a neighboring community, without the consent of the Director of Fire Department or his designee.

56-13. IDENTIFICATION

- A. Each member of the Department shall be issued an identification card their rank and that they are to be considered essential personnel.

56-14. SPECIAL TRAFFIC REGULATIONS

- A. All personal vehicles of members of the Fire Department shall be governed by NJSA 39:3-54.12 when responding to an alarm.
- B. No unauthorized person with any vehicle shall follow within 600 feet of any apparatus belonging to the Department nor park any vehicle within 300 feet of any fire.
- C. No person shall drive any vehicle over fire hose except upon specific orders from the Officer in Charge where the hose is being used.

56-15 OBSTRUCTION OF FIRE STATIONS OR HYDRANTS.

No person shall park any vehicle or otherwise cause any obstruction to be placed within 50 feet of the entrance to any fire station or other place where fire apparatus is stored or within 10 feet of any fire hydrant.

56-16 FALSE ALARMS

No person shall maliciously turn in or case to be turned in a false alarm as per 372-12 False/Nuisance alarms.

56-17 PERSONNEL ROSTER

The personnel of each volunteer station of the Fire Department shall consist of the ranks of District Chiefs, Deputy Chiefs, Captains, Lieutenants, Firefighters, Fire Police, and such other positions as recommended by the Director of Fire Department to the Mayor and City Council.

56-18 VIOLATIONS AND PENALTIES

Any person violating the provisions of 56-12E or F, 56-14B or C, 56-15 or 56-16 shall, upon conviction before the Municipal Court Judge, pay a fine as determined by local ordinance.

56-19 GRANT OF SPECIAL POLICE POWERS

All appointed members of the Fire Department are hereby given the necessary special police powers for the purpose of enforcing the provisions of this chapter.

56-20 DUTIES OF POLICE

It is hereby made the special duty of the Chief of Police and/or other police officers who may be on duty and available for fire duty to respond to all fire alarms and assist the Department in the preservation of human life and property, in regulating traffic, maintaining order and in enforcing observance of all sections of this chapter.

ARTICLE II LENGTH OF SERVICE AWARDS PROGRAM

56-21 PROGRAM ESTABLISHED

A Length of Service Awards Program (LOSAP) is herewith created in accordance with Chapter 338 of the Laws of 1997, to reward members of the volunteer firefighters for their loyal, diligent and devoted services to the residents of the City of Vineland.

56-22 ANNUAL CONTRIBUTIONS; PLAN

The LOSAP shall provide for fixed annual contributions to a deferred income account for each volunteer member that meets the criteria set forth below; that such contributions shall be made in accordance with a plan that shall be established by the City of Vineland pursuant to P.L. 1997, c. 338; and that such plan shall be administered in accordance with the laws of the State of New Jersey, the United States Internal Revenue Code and this article.

56-23 CRITERIA

The LOSAP shall provide for annual contributions to each eligible member who meets the criteria as follows:

- A. Fifty points are required for a member to be eligible for an annual contribution (see schedule A)
- B. Five years of service are required for vesting.
- C. The annual contributions shall be \$1,589 per eligible member.

56-24 VESTING

The LOSAP shall provide for contributions as credit for no more than 10 years of prior years' services for each eligible volunteer in accordance with the following schedule.

- A. Vested prior years: only contributing for Year 2000

56-25 COST OF PROGRAM

The estimated cost of the program has been calculated as follows:

- A. For regular annual services: \$1,589 per member per year.
- B. For contributions for prior years' service: \$1,150 per year for 2000

56-26 POINTS

Each active volunteer shall be credited with points for volunteer services provided to the volunteer fire company in accordance with the following schedule (see schedule A)

56-27 APPROVAL AT GENERAL ELECTION

This article shall not take effect unless it is approved by voters as a public question at the next general election.

ARTICLE III RESCUE FEES

56-28 REIMBURSABLE SERVICES

Services shall be reimbursable whenever a Fire Department vehicle and equipment respond to an emergency rescue incident. Said emergency shall include, but not be limited to, a motor vehicle accident, hazardous material spill or technical rescue incident. Emergency services provided shall include, but not be limited to, extrication by the use of any specialized equipment. Fees for incidents involve multiple vehicles shall be established on a per-vehicle basis.

