



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

**FIRESTAT**

*September 2019*

**"Goal Oriented, Results Driven"**



# AGENDA



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

**"Goal Oriented, Results Driven"**

# Chief Freeman



"Goal Oriented, Results Driven"

# Chief Reilly



"Goal Oriented, Results Driven"

# Chief Barco



**"Goal Oriented, Results Driven"**

# EMERGENCY SERVICES



"Goal Oriented, Results Driven"

# 2019 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.

# 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

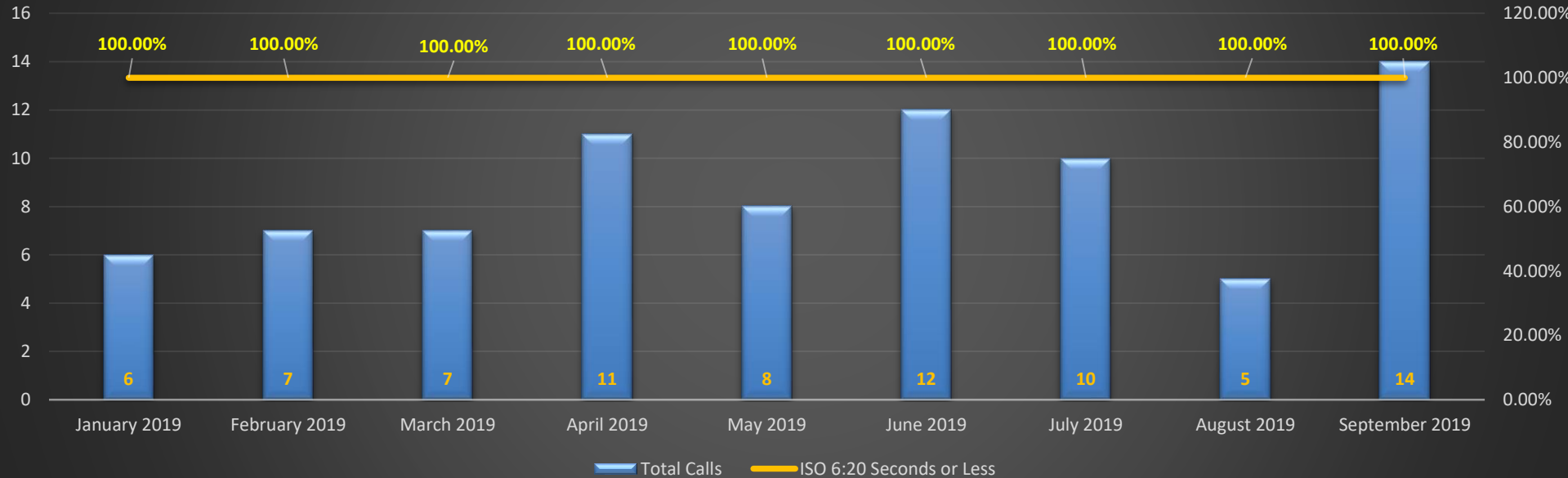
**Current Period:**  
09/01/2019 - 09/30/2019



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

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

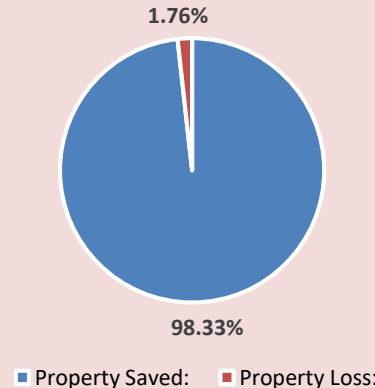
### Structure Fires



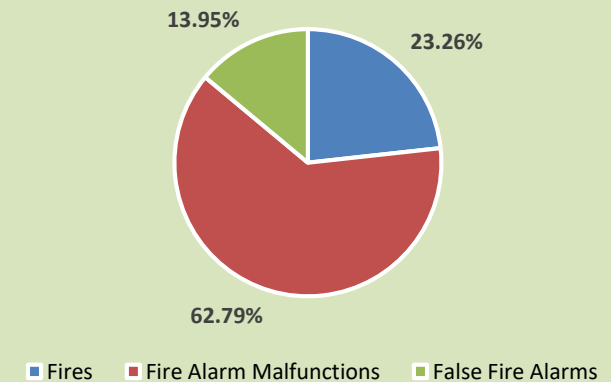
#### Analysis

- Stellar performance by all (4) tours. Keep up the great work.
- Percentage of property saved is exceptional.

#### Percentage of Property Saved



#### Fire Alarms compared to Actual Fires





# EMS Response Scorecard

## City-Wide

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



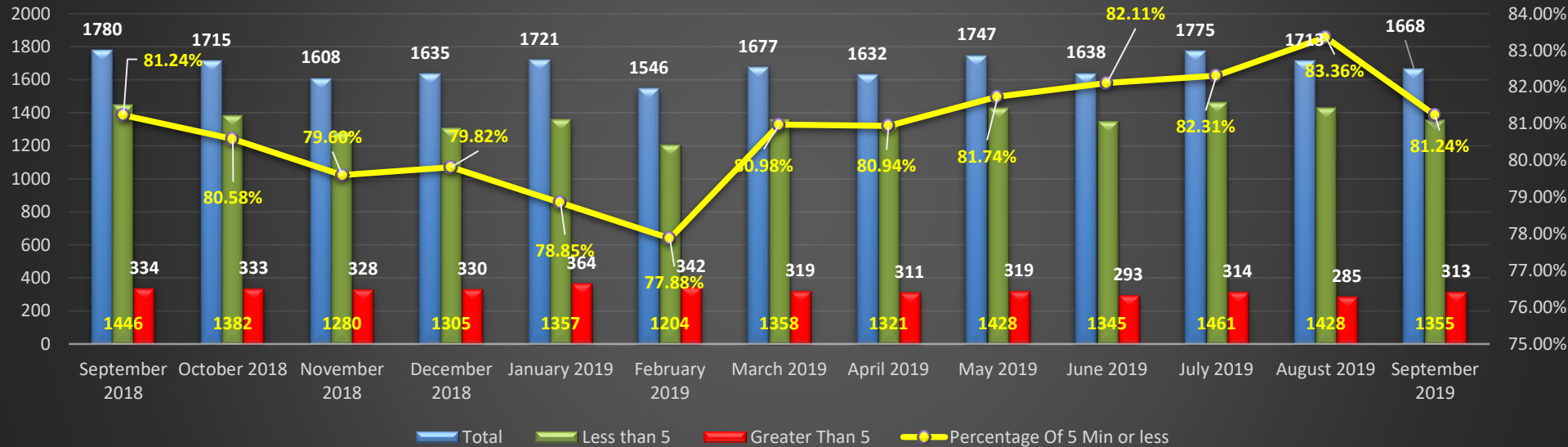
**Data Source:**  
Firehouse Software

**Current Period:**  
09/01/2019 - 09/30/2019

**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

➤ Performance slightly decreased for EMS response times for this month.

