



**City of Hartford**  
**FIRE DEPARTMENT**

**FIRESTAT**

*August 2022*

**"Goal Oriented, Results Driven"**



# AGENDA



- Introductions
- Remark's from Chief Barco
- Remark's from Chief Reilly
- Remark's from Chief Tulier
- Division Briefings
- Questions/Comments

**"Goal Oriented, Results Driven"**

# Chief Barco



"Goal Oriented, Results Driven"

# Chief Reilly



"Goal Oriented, Results Driven"

# Chief Tulier



"Goal Oriented, Results Driven"

# EMERGENCY SERVICES



"Goal Oriented, Results Driven"

# 2021 FireStat Updates

- Suppression Only
  - The ISO standard will be used to gauge the efficiency of fire suppression personnel to structure fires. A total time of **six minutes and twenty seconds** is allotted from time the alarm is received at Dispatch to the time the first Engine/Pumper company arrives.
  - The NFPA 1710 for EMS will be used to gauge the efficiency of fire suppression personnel responding to EMS related incidents. 60 seconds is allotted for turnout time and 240 seconds are allotted for travel time.
  - EMS runs are calculated using incident types 300 through 329, 510.
  - Phone Pick Up time is now included in the Total Response time of six minutes and twenty seconds.

# Fire Response Scorecard

## City-Wide

**Operational Performance Measure:** To measure the Response time of 4 firefighters or 1 Engine according to ISO standards.

**Data Source:** Firehouse Software

**Current Period:**  
08/01/2022 - 08/31/2022



**HFD Strategic Priorities:**  
Provide Quality Emergency Services

**Performance Target:** Arrival of 1 Engine in 6:20 minutes (ISO) 90% of time

### Structure Fires



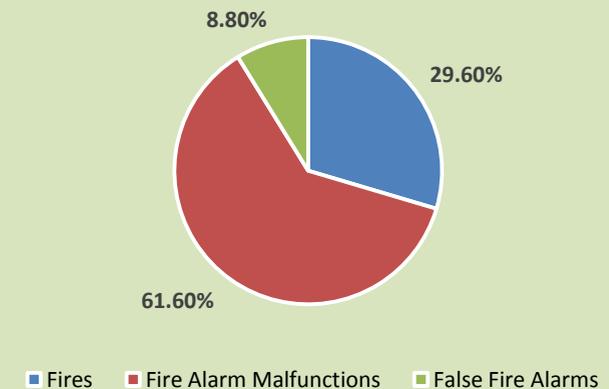
#### Analysis

#### Recommendations

#### Fire Alarms compared to Actual Fires

- Less fires compared to August 2021.
- Significant improvement in response time performance.

- Continue to reiterate the importance of response time compliance.
- Reiterate the importance of safely responding to calls for service in the allotted time period.
- Maintain proficiency.



# EMS Response Scorecard

## City-Wide

**Operational Performance Measure:** To measure the Response to EMS incidents City-wide.



**Data Source:**  
Firehouse Software

**Current Period:**  
08/01/2022 - 08/31/2022

**HFD Strategic Priorities:**  
Provide Quality Emergency Services

**Performance Target:** Arrival of 5 minutes or less for First Responder calls - National Standard 1710 is at 90%.

### EMS Response City Wide



#### Analysis

- Slight improvement from last month.
- Still room for improvement in response time.

#### Recommendations

- Continue to emphasize the importance of responding to EMS per our standard.

#### Impact

- Sustainment of efficient EMS delivery which allows us as a department to have a positive impact on patient survivability.

# Fire Response Scorecard

## District 1

**Operational Performance Measure:** To measure the Response time of 4 firefighters or 1 Engine according to ISO standards.

**Data Source:** Firehouse Software

**Current Period:**  
08/01/2022 - 08/31/2022



**HFD Strategic Priorities:**  
Provide Quality Emergency Services

**Performance Target:** Arrival of 1 Engine in 6:20 minutes (ISO) 90% of time

### First Engine Response in District 1 Area



#### Analysis

#### Recommendations

#### Impact

➤ A slight increase in response time performance in District 1 geographical area.

- Maintain proficiency.
- Continue to strive for 90% benchmark.

➤ **Life safety stabilization**

# EMS Response Scorecard

## District 1

**Operational Performance Measure:** To measure the Response to EMS incidents City-wide.



**Data Source:**  
Firehouse Software

**Current Period:**  
08/01/2022 - 08/31/2022

**HFD Strategic Priorities:**  
Provide Quality Emergency Services

**Performance Target:** Arrival of 5 minutes or less for First Responder calls - National Standard 1710 is at 90%.

### First EMS Response in District 1 Area



#### Analysis

- Slight improvement in response time performance from last month.
- Area for improvement.

#### Recommendations

- Continue to re-emphasize importance of EMS responses to members of suppression.

#### Impact

- Sustainment of efficient EMS delivery which allows us as a department to have a positive impact on patient survivability.

# Fire Response Scorecard

## District 2

**Operational Performance Measure:** To measure the Response time of 4 firefighters or 1 Engine according to ISO standards.

**Data Source:** Firehouse Software

**Current Period:**  
08/01/2022 - 08/31/2022



**HFD Strategic Priorities:**  
Provide Quality Emergency Services

**Performance Target:** Arrival of 1 Engine in 6:20 minutes (ISO) 90% of time

### First Engine Response in District 2 Area



#### Analysis

#### Recommendations

#### Impact

- Significant increase in response time performance in District 2 geographical area.
- 100% compliance.

- Maintain proficiency.
- Continue to strive for 90% benchmark.

- Effective emergency response.

# EMS Response Scorecard

## District 2

**Operational Performance Measure:** To measure the Response to EMS incidents City-wide.



**Data Source:**  
Firehouse Software

**Current Period:**  
08/01/2022 - 08/31/2022

**HFD Strategic Priorities:**  
Provide Quality Emergency Services

**Performance Target:** Arrival of 5 minutes or less for First Responder calls - National Standard 1710 is at 90%.

### First EMS Response in District 2 Area



#### Analysis

- Slight increase in response time performance compared to the prior month.
- Area for improvement

#### Recommendations

- Continue to re-emphasize importance of EMS responses to members of suppression.
- Continue to strive for 90% benchmark.

#### Impact

- Sustainment of efficient EMS delivery which allows us as a department to have a positive impact on patient survivability.

# Fire Response Scorecard

## Tour A

**Operational Performance Measure:** To measure the Response time of 4 firefighters or 1 Engine according to ISO standards.

**Data Source:** Firehouse Software

**Current Period:**  
08/01/2022 - 08/31/2022



**HFD Strategic Priorities:**  
Provide Quality Emergency Services

**Performance Target:** Arrival of 1 Engine in 6:20 minutes (ISO) 90% of time

### First Engine Response Tour A



#### Analysis

#### Recommendations

#### Impact

- Significant increase in response time performance.
- Excellent work A Tour 100% compliance.

- Maintain proficiency.
- Continue to strive for 90% benchmark.

- Effective emergency response.

# EMS Response Scorecard

## Tour A

**Operational Performance Measure:** To measure the Response to EMS incidents City-wide.



**Data Source:**  
Firehouse Software

**Current Period:**  
08/01/2022 - 08/31/2022

**HFD Strategic Priorities:**  
Provide Quality Emergency Services

**Performance Target:** Arrival of 5 minutes or less for First Responder calls - National Standard 1710 is at 90%.

### First EMS Response Tour A



#### Analysis

- Slight increase in response time performance.

#### Recommendations

- Continue to re-emphasize importance of EMS responses to members of suppression.
- Continue to strive for 90% benchmark.

#### Impact

- Sustainment of efficient EMS delivery which allows us as a department to have a positive impact on patient survivability.

# Fire Response Scorecard

## Tour B

**Operational Performance Measure:** To measure the Response time of 4 firefighters or 1 Engine according to ISO standards.

**Data Source:** Firehouse Software

**Current Period:**  
08/01/2022 - 08/31/2022



**HFD Strategic Priorities:**  
Provide Quality Emergency Services

**Performance Target:** Arrival of 1 Engine in 6:20 minutes (ISO) 90% of time

### First Engine Response Tour B



#### Analysis

#### Recommendations

#### Impact

- Significant increase in response time performance.
- Excellent work B Tour, 100% compliance

- Maintain proficiency.
- Continue to strive for 90% benchmark.

- Effective emergency response.

# EMS Response Scorecard

## Tour B

**Operational Performance Measure:** To measure the Response to EMS incidents City-wide.



**Data Source:**  
Firehouse Software

**Current Period:**  
08/01/2022 - 08/31/2022

**HFD Strategic Priorities:**  
Provide Quality Emergency Services

**Performance Target:** Arrival of 5 minutes or less for First Responder calls - National Standard 1710 is at 90%.

### First EMS Response Tour B



#### Analysis

➤ Significant increase in response time performance.

#### Recommendations

- Continue to re-emphasize importance of EMS responses to members of suppression.
- Continue to strive for 90% benchmark.

#### Impact

➤ Sustainment of efficient EMS delivery which allows us as a department to have a positive impact on patient survivability.

# Fire Response Scorecard

## Tour C

**Operational Performance Measure:** To measure the Response time of 4 firefighters or 1 Engine according ISO standards.

**Data Source:** Firehouse Software

**Current Period:**  
08/01/2022 - 08/31/2022



**HFD Strategic Priorities:**  
Provide Quality Emergency Services

**Performance Target:** Arrival of 1 Engine in 6:20 minutes (ISO) 90% of time

### First Engine Response Tour C



#### Analysis

#### Recommendations

#### Impact

- Significant decrease in response time performance.
- Fewer calls than the prior month

- Maintain proficiency.
- Continue to strive for 90% benchmark.
- Investigate the decrease in response time

- Efficiency of emergency response.

# EMS Response Scorecard

## Tour C

**Operational Performance Measure:** To measure the Response to EMS incidents City-wide.



**Data Source:**  
Firehouse Software

**Current Period:**  
08/01/2022 - 08/31/2022

**HFD Strategic Priorities:**  
Provide Quality Emergency Services

**Performance Target:** Arrival of 5 minutes or less for First Responder calls - National Standard 1710 is at 90%.

### First EMS Response Tour C



#### Analysis

- Steady response time performance 5 months straight.
- Average 350 call over the 5-month period.

#### Recommendations

- Continue to re-emphasize importance of EMS responses to members of suppression.
- Continue to strive for 90% benchmark.
- Investigate low response time average

#### Impact

- Sustainment of efficient EMS delivery which allows us as a department to have a positive impact on patient survivability.

# Fire Response Scorecard

## Tour D

**Operational Performance Measure:** To measure the Response time of 4 firefighters or 1 Engine according ISO standards.



**Data Source:** Firehouse Software

**Current Period:**  
08/01/2022 - 08/31/2022

**HFD Strategic Priorities:**  
Provide Quality Emergency Services

**Performance Target:** Arrival of 1 Engine in 6:20 minutes (ISO) 90% of time

### First Engine Response Tour D



#### Analysis

#### Recommendations

#### Impact

➤ 100% achieved in response time performance.

