

WILMETTE FIRE DEPARTMENT



2013 ANNUAL REPORT



ACCREDITED SINCE 2001

WILMETTE FIRE DEPARTMENT 2013 ANNUAL REPORT

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CHIEF'S MESSAGE

Mr. Timothy Frenzer, Village Manager
Village of Wilmette
1200 Wilmette Avenue
Wilmette, IL 60091

Dear Mr. Frenzer:

It is my pleasure to present the Wilmette Fire Department's 2013 Annual Report. We are dedicated to providing our community, high quality emergency and preventive services. The department strives to meet the needs of the community through the committed efforts of 46 uniformed and 3 non-uniformed personnel. These dedicated individuals provide fire prevention and education, fire suppression, emergency medical care, technical rescue, water rescue and hazardous materials emergency response.

We continue to work with our neighbors through the Mutual Aid Box Alarm System (MABAS) to better address needs on a regional level. This is supported through our partnership in RED Center our regional dispatch center, and the Northeastern Illinois Public Safety Training Academy (NIPSTA), our regional training academy. These partnerships allow us to provide services more efficiently and cost effective to the community.

While the contents of the Annual Report tend to focus on the Fire Department's statistical data, projects and programs, it is the people we serve, and those who serve them, that are at the heart of our mission. We continue to build on our prior achievements as we strive to maintain the highest standards of public service. To that end, continuing education and employee development serve as cornerstones for all of our planning and preparation.

The exceptional men and women of the Wilmette Fire Department are proud to serve the village. Wilmette is an outstanding community to live in, work in, and visit because of our dedicated personnel, reliable citizen support, and vigilant elected officials. Please accept my genuine thanks and appreciation for your continued investment in the future of our community.

As always, be safe!

James W. Dominik

James W. Dominik
Fire Chief

MISSION STATEMENT

The Mission of the Wilmette Fire Department is to provide a selfless organization of people who hold devotion to duty above personal risk, who count sincerity of service above personal comfort and convenience, and who strive unceasingly to find better ways of protecting the lives, homes and property of their fellow citizens.

OUR VALUES

Honesty ...in both our leadership and our employees, leading to the highest level of trustworthiness.

Integrity ...in our dealings with each other and those we serve, always adhering to a sound code of moral and ethical conduct.

Teamwork ...as we believe that availing ourselves of each person's talent enhances the services we deliver and that cooperation improves our relationships.

Commitment to Excellence ...demonstrating itself through consistent professionalism, pride, and a positive attitude.

Knowledge ...as it forms the foundation for effective decisions, actions, and increased safety.

Respect ...for each person as an individual, an attitude that recognizes the worth of others and exhibits compassion for those in need.

OUR VISION

The Members of the Wilmette Fire Department...

- strive to be role models in the community and leaders in our profession.
- will be accountable to those we serve, each other and any fire service organizations we interact with.
- are committed to providing the best public service through innovative training, education and equipment.
- will take the fire department into the future through productive teamwork, open and honest communications and participative decision-making throughout the organization.
- are committed to our values, mission, and dedicated to our fire service profession.

Our organization is driven to provide a cost effective and efficient fire department while honoring our values, accomplishing our mission and achieving our goals.

Wilmette Firefighters Honored



Wilmette Fire Chief, James Dominik (left) congratulates Firefighter/Paramedic Edward Kofoed, Firefighter/Paramedic Thomas Simon, and Lieutenant/Paramedic Anthony Bucci on receiving the 100 Club of Chicago's Valor Award. The three received the award for saving the life of a Wilmette resident whose home was on fire. The elderly resident was found unconscious and not breathing on the floor of her home.

As of April 14, 2013, the victim had been taken off a ventilator and is breathing on her own. In addition to smoke inhalation, the victim suffered 20% 2° burns, a sub-arachnoid fracture and a fractured orbit. The heroic actions of the first arriving companies resulted in the victim surviving thus far. The where with all of the A27 crew to darken down the fire from the outside undoubtedly prevented the first floor from flashing over on both the victim and the crew making their way up to the second floor.

The 100 Club of Chicago is the civilian organization that provides for the families of police, firefighters and paramedics who have lost their lives in the line-of-duty. In 1980 the 100 Club established the Valor Award to be presented annually to those police officers, firefighters and paramedics who, by their actions, performed above and beyond the call of duty and in the highest tradition of their respective departments.

2013 PERSONNEL

FIRE CHIEF

James W. Dominik

DEPUTY CHIEF

Michael A. McGreal Jr.