#### 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

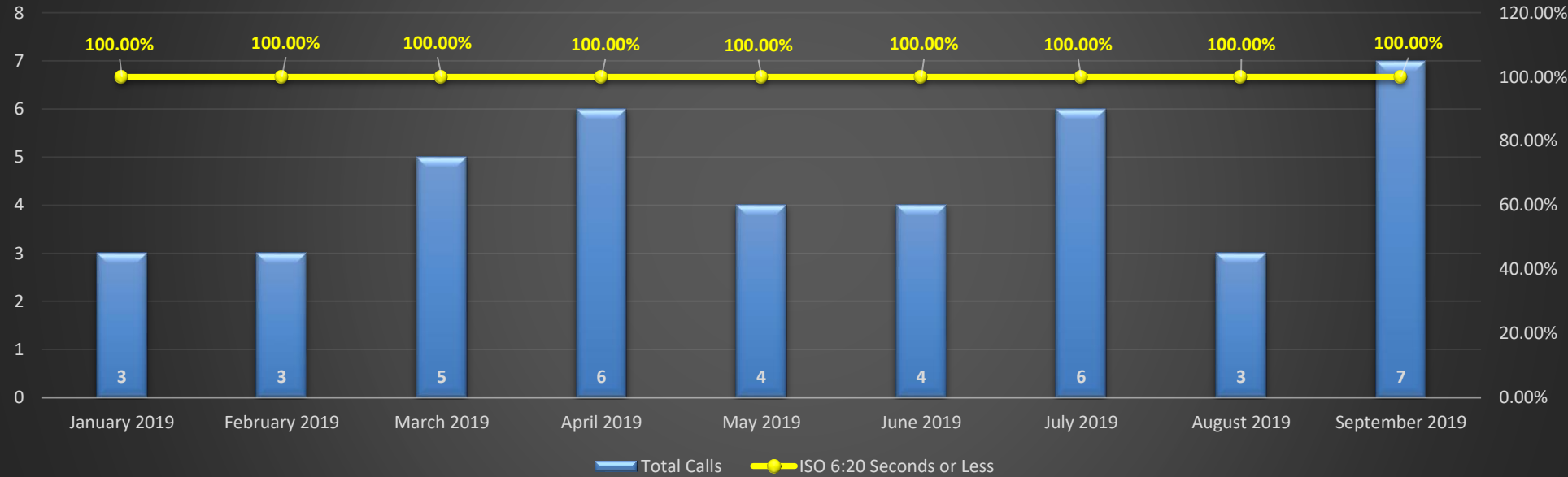
**Current Period:**  
09/01/2019 - 09/30/2019



**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

➤ Outstanding work, District 1.

Continue to reiterate the importance of response time compliance.

➤ **Life safety stabilization**

# EMS Response Scorecard

## District 1

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

**Data Source:**  
Firehouse Software

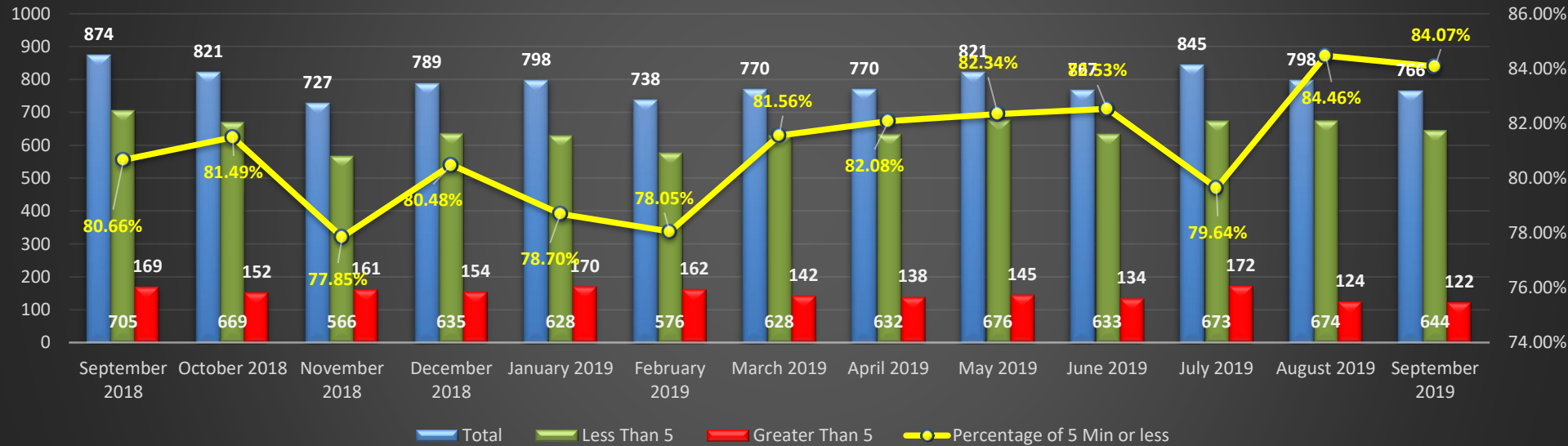
**Current Period:**  
09/01/2019 - 09/30/2019



**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 decrease in performance for District 1 EMS calls in District 1 when compared to last month.

#### 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 ISO standards.

**Data Source:** Firehouse Software

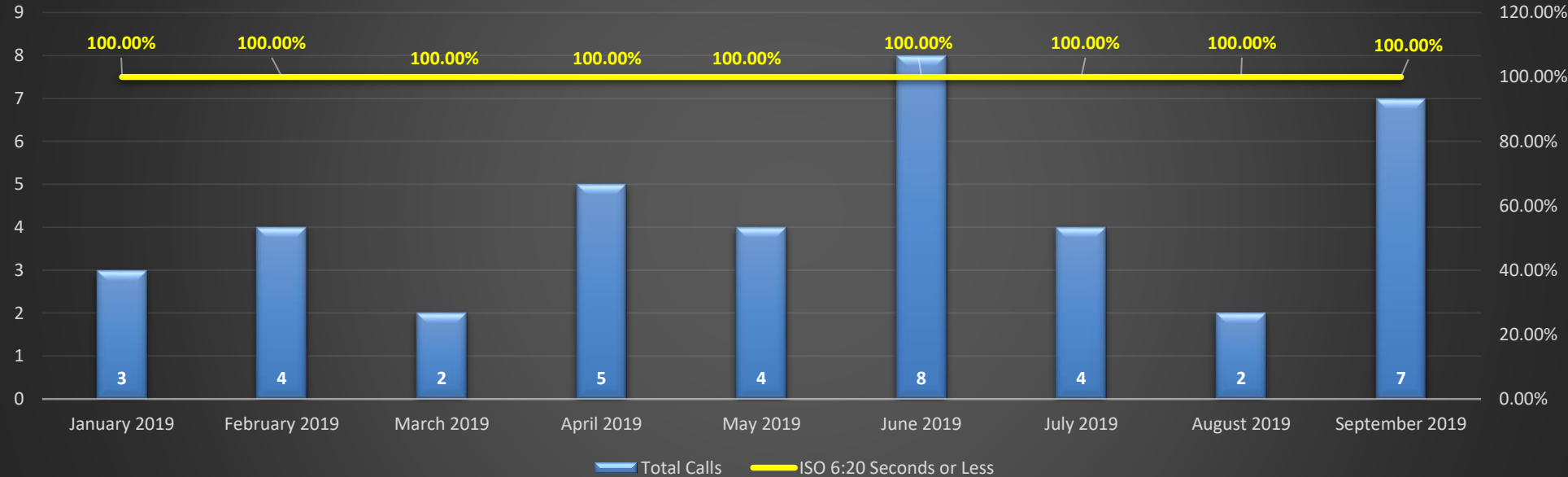
**Current Period:**  
09/01/2019 - 09/30/2019



**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

➤ Excellent work by District 2.

Maintain proficiency.

➤ Effective emergency response.