- Maintain proficiency.
- Continue to strive for 90% benchmark.

➤ Life safety incident stabilization.

# EMS Response Scorecard

## Tour D

**Operational Performance Measure:** To measure the Response to EMS incidents City-wide.



**Data Source:**  
Firehouse Software

**Current Period:**  
08/01/2022 - 08/31/2022

**HFD Strategic Priorities:**  
Provide Quality Emergency Services

**Performance Target:** Arrival of 5 minutes or less for First Responder calls - National Standard 1710 is at 90%.

### First EMS Response Tour D



#### Analysis

- Significant increase in response time performance.

#### Recommendations

- Continue to re-emphasize importance of EMS responses to members of suppression.
- Continue to strive for 90% benchmark.

#### Impact

- Sustainment of efficient EMS delivery which allows us as a department to have a positive impact on patient survivability.

# COMMUNITY RISK REDUCTION – FIRE MARSHAL OFFICE



"Goal Oriented, Results Driven"

# Performance Scorecard

## Community Risk Reduction Division -FM



**Operational Performance Measure:** Efficient Deployment of resources to support code enforcement and fire prevention initiatives that reduce avoidable incidents.

**HFD Strategic Priorities:**  
Provide Quality Code enforcement

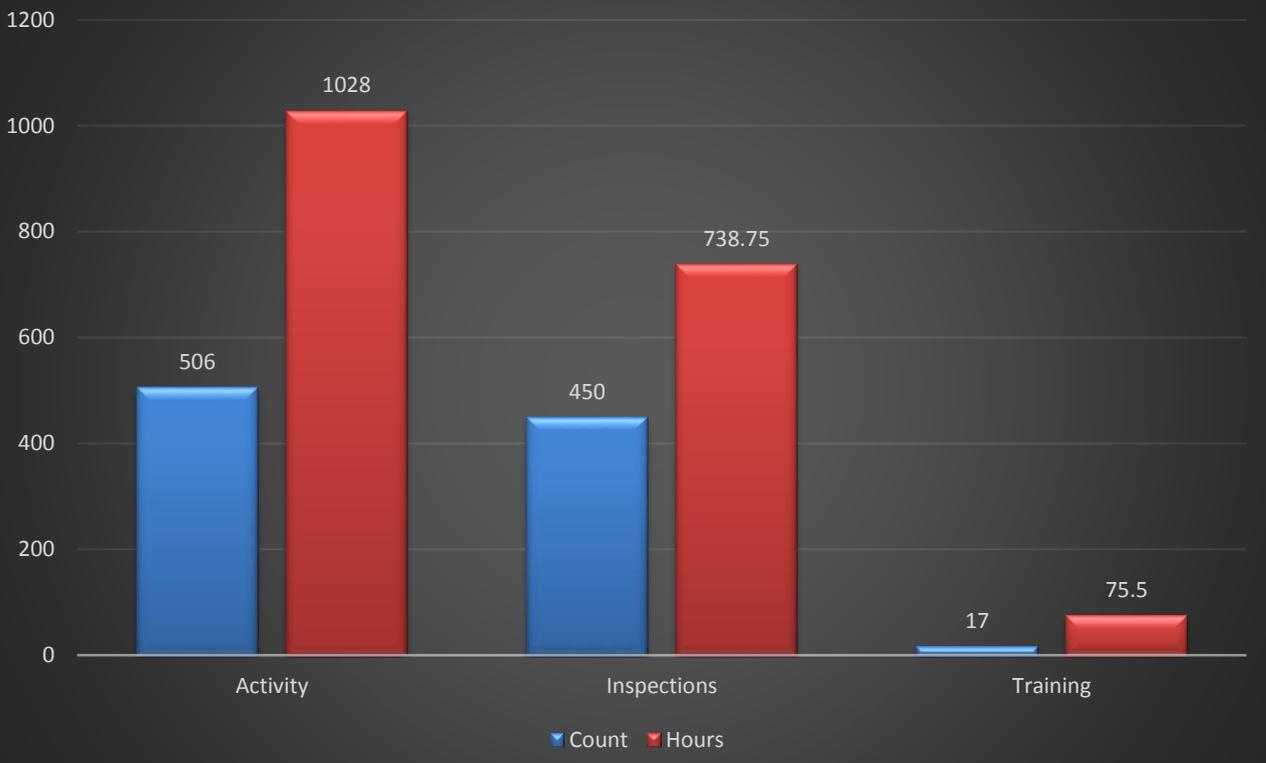
**Performance Target –** Risk in the community are minimized through a proactive code enforcement and public education program, respectively.

**Data Source:** HFD Firehouse Software

**Current Period:** 08/01/2022 - 08/31/2022

### HISTORICAL ANALYSIS

Reporting Period	Violations		
	Violations Found	Violations Cleared	
02/22	161	99	
03/22	68	88	
04/22	44	89	
05/22	93	58	
06/22	54	16	
07/22	87	35	
08/22	438	32	



### Attendance

Total Hours Accounted:	1842.25	Total Hours Off:	310
Total Hours on Duty:	2131.5	Hours Accounted For:	86.43%

### Recommendations

- 90% of hours need to be accounted for.
- Input hours accounted within 24 hours.

### Impact

➤ Reduction of risks in the community as it pertains to our external stakeholders.

# Performance Scorecard

## Community Risk Reduction Division -FM

**Operational Performance Measure:** Decrease avoidable incidents within the City of Hartford.

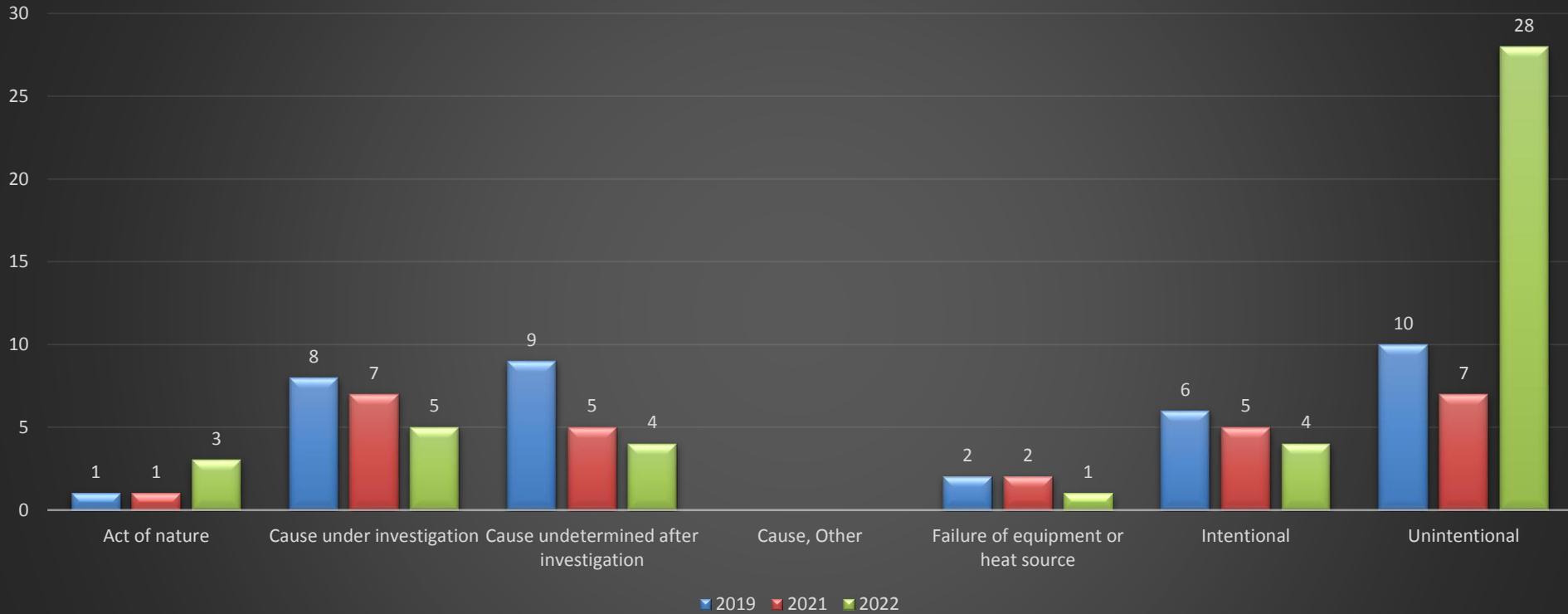


**Data Source:**  
Firehouse Software

**Current Period:**  
08/01/2022 - 08/31/2022

**HFD Strategic Priorities:**  
Provide Quality Code Enforcement, Public Education, & Community Engagement

**Performance Target –**



### Analysis

### Recommendations

### Impact

- Unintentional fires are up compared to 2021.
- Intentional fires are down in comparison to 2021.

- Assess effectiveness of community risk reduction program.
- Continue to monitor cause of fires.

- Minimization of conflagrations in all parts of the city that are adversely impacted.

# COMMUNITY RISK REDUCTION – SPECIAL SERVICES UNIT



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# Performance Scorecard

## Community Risk Reduction Division -SSU



**Operational Performance Measure:** Decrease avoidable incidents within the City of Hartford.

**HFD Strategic Priorities:**  
Provide Public Education, & Community Engagement

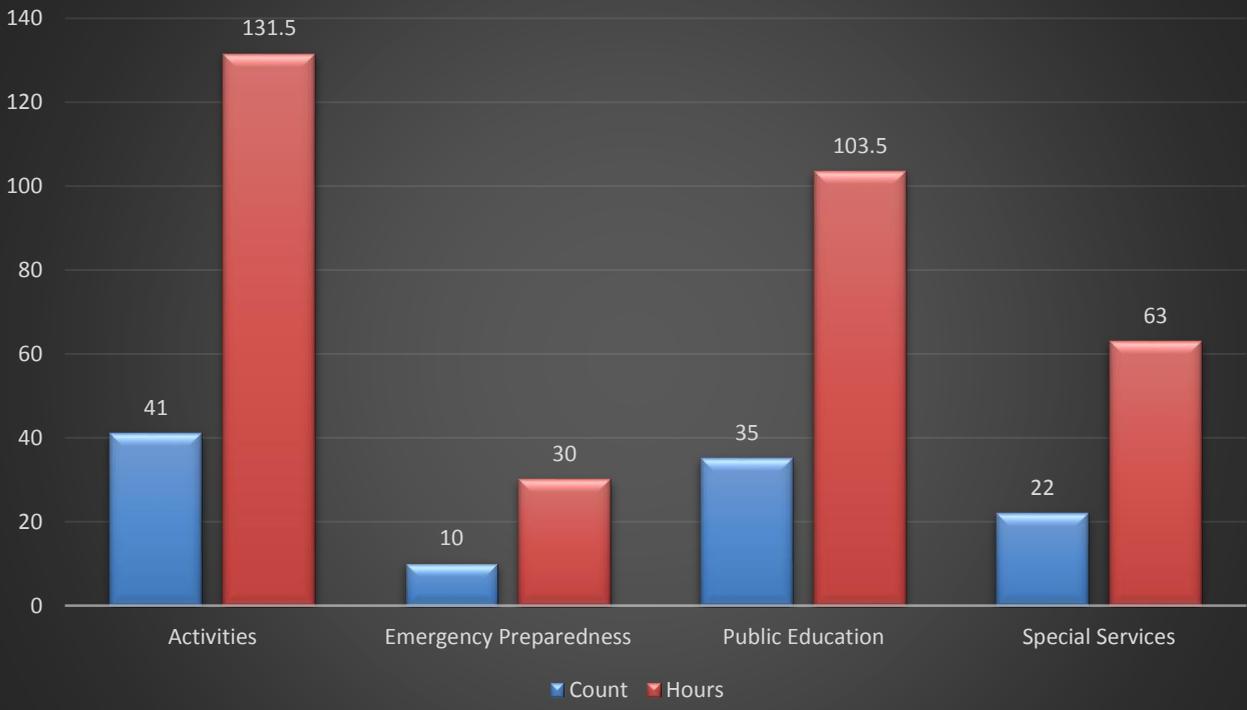
**Important Highlights –** 1 event was not attended, 9 CO Alarms were installed, 1,128 water bottles were distributed.