ASSISTANT TO THE CHIEF

Richard W. Ciccione

DUTY CHIEF

Jeffrey S. Gorr

Thomas C. Robertson

Paul E. Bergquist

LIEUTENANT

Robert C. Brill
Anthony D. Bucci

Mark A. Cacchione
John R. Storm

Benjamin M. Wozney
Al V. Vilches

FIREFIGHTER/PARAMEDIC

Kenneth J. Barton
Jennifer L. Bazan
James R. Bentz
John A. Blomquist
Timothy S. Clemens
Blake E. Eastman
Joseph N. Falkovitz
David P. Grajewski
Michael S. Halterman
Patrick T. Harrington
Robert C. Hughes

Michael J. Isaacson
Robert J. Jost
Edward R. Kofoed
Louis J. Klausung
Thomas J. Kopczyk
Luke Lapke
Timothy M. Ludford
Frank J. Mager
Ryan R. Menzies
Michael M. Minogue
Timothy Neurauter
Scott M. Paczosa

John J. Okonek
John S. Ramaker
Richard C. Riggan II
Michael J. Scheetz
Ryan D. Schmidt
Kevin D. Schuman
Thomas E. Simon
Daniel J. Walters
Jason N. Weglarz
Jason B. Wilk
Michael D. Wessel
Gary A. Wokurka

SECRETARY

Diane K. Anderson

MANAGEMENT ASSISTANT

Joe Bass

PERSONNEL CHANGES

Retired



LT. Al V. Vilches



Chris J. Eder FF/PM

Promoted



FF/PM to Lt. Jason B. Wilk



FF/PM to Lt. James R. Bentz

25 Years



Deputy Chief Michael A. McGreal



Timothy S. Clemens FF/PM

20 Years



Duty Chief Paul E. Bergquist



Frank J. Mager FF/PM

New Employees



Luke Lapke FF/PM

STRATEGIC PLAN

The Wilmette Fire Department's strategic plan was recently updated after an in-depth Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis of the organization and its activities. Throughout this analysis the organization stays focused on its mission, vision and values statements. These statements provide the core values of the organization and act as a guide to evaluate our organization. The current strategic plan is a management plan for the organization to help address the needs identified during the SWOT analysis. This document serves as a planning tool to direct the current and future activities of the Fire Department in an effort to provide the best possible service to the community for the next five years.

The Strategic plan is currently comprised of nine sections. These nine sections highlight the following:

- **Training:** Proper training of personnel is necessary to provide the highest quality service.
- **Personnel:** Provides the people needed to meet the organizational objectives.
- **Capital Improvements:** Items necessary for long term needs.
- **Equipment and Vehicles:** The resources needed to deliver the services to the community.
- **Computer Equipment:** Information necessary to manage and evaluate the organization and its service delivery.
- **Diversity:** The organization feels that a diversified workforce is beneficial to the community.
- **Response Time Analysis:** Essential to effectively deliver Fire and EMS services to the community.
- **Risk Analysis:** Evaluation of the hazards to the community for pre-emergency planning.
- **Codes and Ordinances:** Legal guidance to minimize risk of life and property loss.

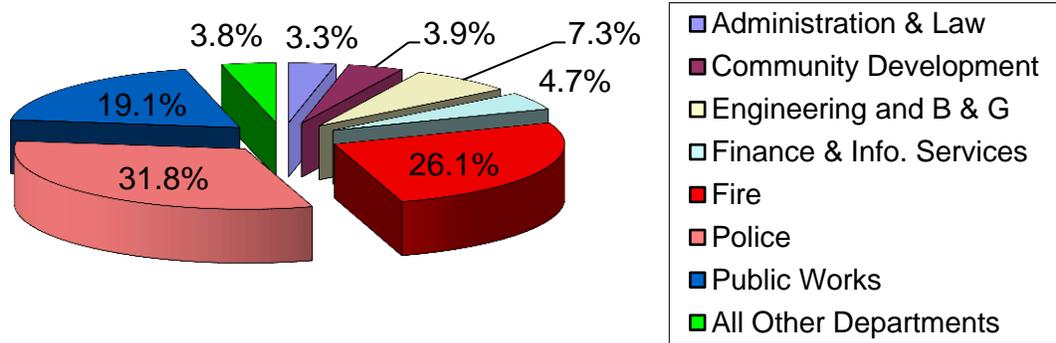
A copy of the Wilmette Fire Department Strategic Plan is available on the Village's web site.

Please note that this plan is a dynamic document that serves as a guide, which can and should change as the community, department and environment change. What does not change is our core mission, which is protecting lives and property of the community we serve.