# EMS Response Scorecard

## District 2

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



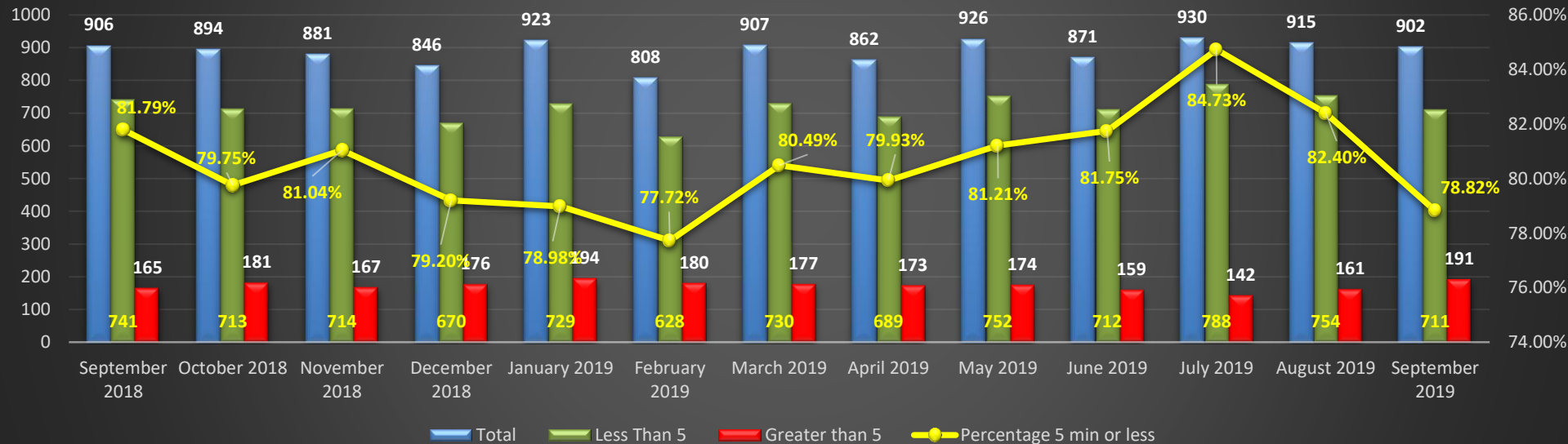
**Data Source:**  
Firehouse Software

**Current Period:**  
09/01/2019 - 09/30/2019

**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

➤ Declination in performance by District 2 for this month when compared to last 2 months.

#### 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

## Tour A

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

**Data Source:** Firehouse Software

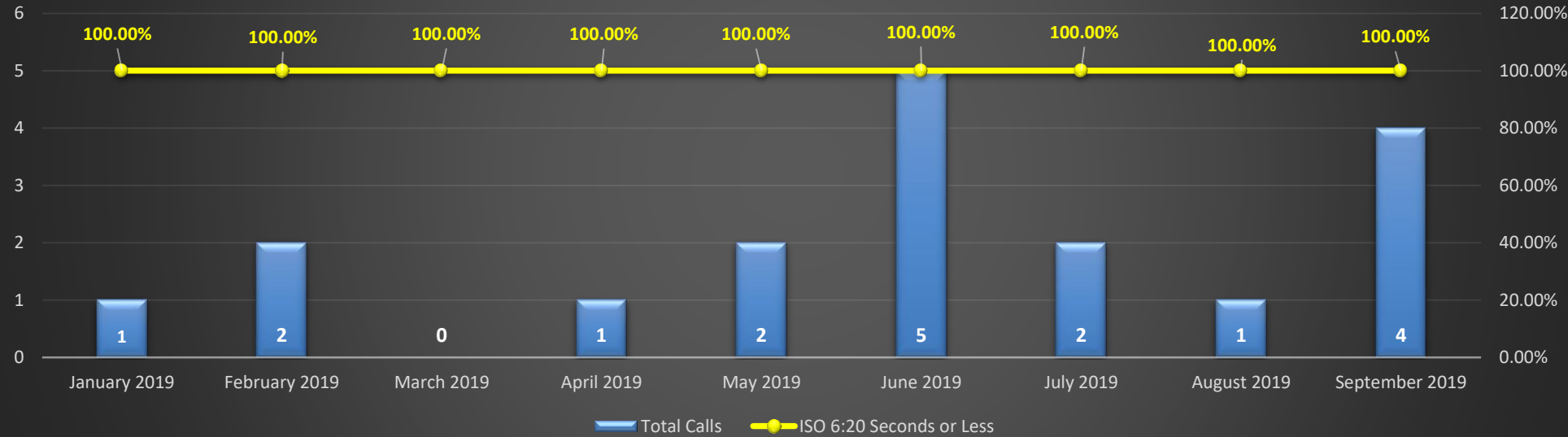
**Current Period:**  
09/01/2019 - 09/30/2019



**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

➤ Excellent work, Tour A.

Reiterate the importance of safely responding to calls for service in the allotted time period.

➤ Effective emergency response.

# EMS Response Scorecard

## Tour A

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

**Data Source:**  
Firehouse Software

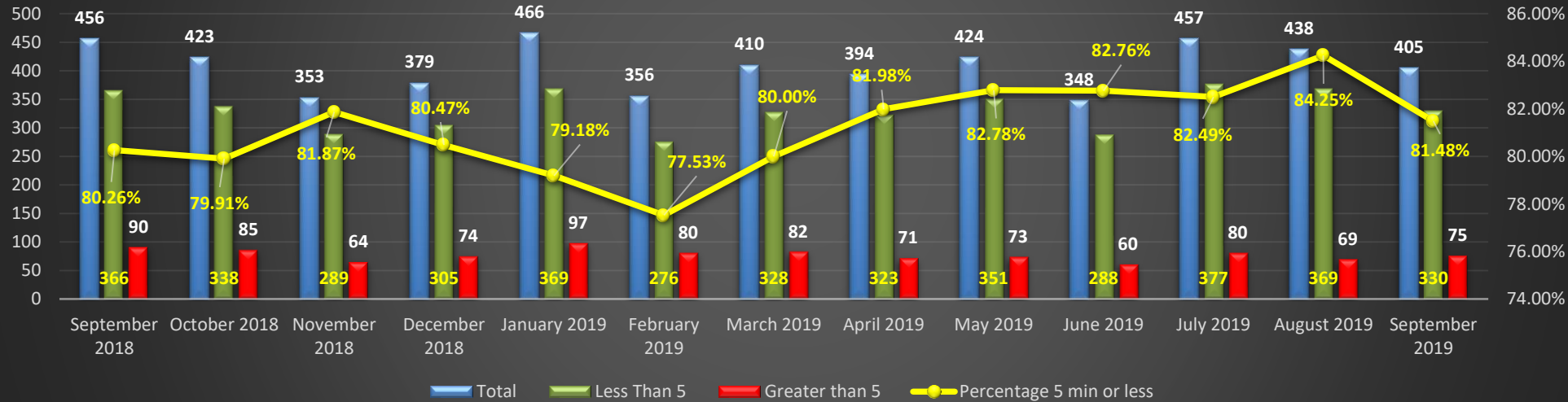
**Current Period:**  
09/01/2019 - 09/30/2019