**Data Source:** HFD Firehouse Software

**Current Period:** 08/01/2022 - 08/31/2022

### HISTORICAL ANALYSIS

Reporting Period	06/22	07/22	08/22
Total Activities	135	111	108
Total Adults	5,308	9,291	7,629
Total Children	5,769	1,747	4,985
Smoke Detector	35	36	39
Car Seats	0	0	0



### Attendance

Total Hours Accounted:	328	Total Hours Off:	60
Total Hours on Duty:	433.5	Hours Accounted For:	75.66%

### Recommendations

- Excellent community engagement and work in the firehouses.
- Time accounted for needs improving at minimum 90%.

### Impact

- Community is receiving adequate public fire & life safety education. Partnership with FMO has been enhanced.

# TRAINING DIVISION



"Goal Oriented, Results Driven"

# Performance Scorecard

## Training Division

**Operational Performance Measure:** Internal / External Stakeholder Engagement – Increase public /personnel awareness about the City of Hartford Fire Department.



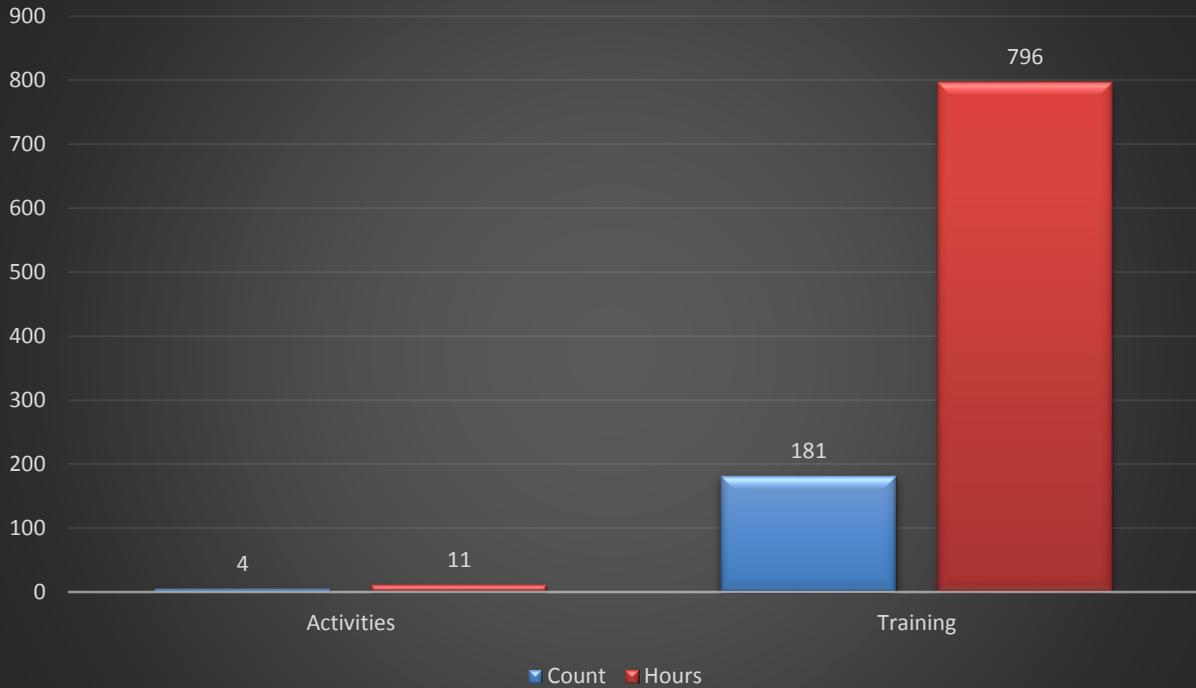
**HFD Strategic Priorities:**  
Provide Mandated Training to Hartford Fire Department Personnel

**Performance Target** – Adequately train members of the HFD in proficiency topics that assist with sharpening knowledge, skills, and abilities.

**Data Source:** HFD Firehouse Software

**Current Period:** 08/01/2022 – 08/31/2022

### HISTORICAL ANALYSIS



### Attendance

### Recommendations

### Impact

<b>Total Hours Accounted:</b>	<b>807</b>	<b>Total Hours Off:</b>	<b>340</b>
<b>Total Hours on Duty:</b>	<b>807</b>	<b>Hours Accounted For:</b>	<b>100.00%</b>

- Outstanding work by our Training Division personnel. Job well done.
- 100% of time accounted for.

- Workforce that is compliant with ISO and CONOSHA requirements.

# EQUIPMENT MAINTENANCE DIVISION



"Goal Oriented, Results Driven"

# Performance Scorecard

## Equipment Maintenance Division

**Operational Performance Measure:** Internal / External Stakeholder  
**Engagement** – Increase public /personnel awareness about the City of Hartford Fire Department.

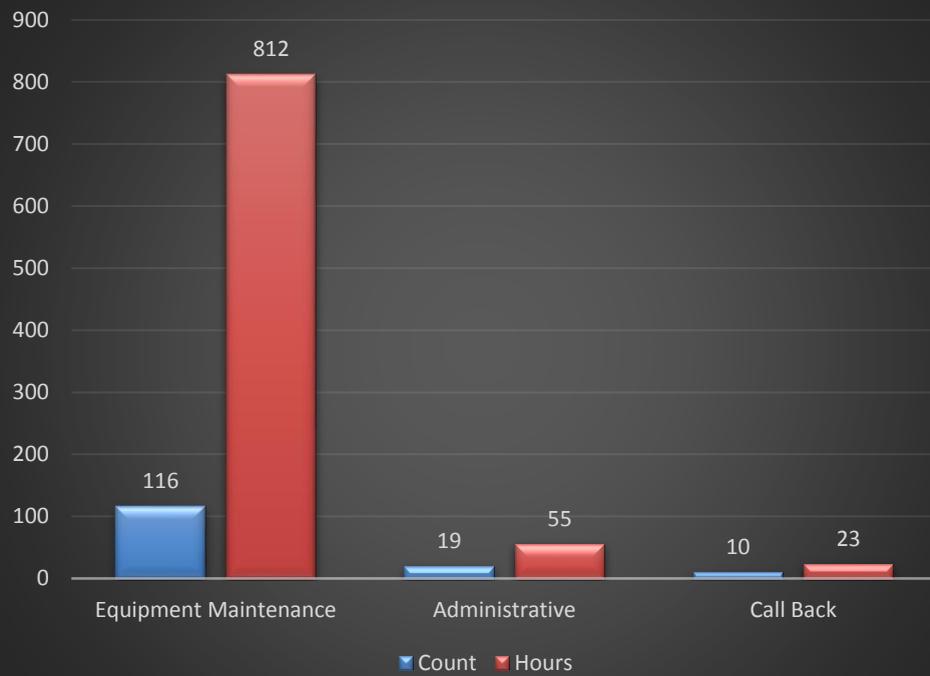
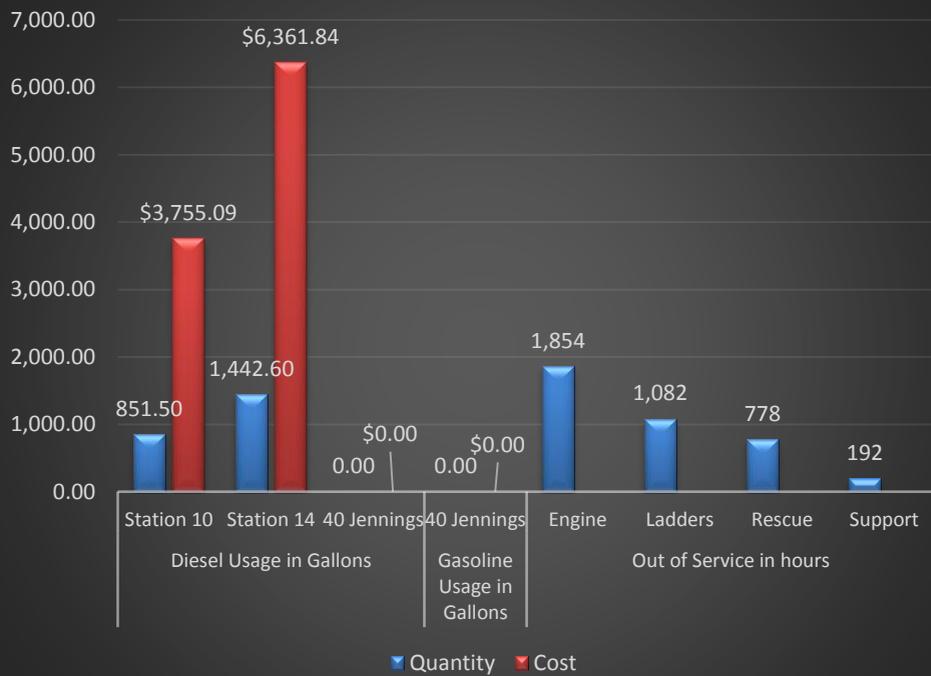


**Data Source:**  
HFD Firehouse Software

**Current Period:**  
08/01/2022 – 08/31/2022

**HFD Strategic Priorities:**  
Provide Quality & Timely Equipment Maintenance to All Apparatus/Equipment

**Performance Target** – Respond in a timely manner when sequestered by ESD/Support Services.



### Attendance

<b>Total Hours Accounted:</b>	<b>890</b>	<b>Total Hours Off:</b>	<b>180</b>
<b>Total Hours on Duty:</b>	<b>1394.5</b>	<b>Hours Accounted For:</b>	<b>63.82%</b>

### Recommendations

- Strong work from EMD.
- 90% of time must be accounted for.