ALLOCATION OF FUNDS

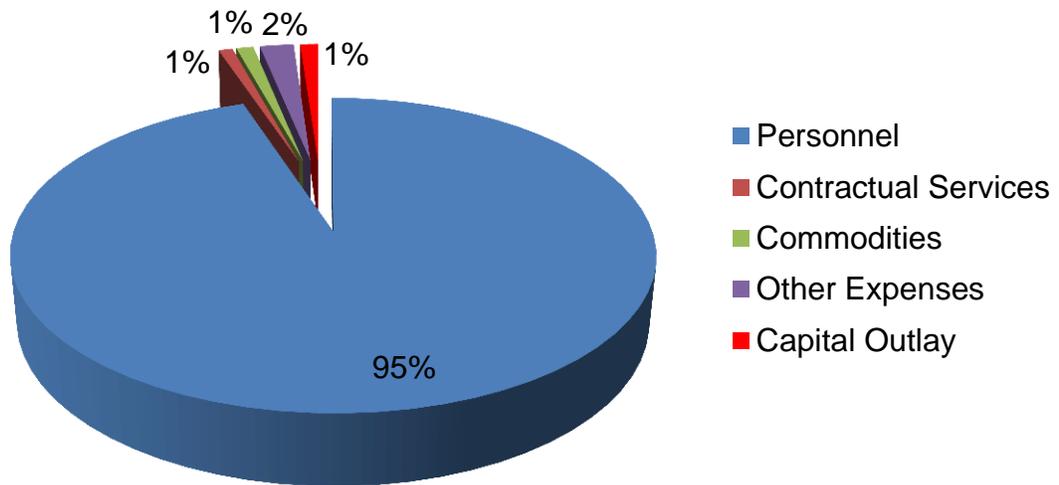
Village of Wilmette 2013 Budget

\$67,031,14



2013 Fire Department Budget

\$8,402,280



2013 WILMETTE FIRE DEPARTMENT BUDGET

Personnel	\$8,050,010
Contractual Services	\$73,895
Commodities	\$81,450
Other Expenses	\$196,925
Capital Outlay	\$20,000

FIRE STATIONS AND APPARATUS



STATION 26

Fire Department Headquarters

1304 Lake Avenue
Wilmette, Illinois 60091

847-251-1101 (phone)
847-853-7704 (fax)
Emergency 911

Ambulance 26	FD-209	2009 Ford 450 Ambulance
Tower 26	FD-204	2009 E-One 1500 GPM Tower Ladder
Engine 26	FD-206	1989 E-One 1500 GPM Pumper
Battalion 26	FD-213	2006 Ford E250 Command Van
Boat 26	FD-214	2000 Avon Inflatable Boat
Utility 26	FD-207	2000 Ford F250 Utility Vehicle
Chief Vehicle	FD-208	2002 Ford Crown Victoria
Deputy Chief Vehicle	FD-210	2001 Ford Explorer
Battalion 26R	FD-203	1997 Ford E150 Van
Staff Vehicle-FP	FD-216	2005 Ford Crown Victoria