**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 declination in performance for the month of September.

#### 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

## Tour B

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

**Data Source:** Firehouse Software

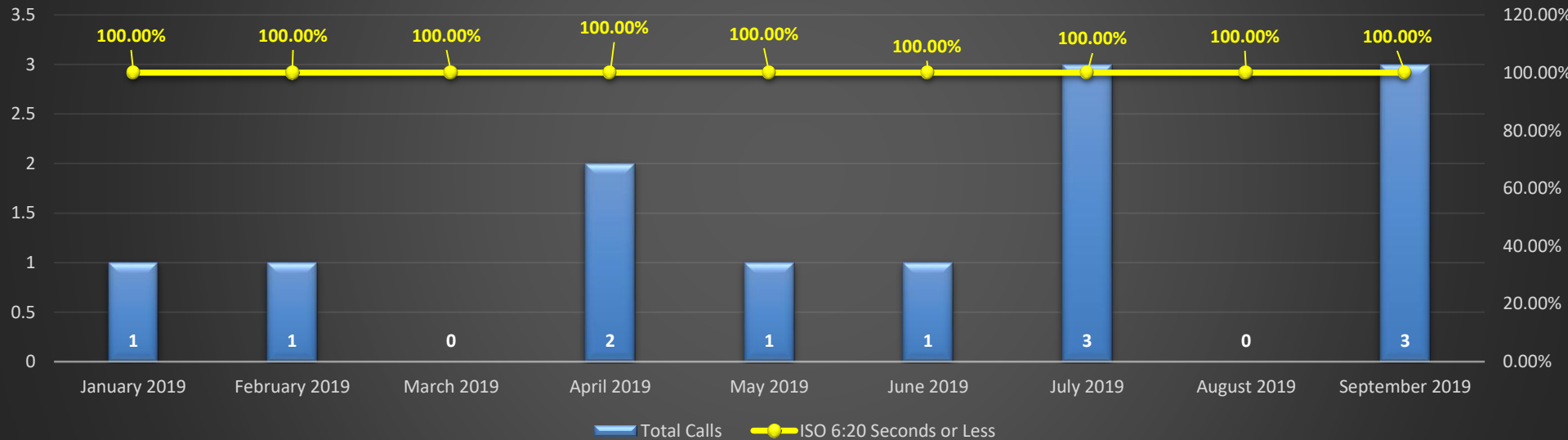
**Current Period:**  
09/01/2019 - 09/30/2019



**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

➤ Excellent job, Tour B for 9 straight months.

➤ Maintain efficiency.

➤ Effective emergency response.



# EMS Response Scorecard

## Tour B

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



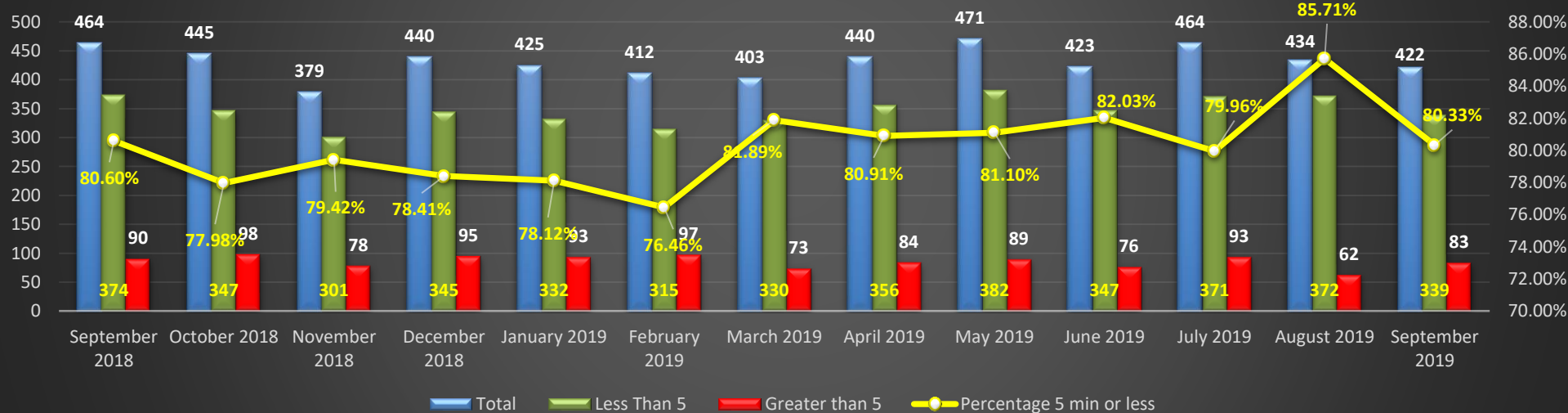
**Data Source:**  
Firehouse Software

**Current Period:**  
09/01/2019 - 09/30/2019

**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

➤ Slight decrease in performance by Tour B pertaining to EMS response times for the month of September when compared to August and July.

#### 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

## Tour C

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

**Data Source:** Firehouse Software

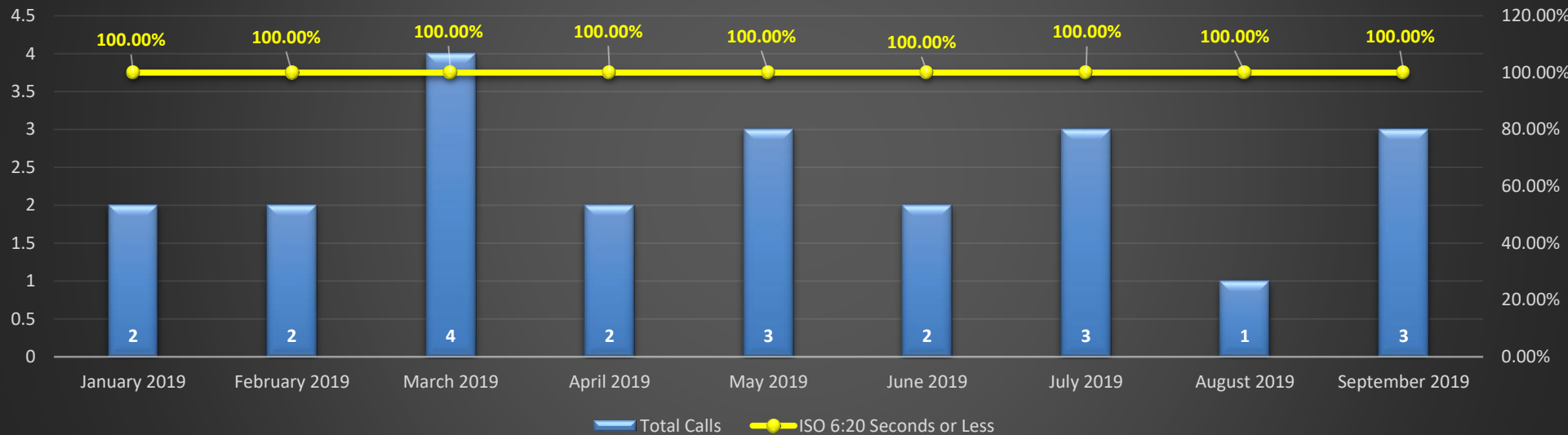
**Current Period:**  
09/01/2019 - 09/30/2019



**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

➤ Excellent work, Tour C for 9 straight months.

Reiterate the continued expectation of compliance.

➤ Efficiency of emergency response.

# EMS Response Scorecard

## Tour C

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



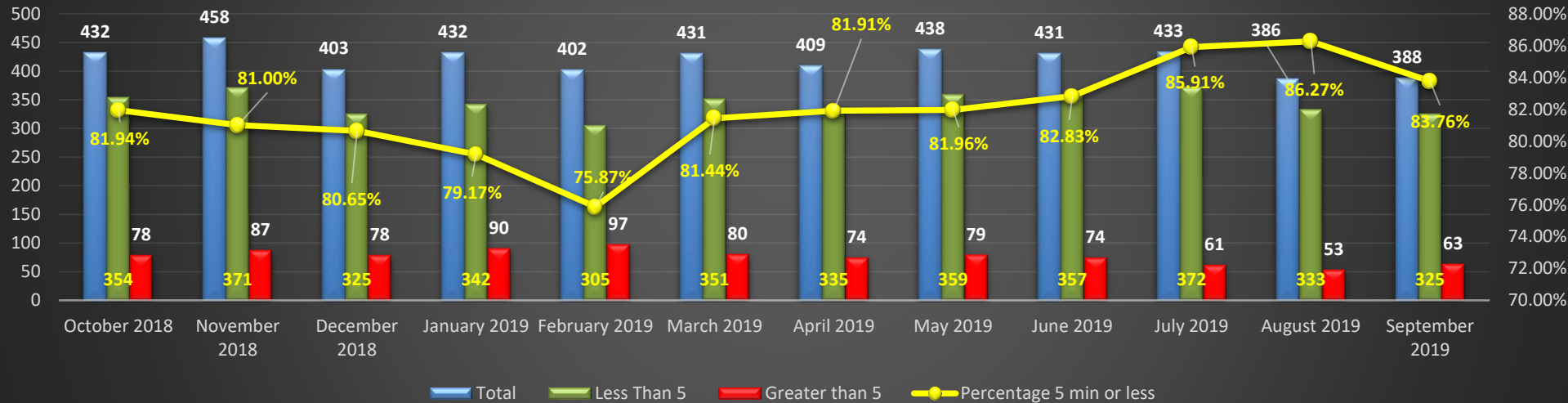
**Data Source:**  
Firehouse Software

**Current Period:**  
09/01/2019 - 09/30/2019

**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

➤ Slight declination by Tour C pertaining to EMS response times for the month of September.