### Impact

- Safe repair and maintenance of fire department tools, equipment, and apparatus.
- Management of fleet.

# F.A.C.T. DIVISION



"Goal Oriented, Results Driven"

# Performance Scorecard

## F.A.C.T. Division

**Operational Performance Measure: Internal / External Stakeholder Engagement** – Increase public /personnel awareness and safety for the City of Hartford & the Hartford Fire Department.



**HFD Strategic Priorities:**  
Provide Quality I.T. & Technical Assistance to HFD

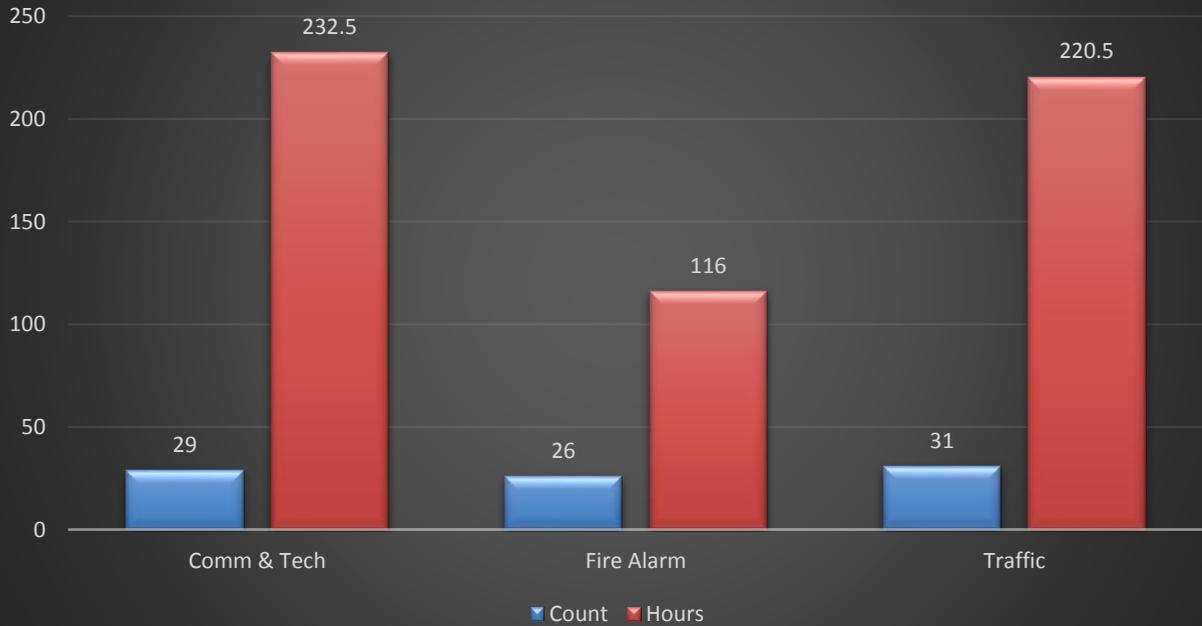
**Performance Target** – Mitigate a diverse portfolio of service calls.

**Data Source:** HFD Firehouse Software

**Current Period:** 08/01/2022 – 08/31/2022



### 234 Call Before You Digs



### Attendance

### Recommendations

### Impact

<b>Total Hours Accounted:</b>	<b>569</b>	<b>Total Hours Off:</b>	<b>140</b>
<b>Total Hours on Duty:</b>	<b>662</b>	<b>Hours Accounted For:</b>	<b>85.95%</b>

- ✓ Excellent overall work.
- ✓ 90% of time must be accounted for.

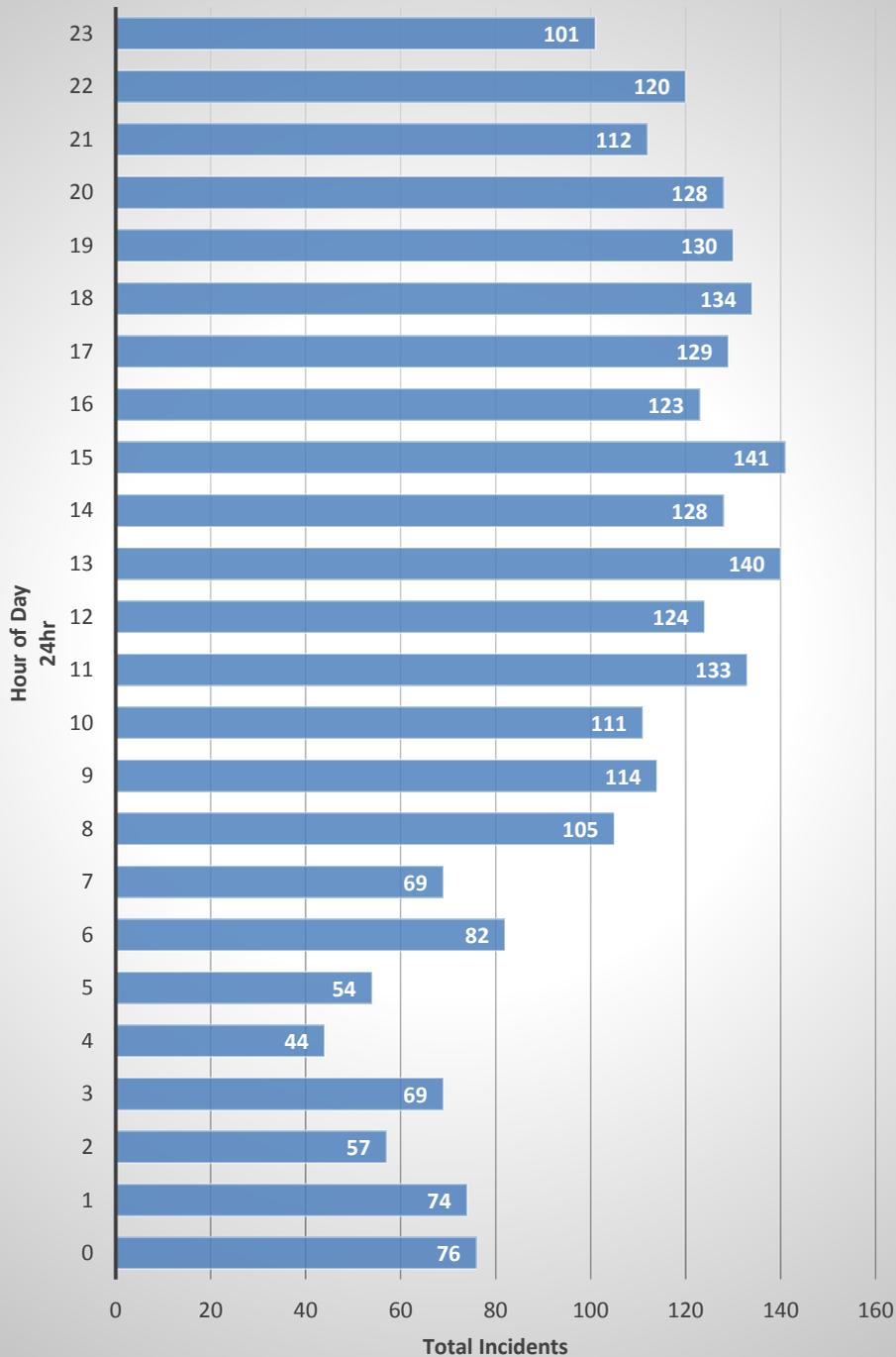
- IS&IT execution of relevant duties and responsibilities.

# EMERGENCY RESPONSE DATA

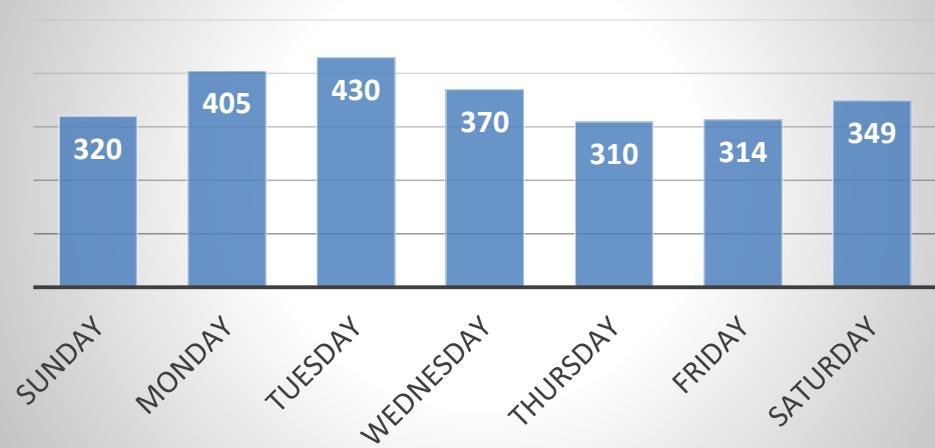


"Goal Oriented, Results Driven"