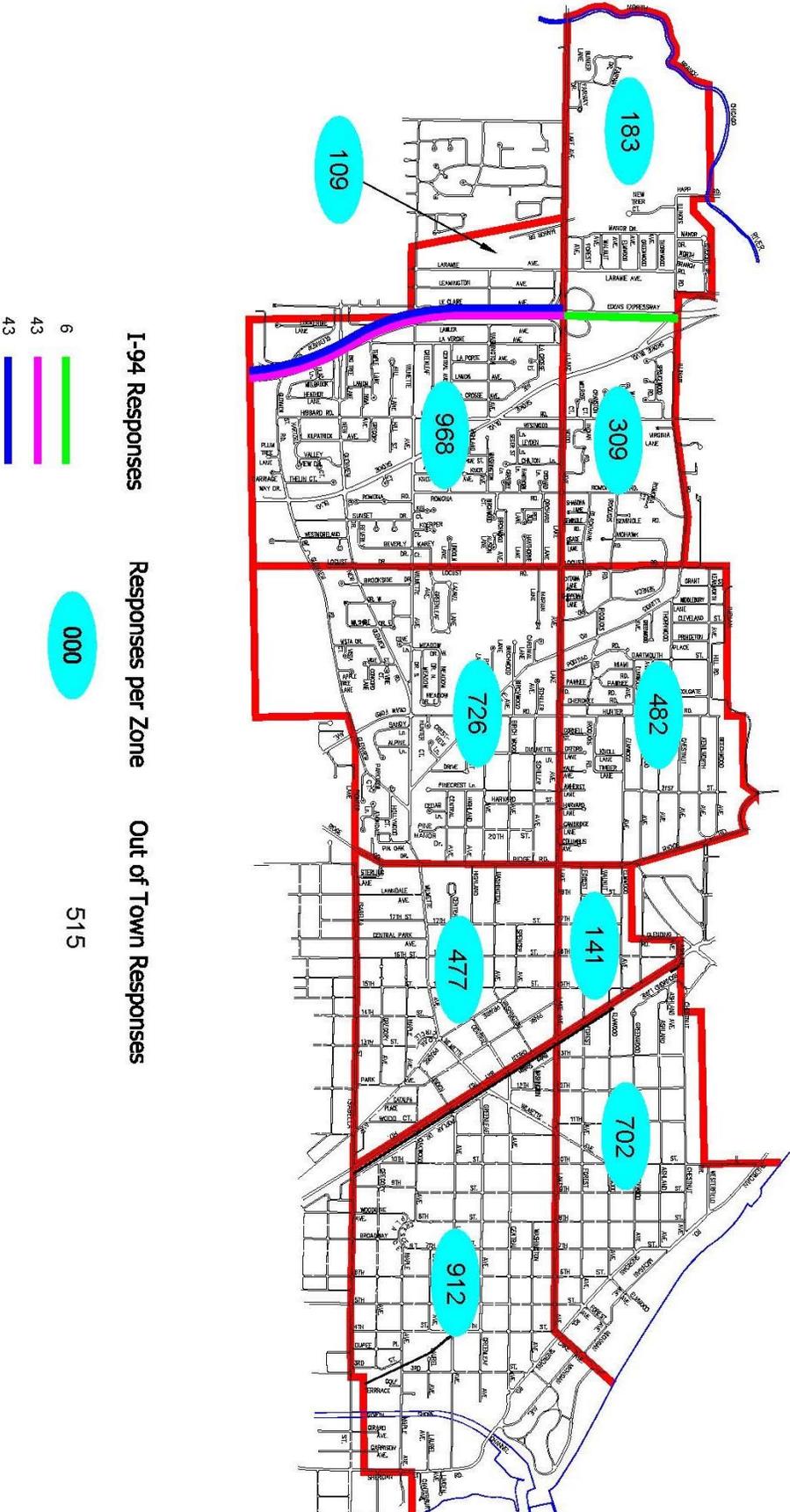
STATION 27

747 Illinois Road
Wilmette, IL 60091

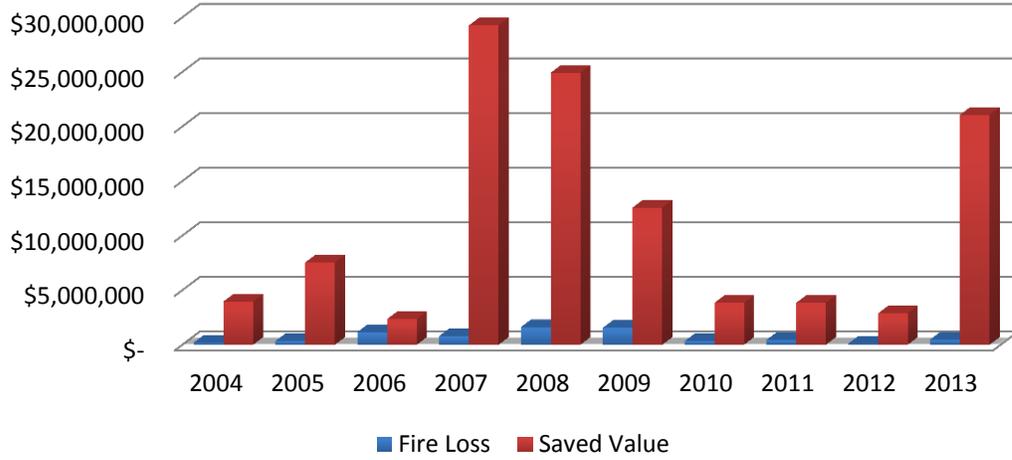
847-853-7659 (phone)
847-853-7707 (fax)
Emergency 911

Engine 27	FD-205	1996 E-One 1250 GPM Pumper
Ambulance 27	FD-212	2006 Ford 450 Ambulance
Tower 27	FD-202	1992 Pierce 1500 GPM Tower Ladder
Squad 27	FD-201	1999 Navistar Heavy Rescue Squad
Ambulance 26R	FD-211	2001 Ford 350 Ambulance
Engine 27	FD-217	2013 E-One 1500 GPM Pumper
Rescue 27	FD-200	2013 Ford F550 Rescue

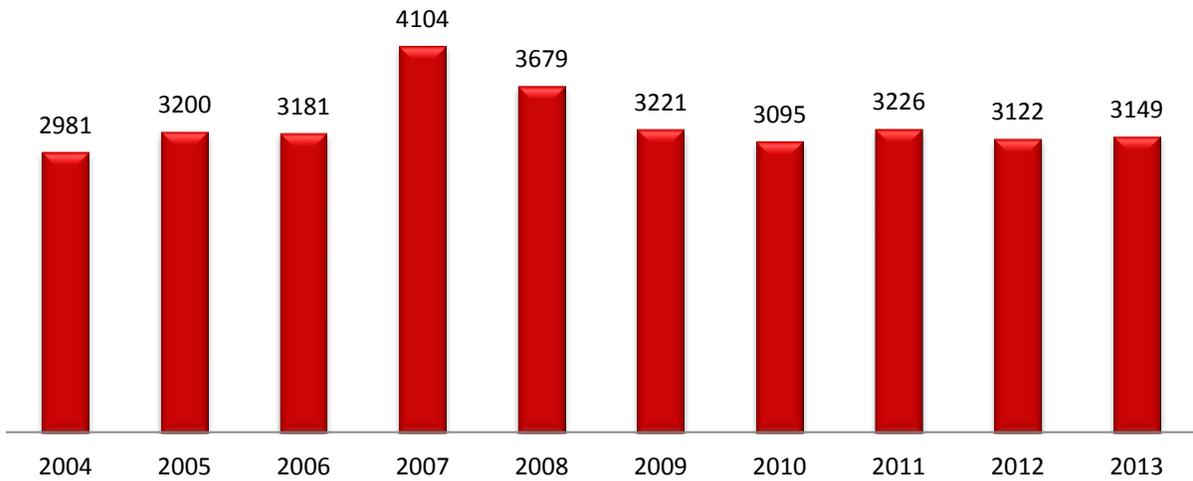
Wilmette Fire Department 2013 Emergency Responses