#### 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

## Tour D

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

**Data Source:** Firehouse Software

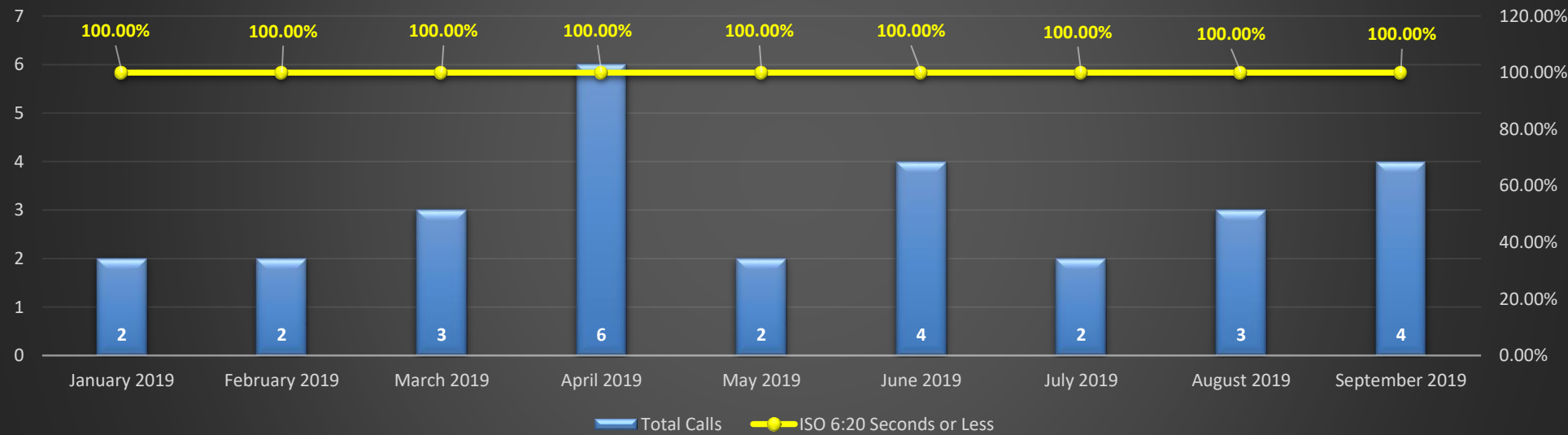
**Current Period:**  
09/01/2019 - 09/30/2019



**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

➤ Outstanding work by Tour D for 9 straight months.

Sustain excellent emergency responses.

➤ 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

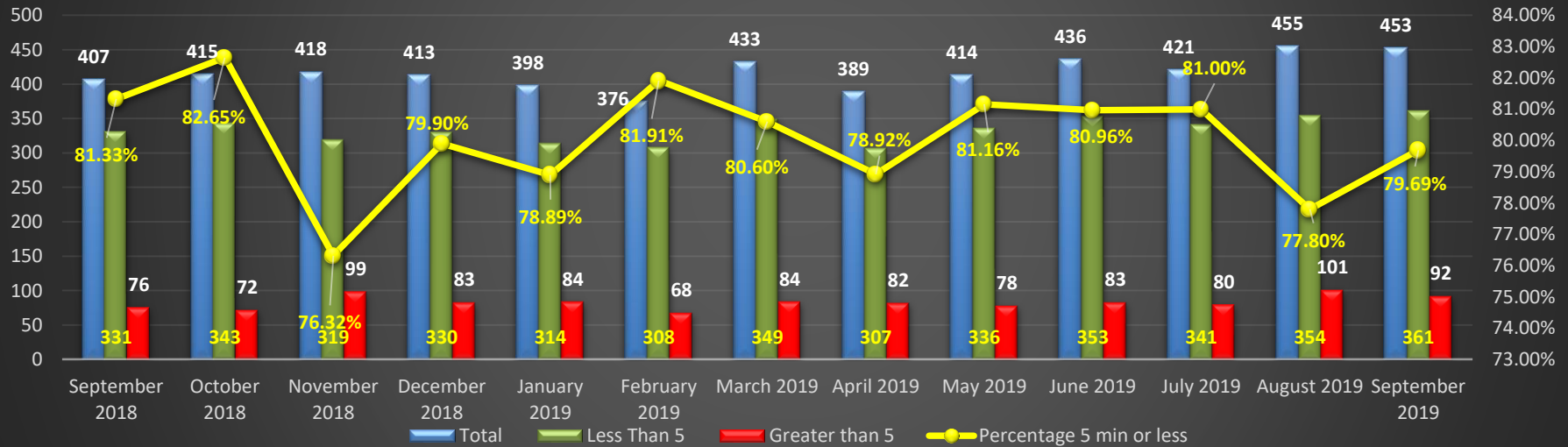
**Current Period:**  
09/01/2019 - 09/30/2019



**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

- Slight improvement of performance by Tour D for EMS response times in the month of September when compared to August.

#### Recommendations

Continue to reiterate the importance of compliance.