## Incidents by Hour



## Incidents by Day of Week



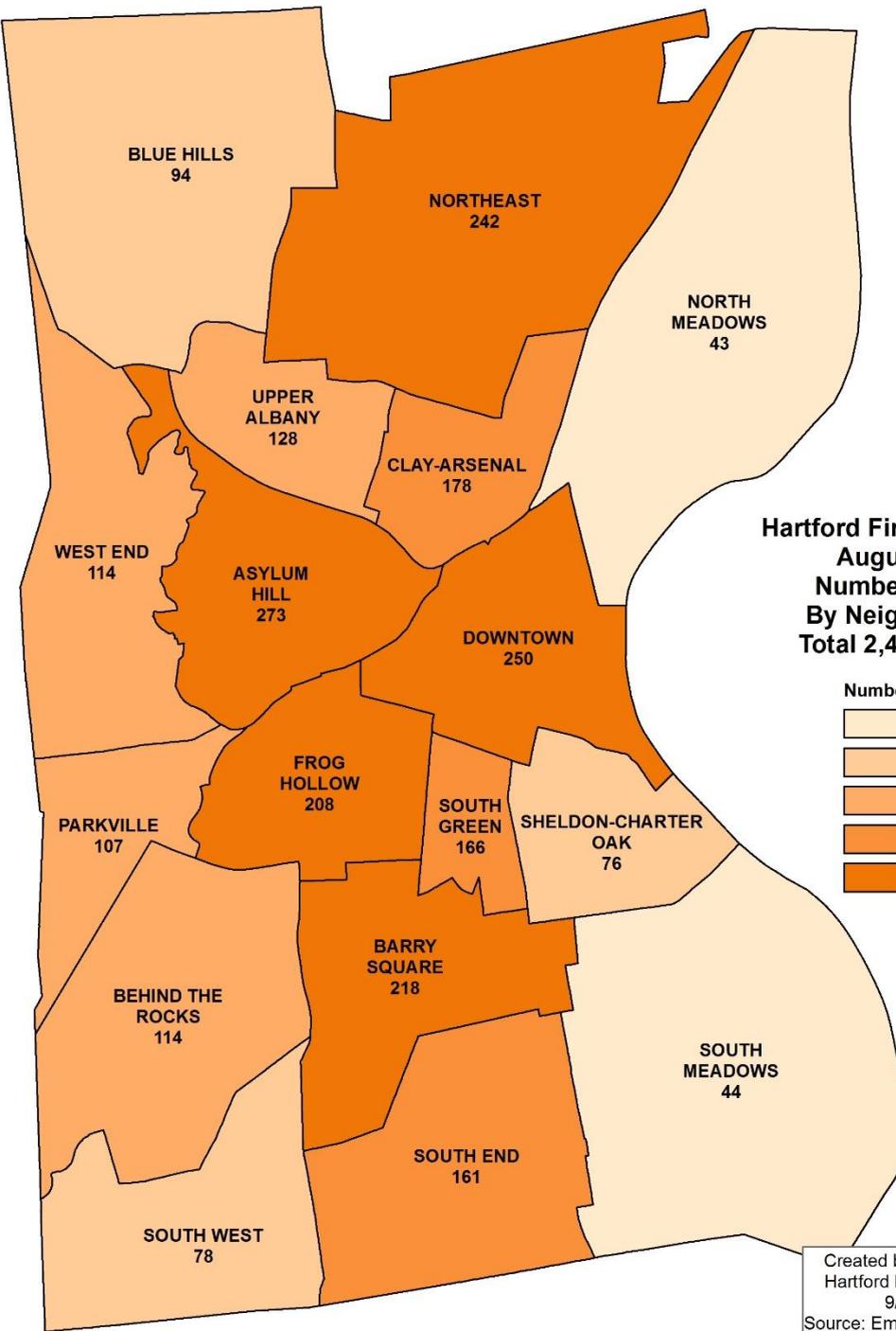
### Top 5 Calls for Service

Incident Type	Description	Count
<b>321</b>	EMS call, excluding vehicle accident with injury	904
<b>311</b>	Medical assist, assist EMS crew	500
<b>500</b>	Service Call, other	192
<b>622</b>	No Incident found on arrival at dispatch address	172
<b>552</b>	Police matter	70

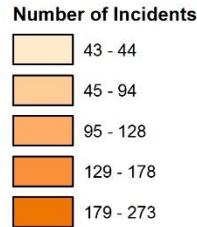
### Incidents by Category

Category	Incidents
EMS	1642
SERVICE	367
UNDEFINE	201
ALARM	176
FIRE	74
RESCUE	26
HAZMAT	9

# Incidents by Neighborhood August 2022



**Hartford Fire Department  
August 2022  
Number of Calls  
By Neighborhood  
Total 2,498 of Calls**

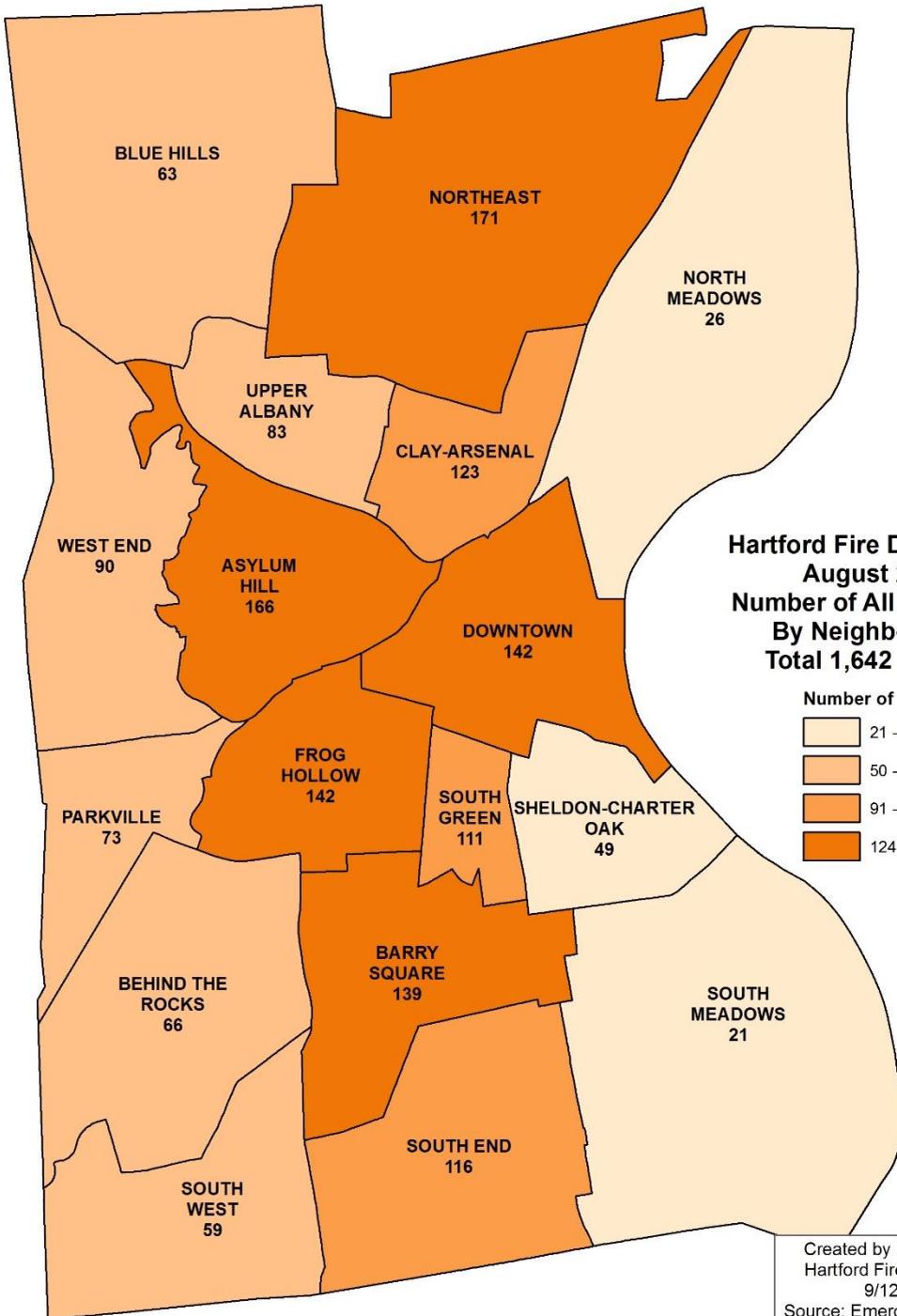


Neighborhood	Count
ASYLUM HILL	273
DOWNTOWN	250
NORTHEAST	242
BARRY SQUARE	218
FROG HOLLOW	208
CLAY-ARSENAL	178
SOUTH GREEN	166
SOUTH END	161
UPPER ALBANY	128
BEHIND THE ROCKS	114
WEST END	114
PARKVILLE	107
BLUE HILLS	94
SOUTH WEST	78
SHELDON-CHARTER OAK	76
SOUTH MEADOWS	44
NORTH MEADOWS	43

Created by Leandro Cieri  
Hartford Fire Department  
9/12/2022  
Source: Emergency Reporting  
Geocoded: 2,494  
Not Geocoded: 4

# EMS

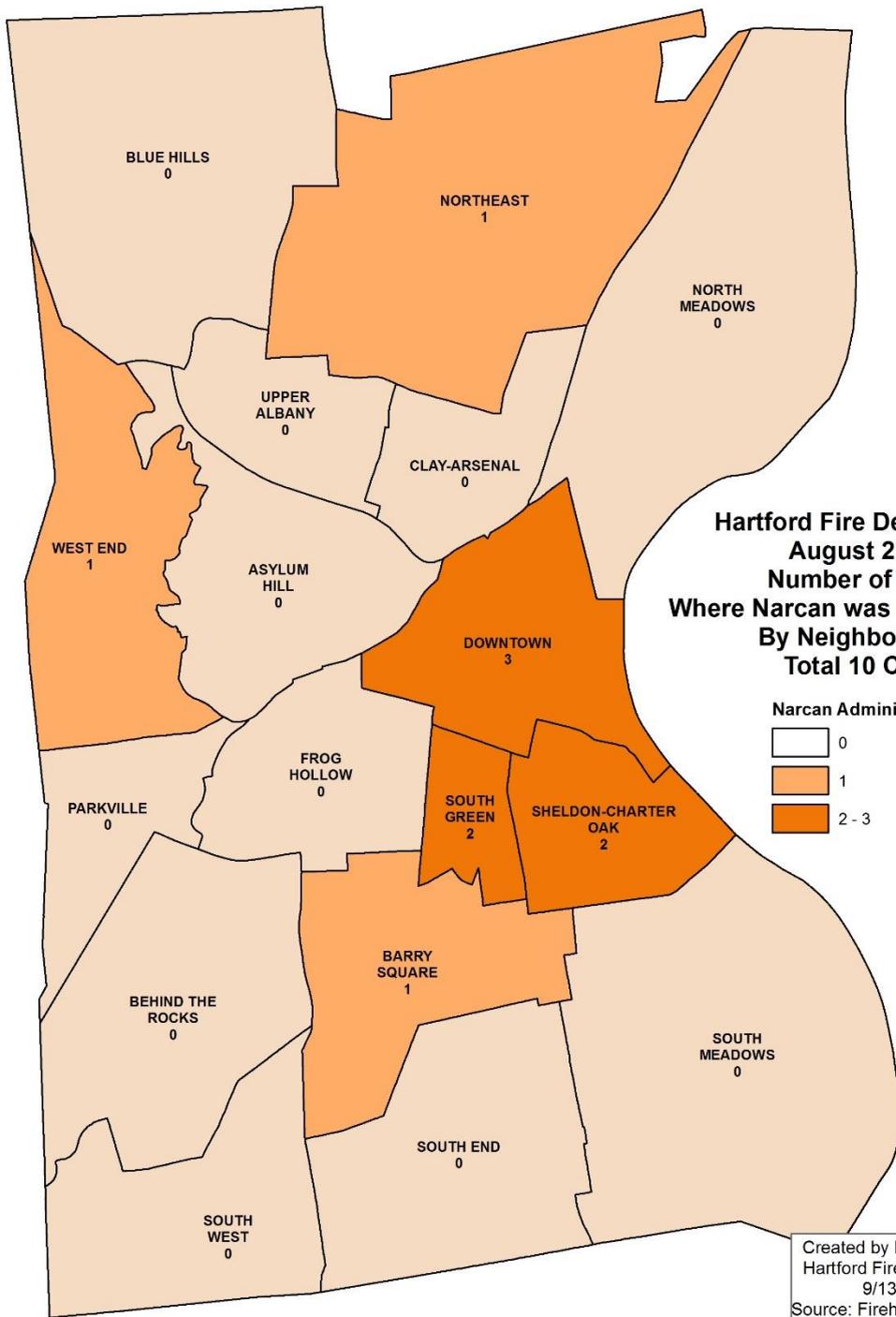
## August 2022



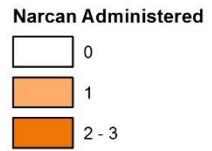
Incident Type	Description	Count
321	EMS call, excluding vehicle accident with injury	904
311	Medical assist, assist EMS crew	500
322	Motor vehicle accident with injuries	68
381	Rescue or EMS standby	59
324	Motor Vehicle Accident with no injuries	52
300	Rescue, EMS incident, other	33
510	Person in distress, Other	18
323	Motor vehicle/pedestrian accident (MV Ped)	8