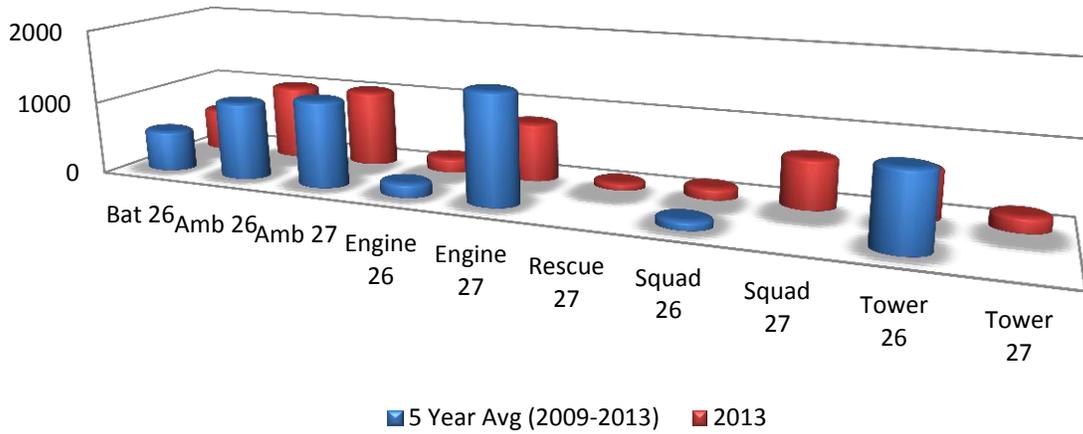
10 Year Fire Loss / Save Comparison \$112,117,076 in property value saved over 10 years