#### 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.

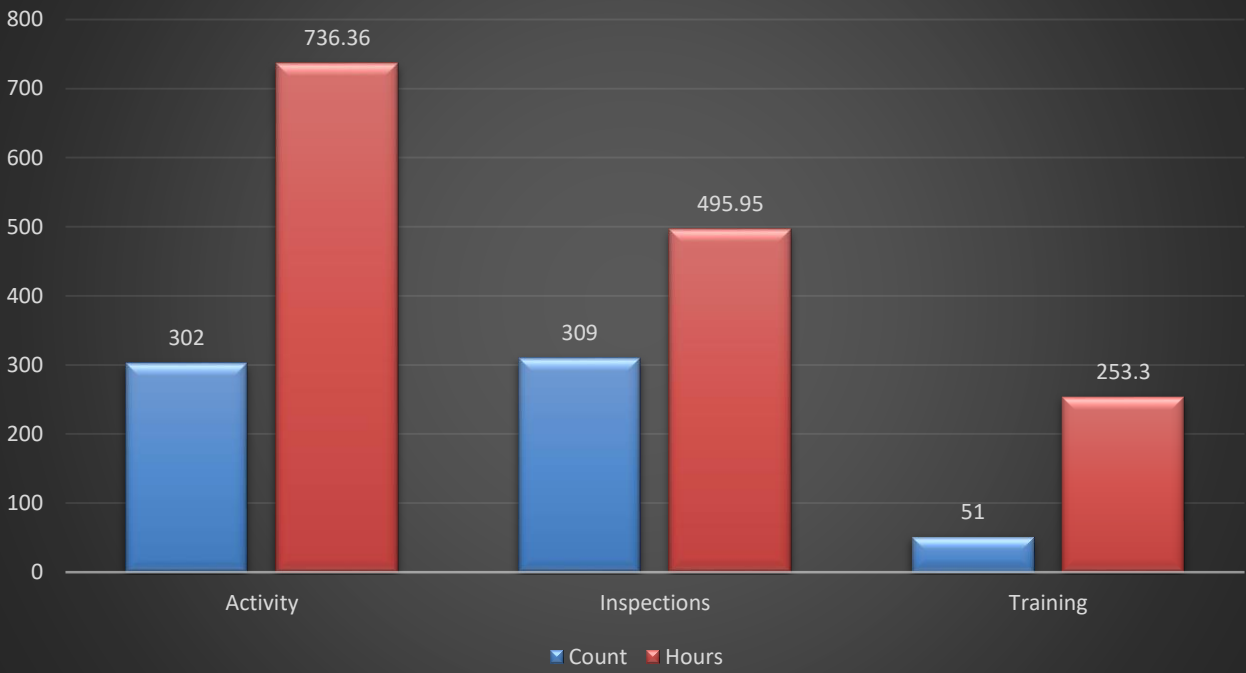
**Data Source:** HFD Firehouse Software

**Current Period:** 09/01/2019 - 09/30/2019

### Fire Marshal Office

#### HISTORICAL ANALYSIS

Reporting Period	Violations		
	Violations Found	Violations Cleared	
03/19	418	565	
04/19	320	369	
05/19	249	325	
06/19	154	426	
07/19	480	193	
08/19	459	387	
09/19	185	230	



#### Attendance

Total Hours Working:	1485.61	Off Duty:	426
Total Hours on Duty	1917.25	Percentage Account For:	77.49%

#### Recommendations

- ✓ How many inspections have been conducted in September versus how many inspections were supposed to be completed?
- ✓ Why is percentage accounted for only 77%?

#### 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

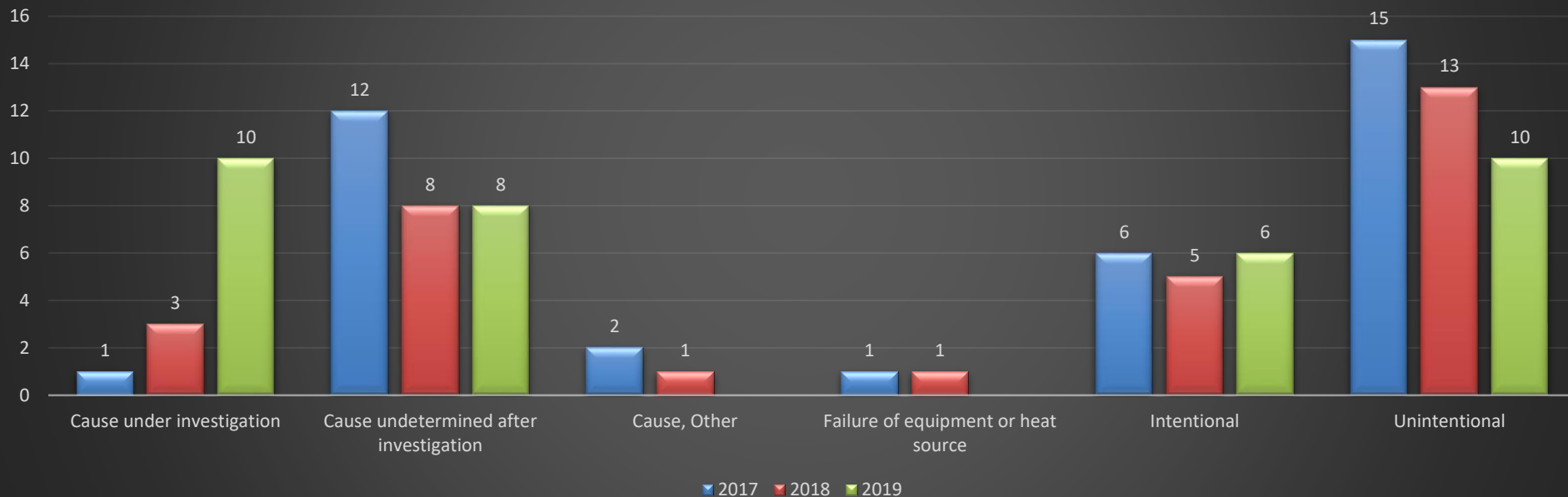
**Current Period:**  
09/01/2019 - 09/30/2019



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

**Performance Target –** Show a 30% decrease in fires by end of FY2019.

### Cause of Fire Month of September



#### Analysis

- Intentionally set fires are even when compared to same month in 2018 but down when compared to same month in 2017. Unintentional fire count is significantly lower when compared to 2017.

#### Recommendations

- ✓ Assess effectiveness of community risk reduction program.

#### Impact

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



# COMMUNITY RISK REDUCTION – SPECIAL SERVICES UNIT



"Goal Oriented, Results Driven"

# 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

**Performance Target –** Reduction in Residential Structure Fires by 20% by 1<sup>st</sup> Quarter 2019.

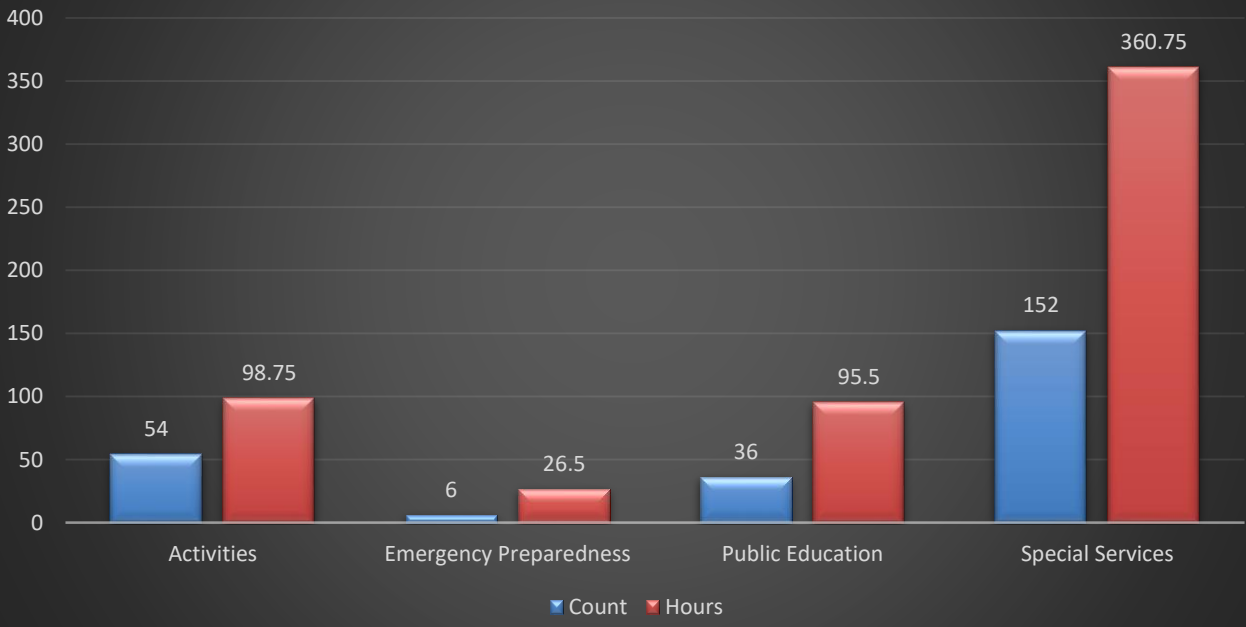
**Data Source:** HFD Firehouse Software

**Current Period:** 09/01/2019 - 09/30/2019

### HISTORICAL ANALYSIS

Reporting Period	07/19	08/19	09/19
Total Activities	283	343	248
Total Adults	4,494	9,097	3,667
Total Children	901	9,236	503
Smoke Detector	5	278	463
Car Seats	3	5	0

### Special Services



### Attendance

Total Hours Working:	581.5	Off Duty:	80
Total Hours on Duty:	598.5	Percentage Account For:	97.16%

### Recommendations

- Outstanding work by SSU personnel.
- What are the current challenges in SSU?