Created by Leandro Cieri  
Hartford Fire Department  
9/12/2022  
Source: Emergency Reporting  
Geocoded 1,640  
Not Geocoded: 2

# Narcan Administered August 2022

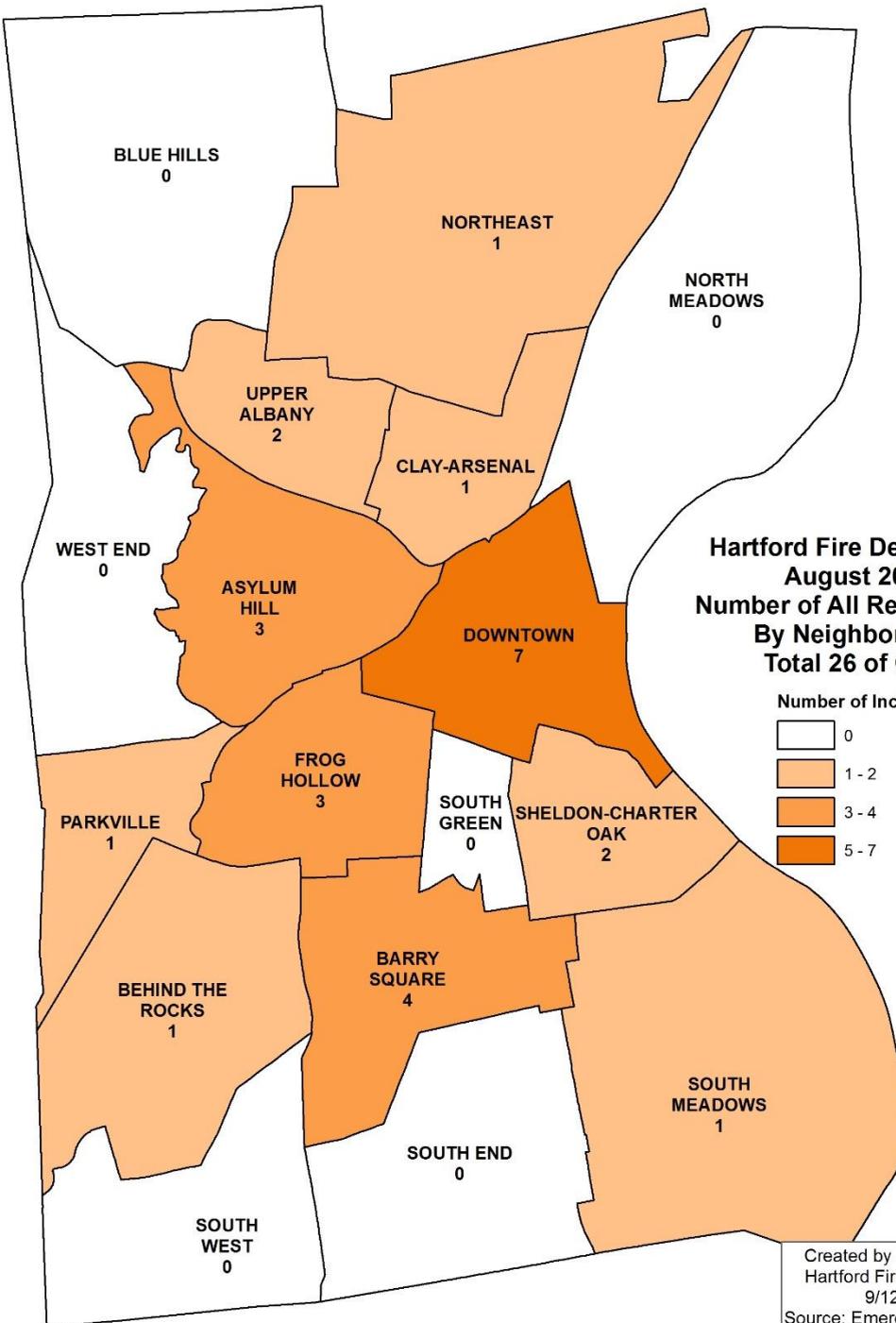


**Hartford Fire Department  
August 2022  
Number of Calls  
Where Narcan was Administered  
By Neighborhood  
Total 10 Calls**



Created by Leandro Cieri  
Hartford Fire Department  
9/13/2022  
Source: Firehouse Software  
Geocoded: 10  
Not Geocoded: 0

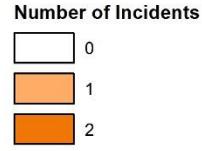
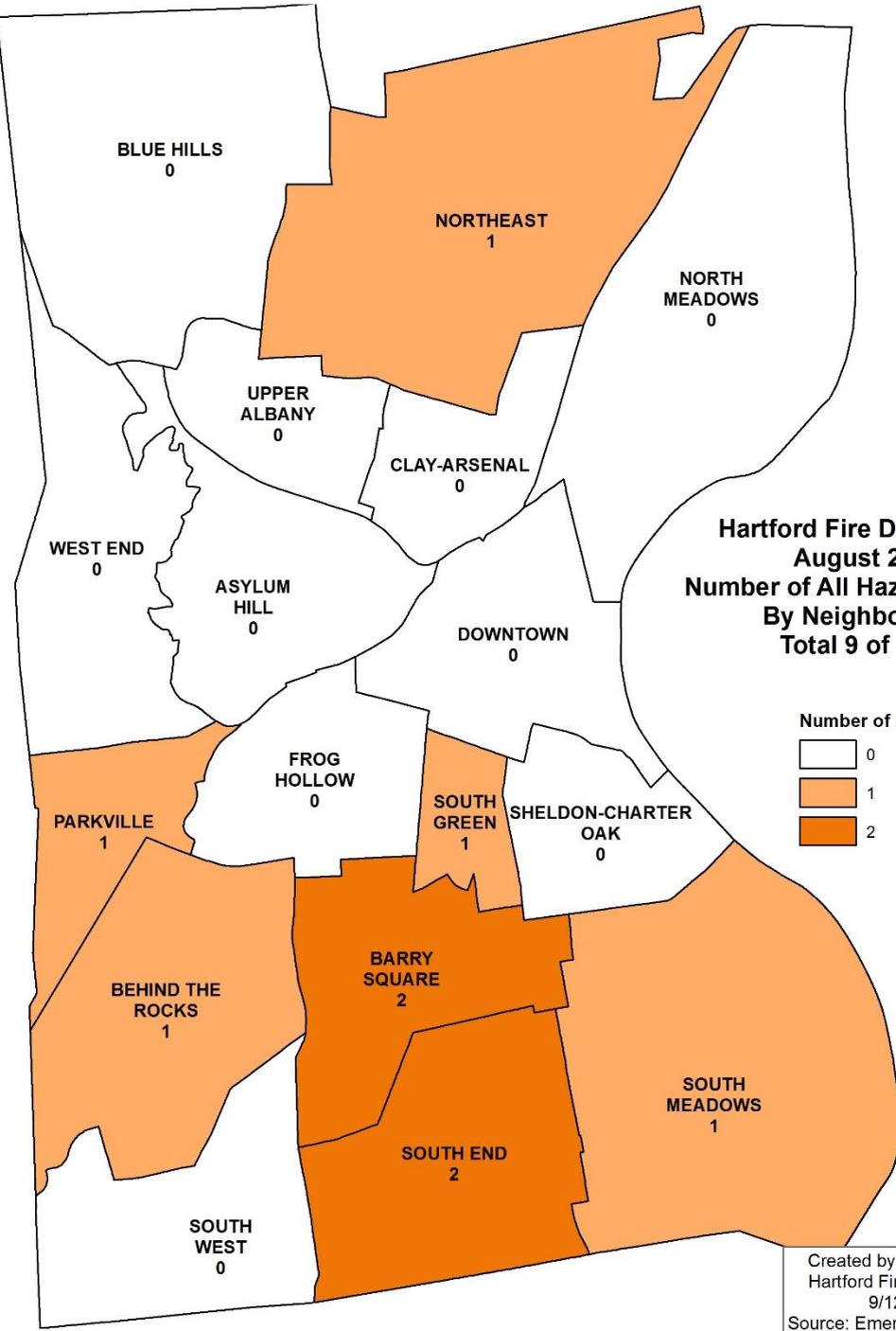
# Rescue Calls August 2022



Created by Leandro Cieri  
Hartford Fire Department  
9/12/2022  
Source: Emergency Reporting  
Geocoded: 26  
Not Geocoded: 0

Incident Type	Description	Count
511	Lock-out	14
353	Removal of victim(s) from stalled elevator	7
352	Extrication of victim(s) from vehicle	2
350	Extrication, rescue, Other	1
331	Lock-in (if lock out , use 511 )	1
351	Extrication of victim(s) from building/structure	1