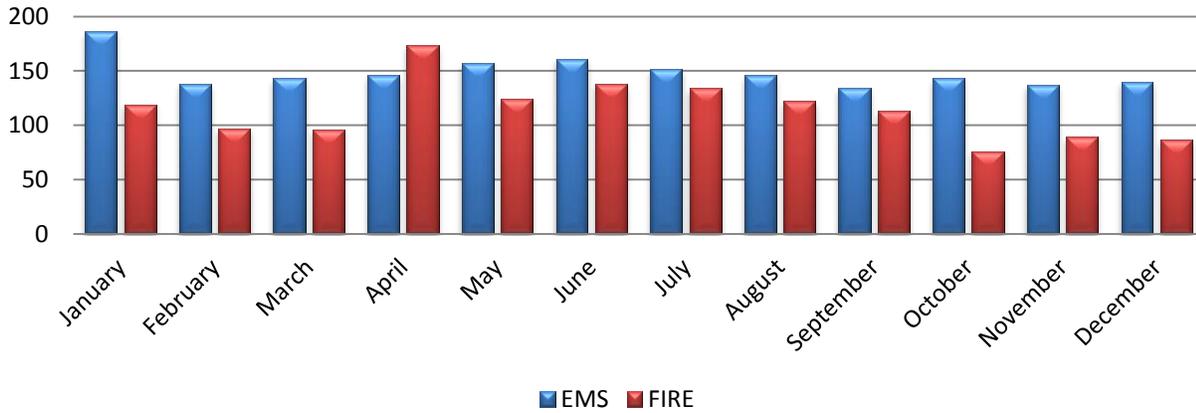
10 Year Incident Comparison



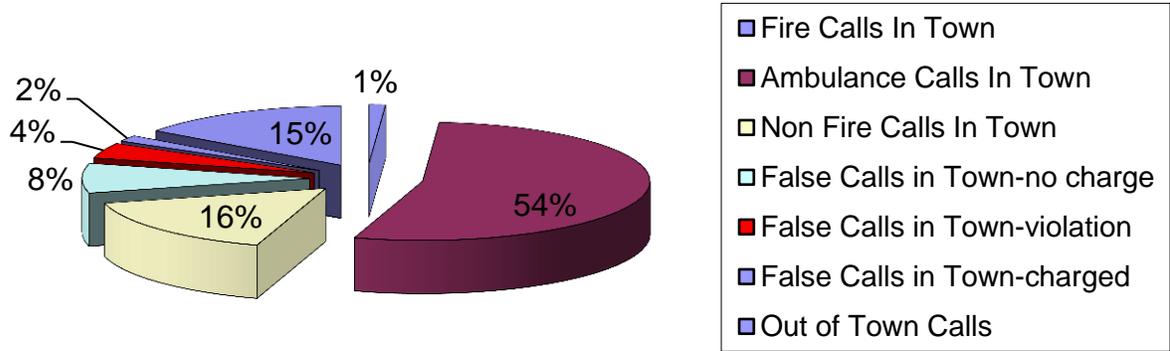
Vehicle Responses



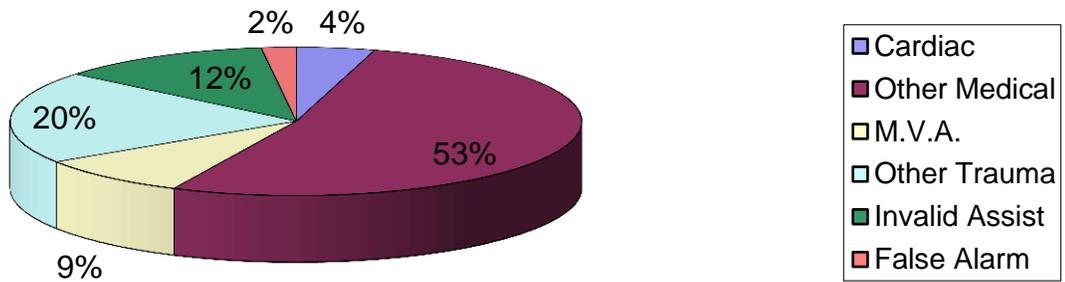
2013 INCIDENTS



2013 Total Incident Calls
3149 Calls



2013 Nature of Ambulance Calls Total
1782 Ambulance Calls
1202 Transports



ACCREDITATION

The Wilmette Fire Department achieved Accreditation in 2001 through the Commission on Fire Accreditation International (CFAI) and received re-accreditation in 2006 and 2011. Today the department is one of 187 accredited agencies world-wide, only 13 of which are in Illinois. The accredited agency status is valid for five years, at which point the agency must re-apply and complete the formal process again. Of note is that Wilmette is one of only 6 communities in the state of Illinois that has both CPSE and Law Enforcement (CALEA) accredited fire and police agencies.

The Wilmette Fire Department recently completed its re-accreditation on-site evaluation. The purpose of this evaluation was to investigate and validate that the Wilmette Fire Department is meeting and is in compliance with over 230 individual performance indicators. The team of assessors representing the Center for Public Safety (CPSE) and is comprised of four volunteer fire service executives from around the country. After the four day evaluation, the team indicated they were very impressed with the Fire Department's operations and level of compliance with the standards. The official reaccreditation was conferred at the August 25, 2011 meeting of the commission.

The overriding principle involved when establishing an accreditation program is that of validating performance. With the development of an international fire service accreditation process, a method has been created that focuses on the evaluation of the activities and services an entity provides to protect life and property. For each topic or subject area in the self-assessment process, a description of what the department is doing to address various issues is required. The Department is required to analyze the effectiveness and efficiency of the activity as it currently exists and then plan for the future. The self-assessment process focuses on collecting and organizing the necessary references and exhibits to complement and demonstrate the services listed within the accreditation model.

The accreditation process takes into account how fire services have broadened in scope over the years. While Insurances Services Office/Commercial Risk Services (ISO/CRS) measures the ability to put out fires, accreditation looks at the effectiveness in providing emergency medical services, fire prevention and education activities, as well as emergency planning and other issues. In short, the process allows the Fire Department to benchmark against best practice standards and provides a framework for continuous improvement. Currently the department is an ISO Class 2 department. There are only 62 ISO Class 2 departments in Illinois and 750 nationwide. There are currently over 49,000 ISO rated fire departments.

DIVE RESCUE

The goal of the Dive Team is to provide trained certified divers for the hazards within Wilmette's borders and to the Mutual aid Box Alarm System (MABAS) Division III Underwater Rescue and Recovery team.

2013 ACCOMPLISHMENTS

- Completed all mandatory training requirements of the MABAS Division III Underwater Rescue and Recovery Team.
- Hosted an annual MABAS Division III training dive at the lakefront.
- Assisted the water department in exercising valves in intake vaults located in Lake Michigan
- Completed annual department classroom ice rescue training.
- Assisted Cook County Police, and the Maywood Fire Department in the search for a missing child on the North Branch of The Chicago River.
- Assisted with the successful rescue of a swimmer reported missing in Lake Michigan off Winnetka Beach.
- Conducted a search for a missing boat reported off the Sheridan Rd Condos.
- Lt. Wozney was re-elected as the MABAS Division III Dive Team Director.
- Deputy Chief Mike McGreal was asked to continue as Dive Team Chief Liaison.
- All active members completed their required training, which included ice dives, night dives, swift water and a dive hosted by the Wilmette Fire Department.
- Trained Three additional Divers.
- Purchased new equipment for new dive team members.

Dive Team Members

Deputy Chief Mike McGreal
Div. III Dive Team Liaison to MABAS Chiefs

Lt. Ben Wozney- Division Diver
MABAS Div. III Dive Team Director

FF/PM Jason Wilk –Ice Diver
FF/PM Rob Hughes –Sonar Technician
FF/PM Joe Falkovitz-Division Diver
FF/PM John Ramaker-Boat Operator
FF/PM Ryan Schmidt-Provisional Diver
FF/PM Cody Riggan-Provisional Diver

FF/PM John Okonek –Ice Diver
FF/PM Jennifer Bazan- Ice Diver
FF/PM Ryan Menzies-Division Diver
FF/PM Dave Grajewski-Division Diver
FF/PM Ed Kofed-Provisional Diver

2014 GOALS

- Meet all MABAS Div III Dive Team training requirements
- Train 5 additional members to the Swift Water Technician level
- Train 2 additional members to the Ice Rescue Level



HAZARDOUS MATERIALS

This program provides for regular training of department personnel in aspects of hazardous materials response and control which includes testing and maintenance of equipment. All firefighters are certified to at least the Operations level of responder. Several firefighters are further trained to the Technician level. Wilmette has 3 Haz-Mat technicians ready to deploy with the M.A.B.A.S. Division III Haz-Mat team to mitigate poison and chemical emergencies within our Divisional borders. The department maintains and tests Carbon Monoxide meters for each front line apparatus as well as 4 Natural Gas meters. The Natural Gas meters are a significant upgrade in equipment over the prior generation of meter.