56-29 REQUIRED INFORMATION

Any recipient of services herein specified shall provide the Fire Department with his or her name, address and telephone number, as well as the name, address and telephone number of his or her insurance carrier, if applicable.

56-30 FEES

The Fire Department response to rescue shall be reimbursed as follows:

- A. Light Rescue: \$314.00
 - 1. Operations such as stabilizations, use of hand tools, hazard control and other related light rescue.
- B. Medium Rescue: \$629.00
 - 1. Operations include the use of power tools and hydraulic rescue tools to perform activities such as opening or removing doors to provide access to patients as well as stabilizing vehicles and performing hazardous assessment.
- C. Heavy Rescue: \$1,259.00
 - 1. Operations include any technical rescue procedures, including but not limited to water and ice rescue, rope rescue, confined space rescue, high-angle rescue, trench rescue or structural collapse rescue. Motor vehicle rescue that includes the use of power tools and hydraulic tools to perform operations such as partial or full roof removal, front/dash displacement, third door access and separating vehicles from one another.

As per ordinance 2001-41 the above fees will increase 3% annually.

56-31 ENFORCEMENT

The Fire Department and Comptroller's Office shall establish a third-party billing program to collect the aforesaid fees. Any applicable charges for rescue services rendered to a person shall be billed to said person and/or said person's insurance carrier.

56-32 DUTY TO RESPOND

The Fire Department has the duty to rescues, notwithstanding the ability to pay or lack of insurance of the recipient of said rescue services. The Fire Department shall not refuse nor delay any emergency service to any person, firm, organization or company based on the ability to pay or lack of insurance.

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Passed first reading:

Passed final reading:

President of Council

Approved by the Mayor:

Mayor

ATTEST:

City Clerk

FIRE DEPARTMENT

56 Attachment 1

City of Vineland

Schedule A

LOSAP points and Minimum Call Response Eligibility

[Amended 8-28-2012 by Ord. No. 2012-39]

Part I: LOSAP Points (50 points required for a member in good standing to be eligible for an annual contribution).

Fire Call response:

Percentage of the total number of calls attended per year by each individual, including City-wide response, divided by the total number of calls received per year for that individual's company:

1 point per annual percentage point – 50 maximum points;

Drills:

2 points per regular monthly drill – 24 maximum points;

Meetings:

1 point per monthly meeting – 12 maximum points;

Extra training:

1 point per training hour – 24 maximum points;

Includes, but not limited to:

- (a) Driver training;
- (b) Pump operation;
- (c) Any officially sanctioned City, county or company training.

Miscellaneous activities:

1 point per activity per hour duration – 15 maximum points;

Credit may be accrued in 15-minute intervals at 1/4 point per 15-minute interval.

Includes, but not limited to, participation in inspections, standbys, station duties and other nonemergency fire company activities, first aid, rescue or community activities and events.

In order to qualify for LOSAP credits, all activity must be reviewed and approved by the member's District Chief and Director of Fire.

Officers:

All line officers and company presidents, vice presidents, secretaries and treasurers – 10 point per position.

Trustees – 5 point per position.

Duty Crew:

1 point for each fire hour Duty Crew Tour with a maximum of 40 points per annum;

4 points for the Duty Crew Chief Officer for each weekly Tour with a maximum of 40 points per annum;

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Part II: Minimum Call Response Percentage Eligibility for LOSAP Distribution and Credit.

Credit to attain requisite response percentage may be derived from company calls and City-wide response.

LOSAP QUALIFICATIONS:

Company Call Volume	Minimum Call Response
1 to 249 Calls	25%
250 to 325 Calls	22%
326 to 400 Calls	20%
401 to 475 Calls	18%
476 to 550 Calls	16%
551 or more Calls	15%

All LOSAP credits must be recorded on the LOSAP activity report and approved by the District Chief. Each month, all district chiefs shall submit the LOSAP monthly report to the Director of Fire.

The LOSAP Review Committee shall include the volunteer district chiefs and two elected company representatives. The Committee shall meet every three years to review the program and recommend changes.