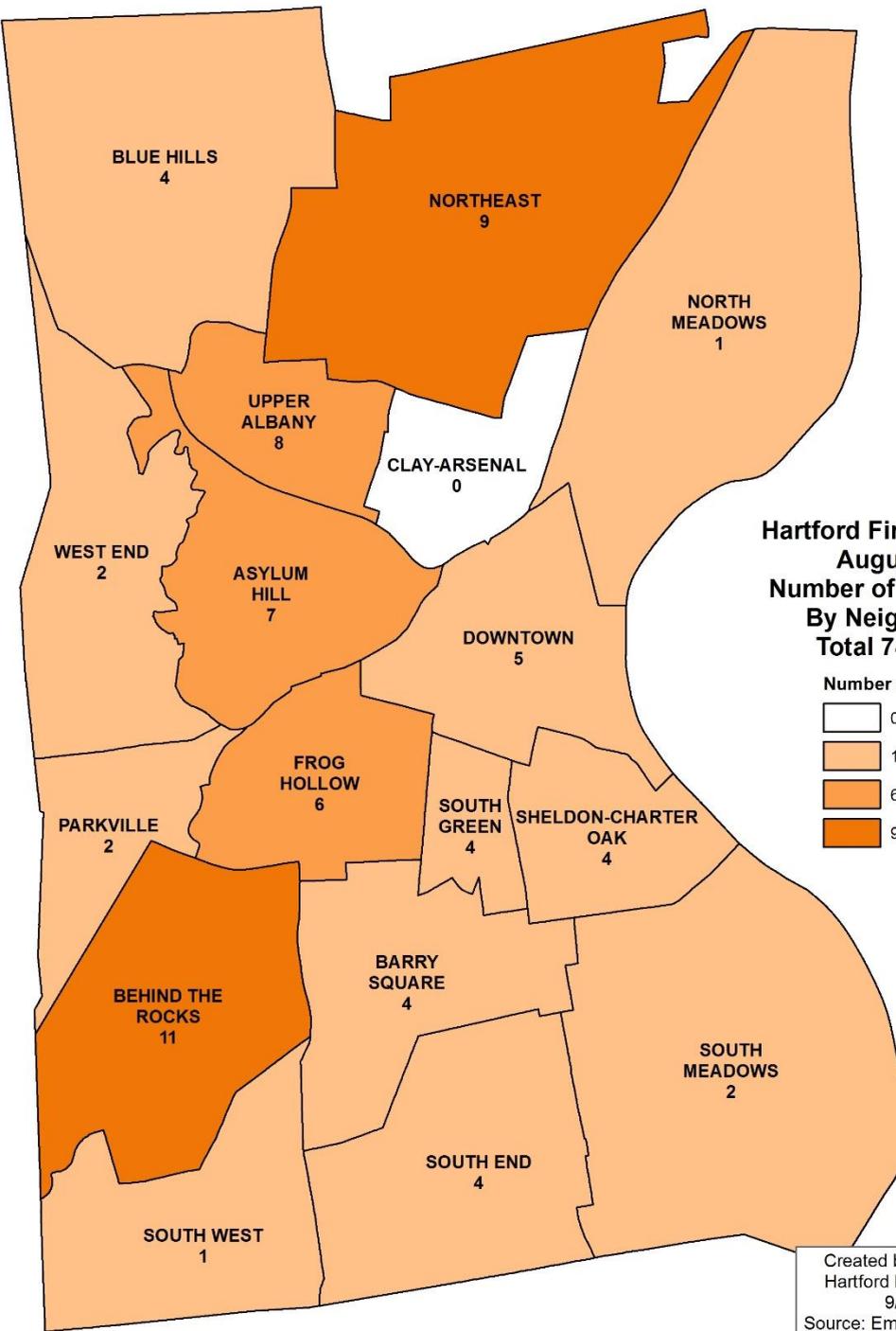
# Hazardous Materials August 2022



Incident Type	Description	Count
412	Gas leak (natural gas or LPG)	6
424	Carbon monoxide incident	1
463	Vehicle accident, general cleanup	1
413	Oil or other combustible liquid spill	1

Created by Leandro Cieri  
 Hartford Fire Department  
 9/12/2022  
 Source: Emergency Reporting  
 Geocoded: 9  
 Not Geocoded: 0

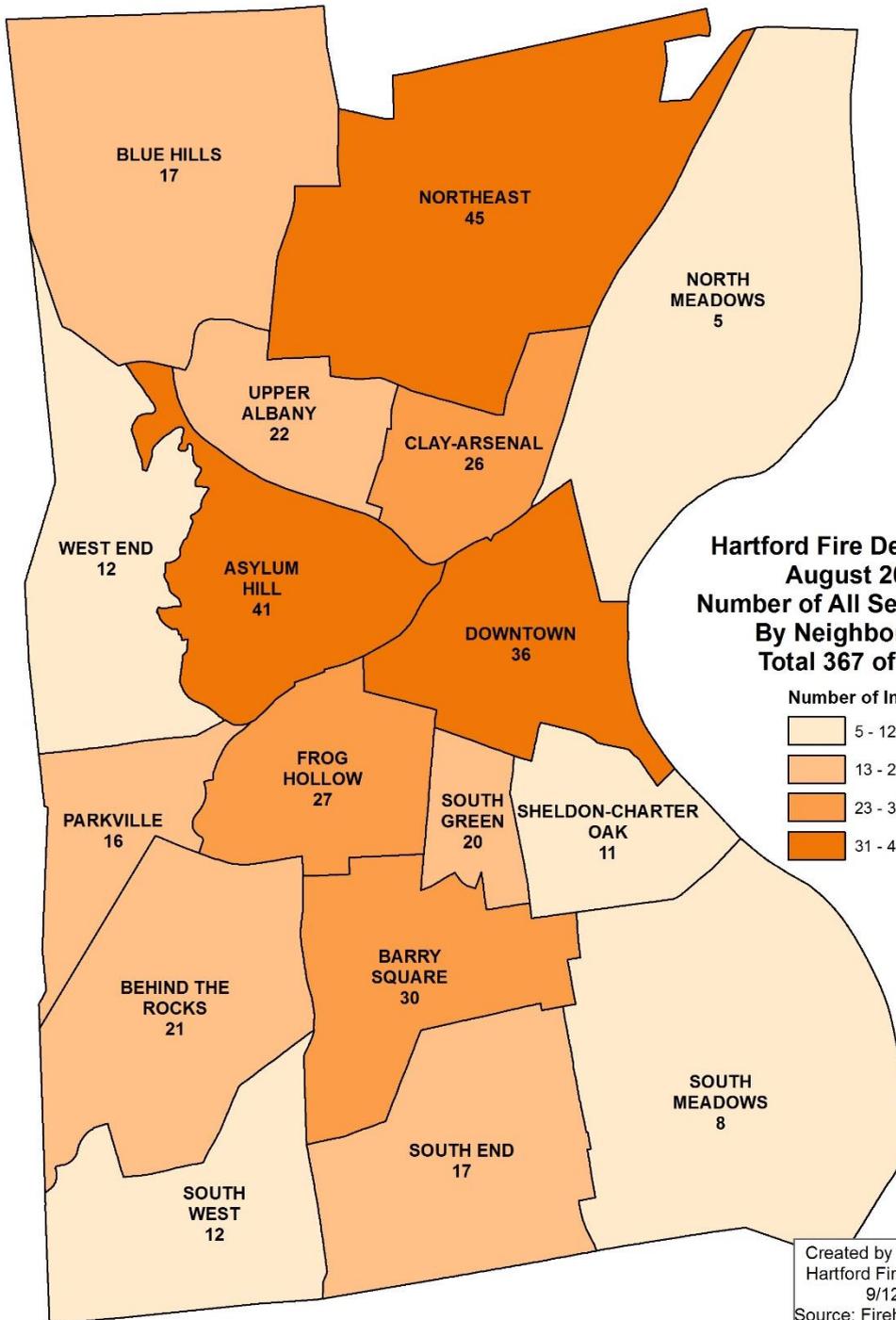
# All Fires August 2022



Created by Leandro Cieri  
Hartford Fire Department  
9/12/2022  
Source: Emergency Reporting  
Geocoded: 74  
Not Geocoded: 0

Incident Type	Description	Count
142	Brush or brush-and-grass mixture fire	19
140	Natural vegetation fire, Other	10
150	Outside rubbish fire, Other	9
151	Outside rubbish, trash or waste fire	8
111	Building fire	7
131	Passenger vehicle fire	6
113	Cooking fire, confined to container	4
154	Dumpster or other outside trash receptacle fire	3
143	Grass fire	3
100	Fire, Other	2
152	Garbage dump or sanitary landfill fire	1
481	Attempt to burn	1
160	Special outside fire, Other	1

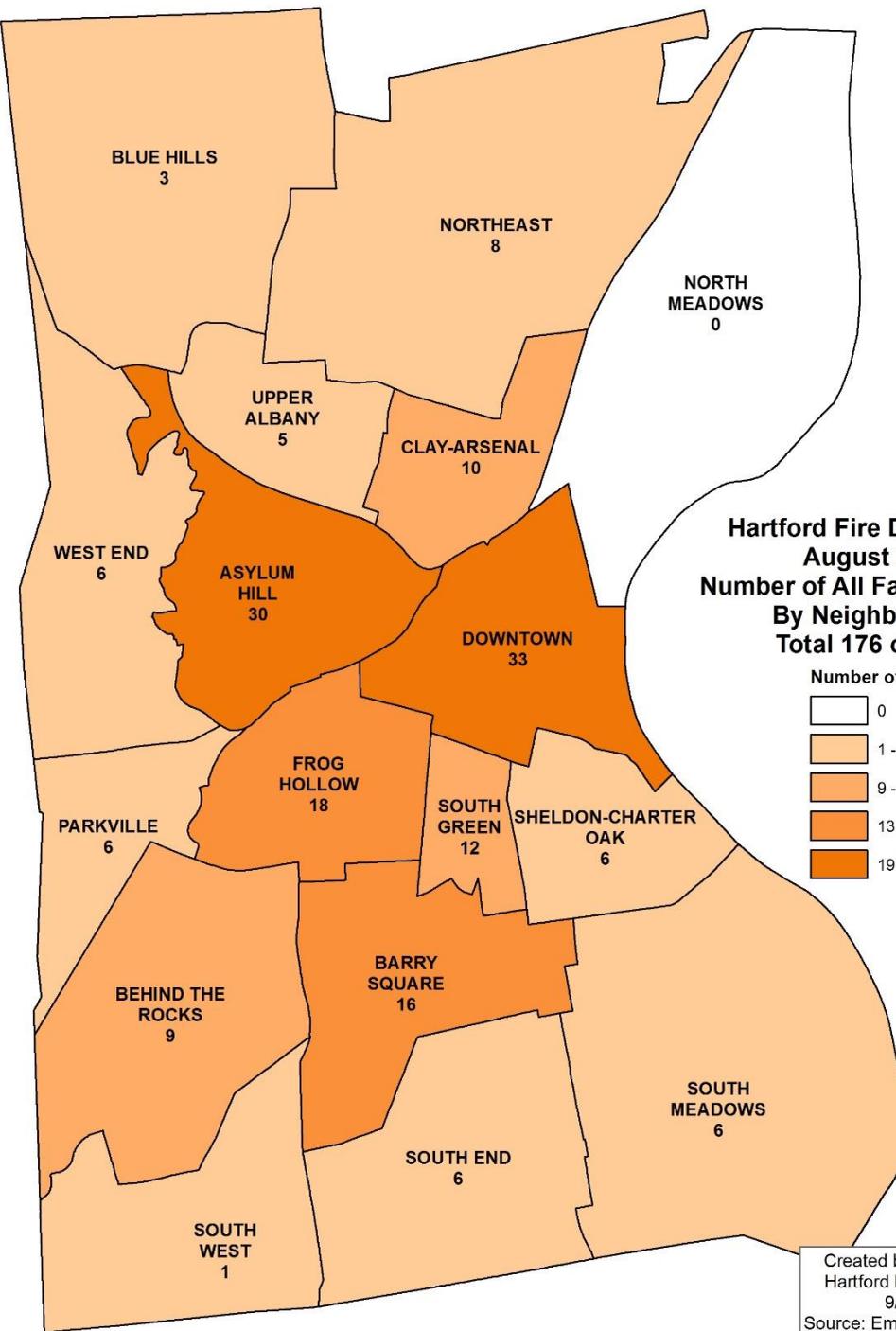
# Service Calls August 2022



Created by Leandro Cieri  
Hartford Fire Department  
9/12/2022  
Source: Firehouse Software  
Geocoded: 366  
Not Geocoded: 1