2013 ACCOMPLISHMENTS

- Air monitoring equipment was maintained with no significant down time of equipment.
- Attended required training with MABAS Division III Hazardous Materials Team.
- The department responded to and mitigated 167 hazardous materials situations, which included: 48 natural gas leaks, 18 Carbon Monoxide incidents, and 101 "Other" haz-mat incidents, including false calls.

Hazardous Materials Team Members:

Duty Chief Paul Bergquist
 Firefighter/Paramedic John Blomquist
 Firefighter/Paramedic Michael Isaacson

TECHNICAL RESCUE TEAM (TRT)

The Fire Department is being called on to provide rescue services in many different specialties. The Technical Rescue Specialist is trained and equipped to mitigate emergencies involving above ground, below ground, confined space and structural collapse incidents.

The program is designed to provide trained and properly equipped Rescue Specialists in the event of an emergency. The members are part of the MABAS Division III Technical Rescue Team, this is a special response team, which when called will bring up to 90 trained and equipped Technical Rescue Specialists to any given location. The TRT member is also responsible for continued education in the form of monthly drills and outside classes. It is their responsibility to share this knowledge with other members of the department.

2013 ACCOMPLISHMENTS

- Attended and participated in required drills and annual skills review.
- FF/PM's Scheetz and Weglarz attended Trench Rescue courses.
- Shared any knowledge or technical expertise with department members.
- Hosted a rope rescue drill on a high-rise building at the lake front.
- Lt. Rob Brill continued acting as logistics officer for MABAS Division 3 TRT.

Technical Rescue Team Members:

Lieutenant Rob Brill, Team Leader
 Firefighter/Paramedic Tom Simon

Firefighter/Paramedic Michael Scheetz
 Firefighter/Paramedic Jason Weglarz

EMERGENCY MEDICAL SERVICES (EMS)

The program is designed to provide trained and properly equipped paramedics in the event of a medical emergency.

The goal of the EMS Program is to increase the level of Advanced Life Support (ALS) and basic life support (BLS) emergency medical care to the Village of Wilmette, in accordance with the policies and procedures set forth by the Illinois Department of Public Health (IDPH) and the St. Francis Hospital EMS System. The Illinois Department of Public Health mandates that each paramedic complete 30 hours of continuing education each year. The St. Francis EMS system has set up an in house training program with an instructor from St. Francis hospital for 28 of the required hours. The remaining 2 hours of training are completed from a variety of subjects including Advanced Cardiac Life Support (ACLS), Pediatric Advanced Life Support (PALS), and trauma classes. The Village charges a fee for ambulance transport, in 2013 \$603,384 was billed.

2013 ACCOMPLISHMENTS

- Paramedic clinical requirements for 2013 were met by all Paramedics
- In 2013 the department received a grant for \$10,000 for the purchase of I Pads and associated software. The I Pads enable the medics to complete ambulance and fire apparatus inventories more effectively and efficiently.
- Continuing education classes included: Documentation, Ethics, SIDS, CISM, Critical thinking skills, Airway management, CPAP, Respiratory Disease, Medical Emergencies, Pharmacology, Airway equipment, Trauma, Elderly Trauma, CPR recertification, Pediatrics, Hands on skills with scenarios, SOP Exam, Cardiac, Review of documentation.
- Members of the fire department instructed classes on AED use, basic first aid, and CPR refresher to Village employees and outside organizations. Medics also perform wellness screening at the French Market and the Wilmette Library.



FIRE INVESTIGATION

GOALS AND OBJECTIVES

The goal of the Fire Investigation Program is to provide an adequate, effective and efficient program directed toward identification of the cause and origin of fires and explosions, and to continue to train a sufficient number of members to serve the needs of the Wilmette Fire Department and the community effectively. Also, to be proactive in preventing fires from occurring again by the same cause through public education and cooperation with other agencies such as Underwriters Lab (UL) and the Consumer Product Safety Commission.

2013 ACCOMPLISHMENTS

- The fire investigation team performed a formal investigation of the cause and origin of 11 fires in Wilmette.
- The investigation team assisted Winnetka, Kenilworth, Northfield and Glencoe, Highland Park and Prospect Heights in their fire investigation efforts.
- Team members assisted the Mutual Aid Box Alarm System (MABAS) Division III Fire Investigation Task Force Team in several investigations.
- Team members attended several seminars on fire investigation techniques.
- Team members completed many hours of required, specialized training taught through the Fire investigators Strike Force.
- Team members continue to remain current in investigation techniques to maintain certification with the Office of the State Fire Marshal.

Fire Investigation Team Members:

Mark Cacchione, Lieutenant: Team Leader

Jeff Gorr, Duty Chief

James Bentz, Lieutenant/Paramedic

Lou Klausung, Firefighter/Paramedic

John Ramaker, Firefighter/Paramedic

Edward Kofoed, Firefighter/Paramedic



FIRE PREVENTION BUREAU

The Fire Prevention Bureau manages five important functions which include: fire inspections, plan reviews, public and private education, legislation, and data collection and analysis. The Bureau is overseen by Assistant to the Chief Rick Ciccione and supported by all shift personnel.