### Impact

Community is receiving adequate public fire & life safety education. Partnership with FMO has to be 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.



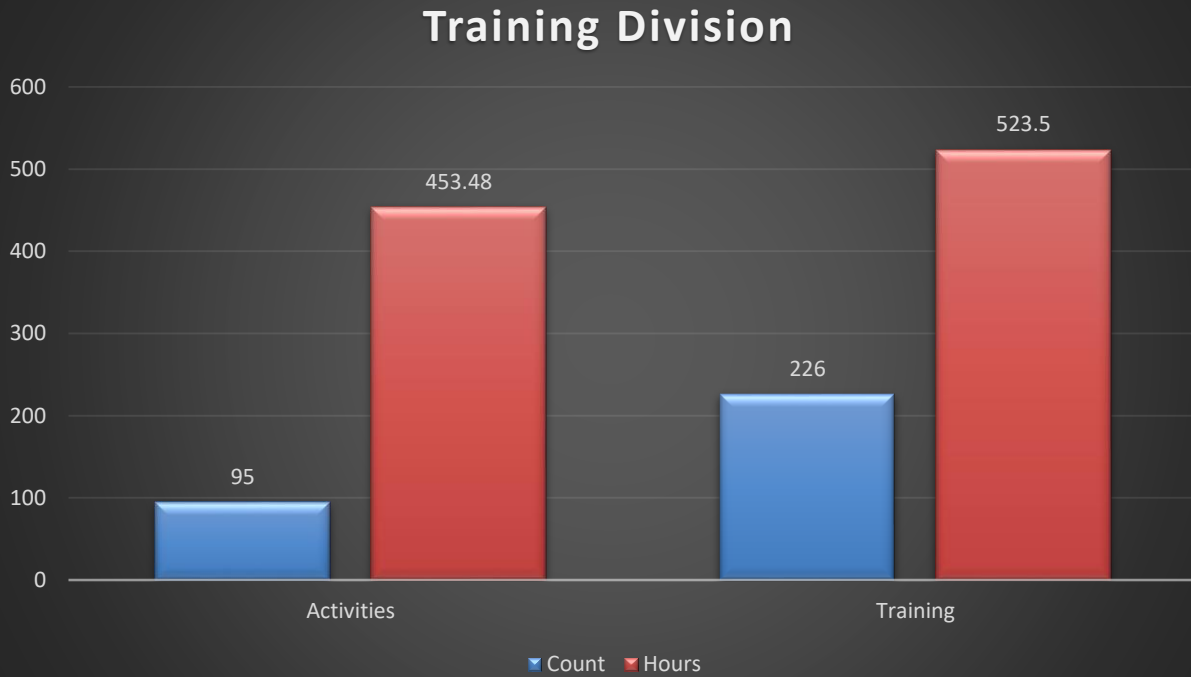
**HFD Strategic Priorities:**  
Provide Mandated Training to Hartford Fire Department Personnel

**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:** 09/01/2019 – 09/30/2019

### HISTORICAL ANALYSIS



### Attendance

### Recommendations

### Impact

<b>Total Working Hours:</b>	<b>976.98</b>	<b>Total Hours Off:</b>	<b>330</b>
<b>Total Hours on Duty:</b>	<b>1062</b>	<b>Hours Accounted For:</b>	<b>91.99%</b>

Keep up the great work with revising the department's in service/proficiency training program.

- 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.



**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.

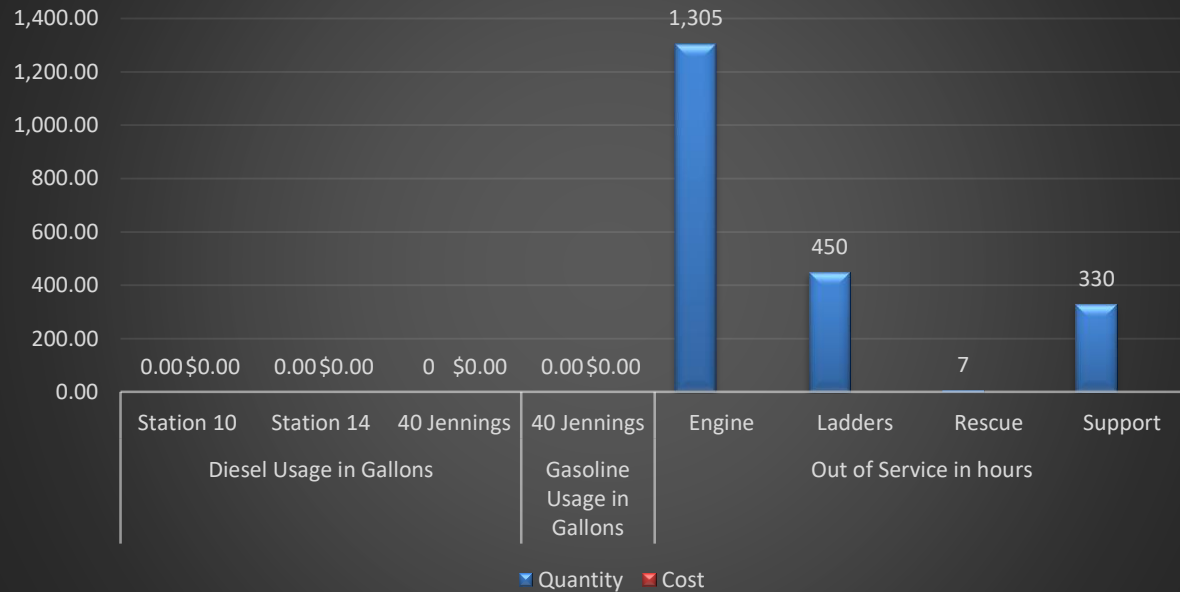
**Data Source:** HFD Firehouse Software

**Current Period:** 09/01/2019 – 09/30/2019

### HISTORICAL ANALYSIS

Reporting Period				
	Hose Testing	Aerial Testing	Ground Ladder Testing	Fit Test
05/19	0	0	2	2
06/19	0	0	0	0
07/19	0	4	0	0
08/19	0	0	0	0
09/19	0	0	0	0

### Equipment Maintenance Division



### Attendance

Total Working Hours:	568.5	Total Hours Off:	230
Total Hours on Duty:	773	Hours Accounted For:	73.54%