Incident Type	Description	Count
500	Service Call, other	192
552	Police matter	70
553	Public service	35
531	Smoke or odor removal	28
520	Water problem, Other	22
444	Power line down	6
551	Assist police or other governmental agency	2
445	Arcing, shorted electrical equipment	2
442	Overheated motor	2
440	Electrical wiring/equipment problem, Other	2
441	Heat from short circuit (wiring), defective/worn	1
550	Public service assistance, Other	1
555	Defective elevator, no occupants	1
571	Cover assignment, standby, moveup	1
522	Water or steam leak	1
521	Water evacuation	1

# Fire Alarms August 2022

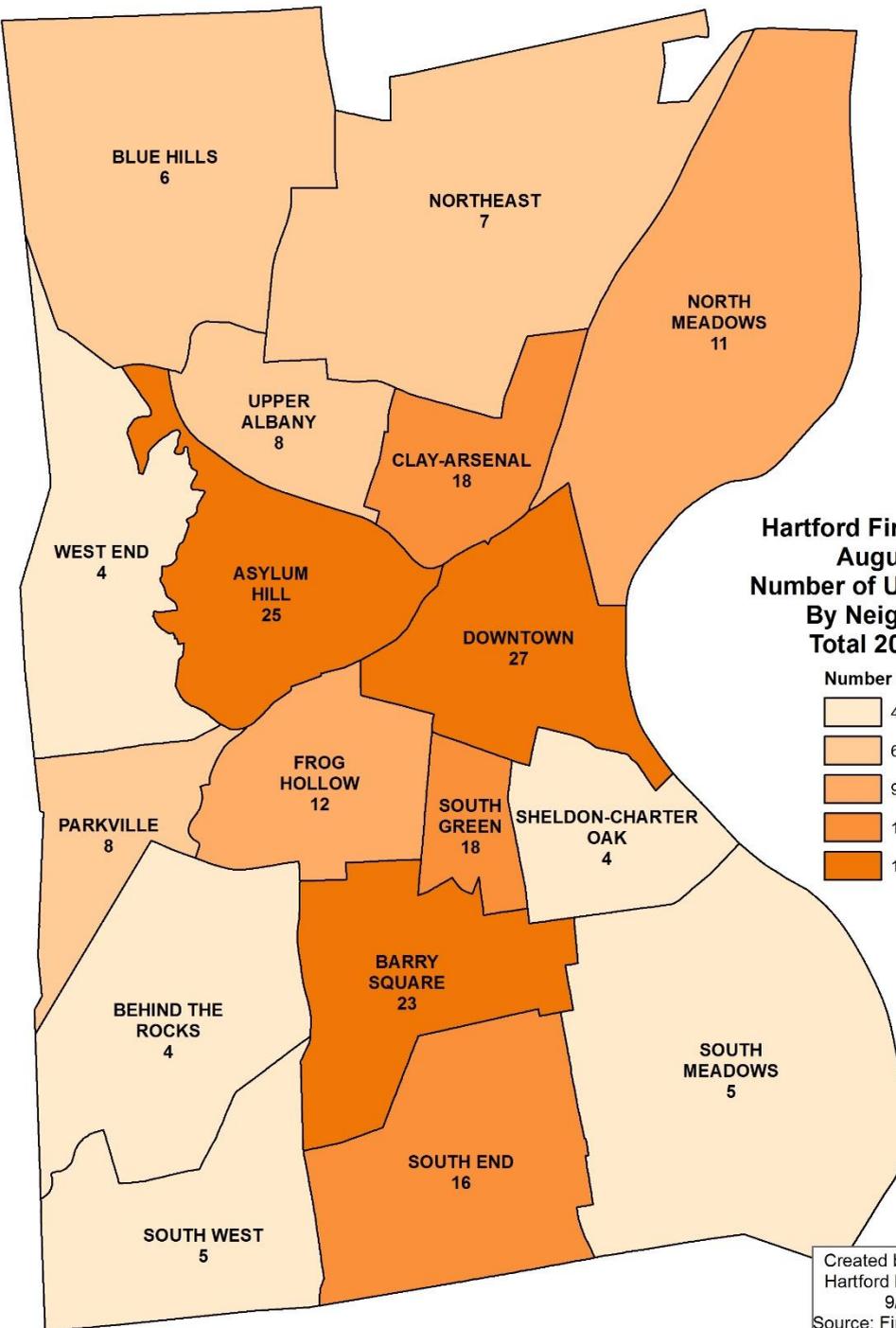


Created by Leandro Cieri  
Hartford Fire Department  
9/12/2022  
Source: Emergency Reporting  
Geocoded: 175  
Not Geocoded: 1

Incident Type	Description	Count
745	Alarm system activation, no fire - unintentional	58
735	Alarm system sounded due to malfunction	34
743	Smoke detector activation, no fire - unintentional	21
740	Unintentional transmission of alarm, Other	17
730	System malfunction, Other	9
710	Malicious, mischievous false call, Other	8
700	False alarm or false call, Other	8
733	Smoke detector activation due to malfunction	6
741	Sprinkler activation, no fire - unintentional	5
715	Local alarm system, malicious false alarm	3
714	Central station, malicious false alarm	2
744	Detector activation, no fire - unintentional	1
711	Municipal alarm system, malicious false alarm	1
746	Carbon monoxide detector activation, no CO	1
734	Heat detector activation due to malfunction	1
731	Sprinkler activation due to malfunction	1

# Undefined Calls

## August 2022

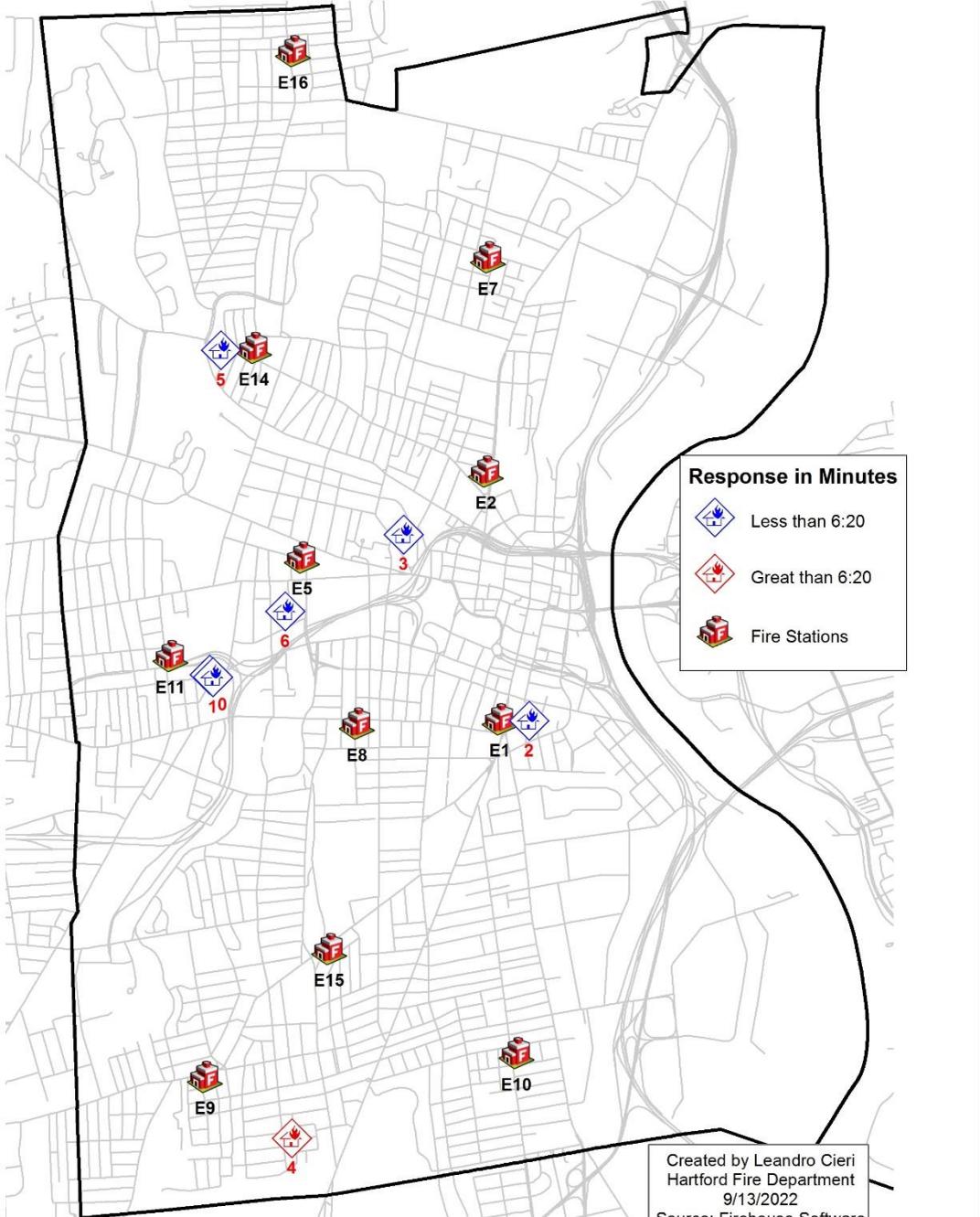


Created by Leandro Cieri  
Hartford Fire Department  
9/12/2022  
Source: Firehouse Software  
Geocoded: 201  
Not Geocoded: 0

Incident Type	Description	Count
622	No Incident found on arrival at dispatch address	172
900	Special type of incident, Other	13
661	EMS call, party transported by non-fire agency	3
600	Good intent call, Other	3
621	Wrong location	3
611	Dispatched & cancelled en route	2
653	Smoke from barbecue, tar kettle	1
671	HazMat release investigation w/no HazMat	1
650	Steam, Other gas mistaken for smoke, Other	1
211	Overpressure rupture of steam pipe or pipeline	1
210	Overpressure rupture from steam, Other	1

# Location of Structure Fires In Relationship to Fire Stations

Key	Incident Number	Response
0	22-227063	0:03:59
1	22-226054	0:04:15
2	22-224060	0:04:47
3	22-222053	0:05:22
4	22-221014	0:06:33
5	22-215010	0:04:03
6	22-214002	0:05:17



**Response in Minutes**

- Less than 6:20
- Great than 6:20
- Fire Stations

Created by Leandro Cieri  
 Hartford Fire Department  
 9/13/2022  
 Source: Firehouse Software  
 Geocoded: 7  
 Not Geocoded: 0

# QUESTIONS/COMMENTS



"Goal Oriented, Results Driven"