OBJECTIVE:

The main objective of the Fire Prevention Bureau is to promote prevention and awareness through a proactive approach to fire and life-safety.

SPECIFIC DUTIES:

Provide public education and fire safety awareness programs.
 Enforce fire, building, and life-safety codes and ordinances.
 Conduct fire and life-safety inspections.
 Review plans for fire protection systems and life safety concerns.
 Witness the testing of fire protection and life safety equipment.
 Maintain public relations and respond to citizens' concerns regarding fire-safety.
 Evaluate and update codes to stay current with village needs.
 Installation of cars seats in vehicles.

NEW CONSTRUCTION AND SPRINKLER PLAN REVIEW:

Plans for fire alarm systems, sprinkler systems, and hood and duct suppression systems, are reviewed for compliance in relation to adopted codes and regulations.

PUBLIC EDUCATION:

The most effective method of fire prevention is public education. Through the Department's public education program, the Assistant to the Fire Chief and members of the Public Education team visit both private and public schools to promote fire safety to approximately 3000 children. They also visit the local pre-schools on an annual basis to teach fire safety to another 550 kids. In the past few years the Department has started visiting block parties to better educate our residents. The Public Education Team also participates in many of the Park Districts programs to promote fire safety. Participation in both parades held in town is another activity the Department does annually. The Fire Safety House, a mobile classroom regularly visits parks and other community events such as the Independence Day celebration held at Gillson Park, further promoting fire safety. The Department also provides public education to many senior organizations in Wilmette. However, the largest public education event of the year is the Fire Department's annual open house. This event is held each October to kick off Fire Prevention week. At this event, all apparatus is on display, special team members demonstrate the tools and equipment used in rescue operations, public education material is handed out, educational videos are shown, and the Fire Safety house is set up. Each year for the past few years this event has drawn over 2000 people.



HYDRANTS / WATER SUPPLY

GOALS AND OBJECTIVES:

The program guarantees that all the fire hydrants are located, inspected for damage or defects, and are accessible. All fire hydrants are then flushed and flow tested and records are kept on static and residual water flow on an annual basis. This past year department shift personnel tested all hydrants and entered the test results into our database. By comparing these numbers from year to year water system problems can be found and corrected. All data is collected and water flow numbers are submitted to the Water Department and the Public Works Department. Any defects or mechanical problems found are documented and reported to the Water/Sewer Department for repairs. The data collected is also used in preplan development and for fire water-flow calculations. Target areas for water distribution improvements have also been developed through the information gathered from the hydrant program. The inter-agency cooperation in developing long range goals for the water distribution system has also been a result of data collection and analysis of the entire water system.

2013 ACCOMPLISHMENTS

- On duty fire crews inspected, flowed and tested 984 fire hydrants in the Village. All data was recorded, analyzed and entered into a database.
- The Public Works Department continued to repair all reported defects and damaged hydrants on a timely basis.
- Fire personnel continue to work with Public Works and Engineering Departments to improve the mapping of hydrant locations.
- Twenty-five (25) reflective hydrant flags were ordered and added to hydrants in which they were missing. There are still 265 hydrants reported as missing a flag.
- In 2013, a total of 984 hydrants were tested, flowing 1,443,677 gallons of water.



TRAINING

GOALS AND OBJECTIVES

The goal of the training program is to provide quality realistic training for the members of the Fire Department that meets both the requirements of the National Fire Protection Association and the State Fire Marshal's Office while filling the needs of the community. Each year the Department annually assesses the duties that are performed in the community, the needs of fire personnel and provides training that meets those requirements.

2013 ACCOMPLISHMENTS

- Personnel participated in a joint training initiatives providing comprehensive training for all area fire departments.
- All Officers continue to pursue Fire Officer Certification higher than they are currently. LT Bucci and LT Brill recently received Fire Officer II certification.
- All personnel received night drill training coordinated with Winnetka Fire utilizing their live fire training tower.
- Personnel participated in area wide live fire training, including a simulated mass casualty train wreck. This involved multiple departments that we are in auto aid agreements of MABAS Division III.
- FF / PM Luke Lapke graduated from the fire Academy at NIPSTA.
- Occupational Safety and Health Administration (OSHA) training was held for all personnel.
- 7 additional personnel gained certification in Advanced Technician Firefighter and Vehicle Machinery Operations.
- The fire department submitted \$14,909.06 to the State Fire Marshal's Office for training reimbursement.

The Department continues to have two Chief Officers (Chief Dominik and Duty Chief Robertson as members on the MABAS Division III and the NIPSTA Training Committees. In the spring and fall the shift commanders, and firefighter / paramedics received joint training covering the following areas: Mass Casualty, Active School Shooter.

The Duty Chiefs and Company Officers must coordinate the following activities into their daily training day: Company preplan inspections, hydrant testing, hose testing, driver / operator, Advanced Technician FF program taught in-house, paramedic continuing education, and department program management. We also conduct a number of public education activities by attending block parties, hosting birthday parties, and station tours. The Duty Chiefs are also responsible for overall quality control of all written reports including training audits to ensure all members are receiving the adequate training to maintain and improve the skills. A major change in recording inspections and EMS calls are now completed using I Pads. There were many training sessions completed to implement this progressive change.