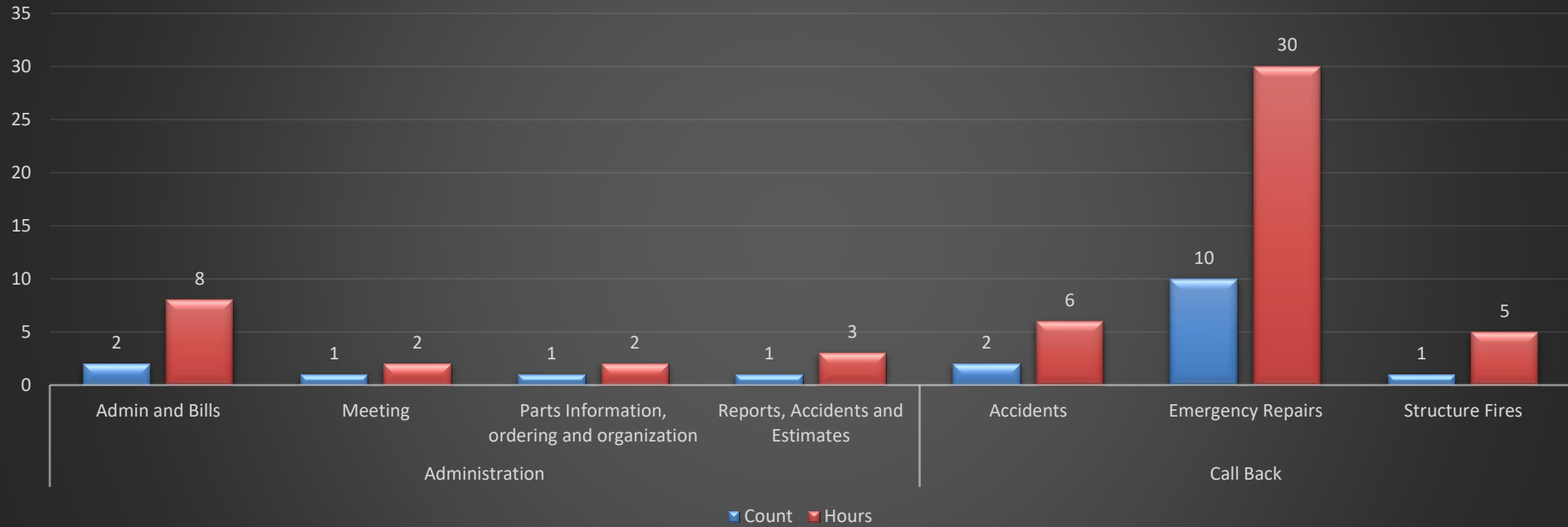
### Recommendations

- What progress has been made with hose testing? Winter months will soon be upon us.
- Why is time accounted for only 73%?
- Why is there no fuel usage info?

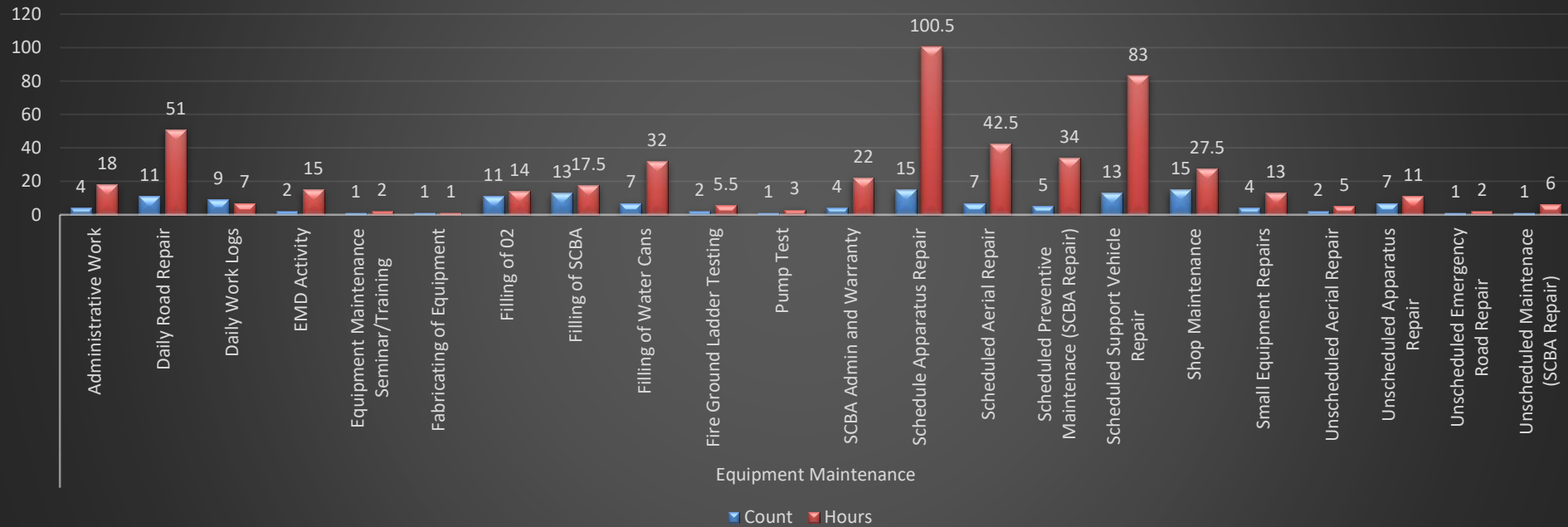
### Impact

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

# Equipment Maintenance



# Equipment Maintenance



# 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 about the City of Hartford Fire Department.



**HFD Strategic Priorities:**

Provide Quality I.T. & Technical Assistance to HFD

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

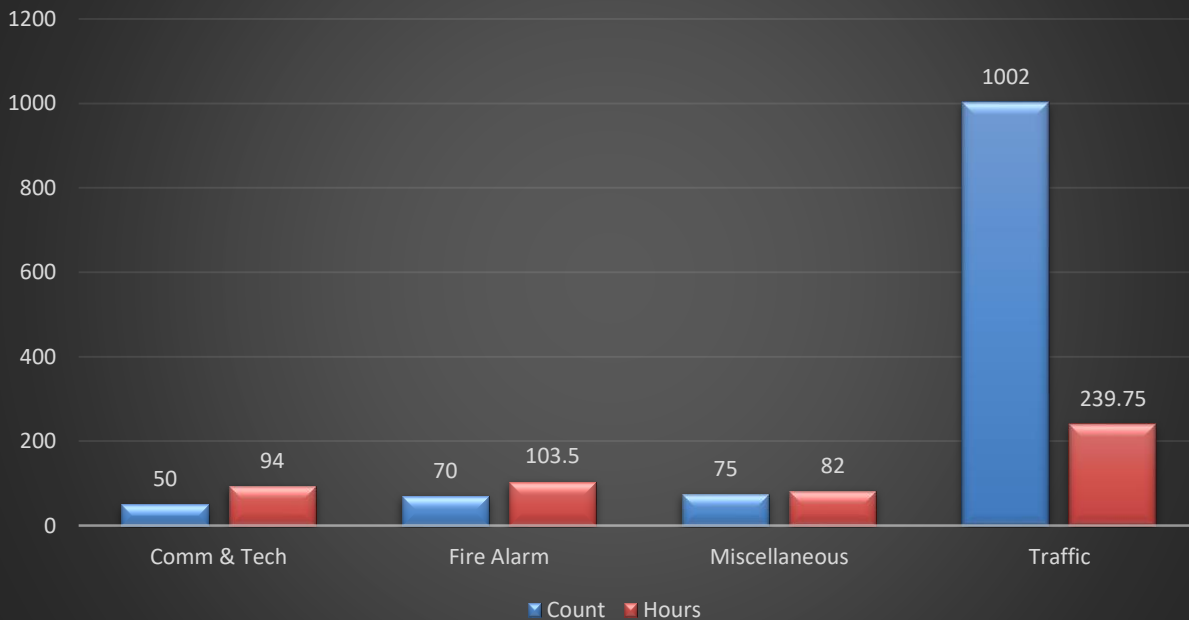
**Data Source:** HFD Firehouse Software

**Current Period:** 09/01/2019 – 09/30/2019

### HISTORICAL ANALYSIS

Reporting Period	Historical Analysis			
	Traffic	Comm & Tech	Training / Misc	Fire Alarm
04/19	963	57	102	54
05/19	902	56	71	72
06/19	722	69	77	54
07/19	913	51	83	91
08/19	705	34	72	73

### Fire Alarm Communications Technology



### Attendance

Total Working Hours:	519.25	Total Hours Off:	160
Total Hours on Duty:	530.25	Hours Accounted For:	97.93%

### Recommendations

✓ Do we have traffic cabinets in stock if there are needed? If so, how many do we have on hand?

### Impact

- IS&IT execution of relevant duties and responsibilities.

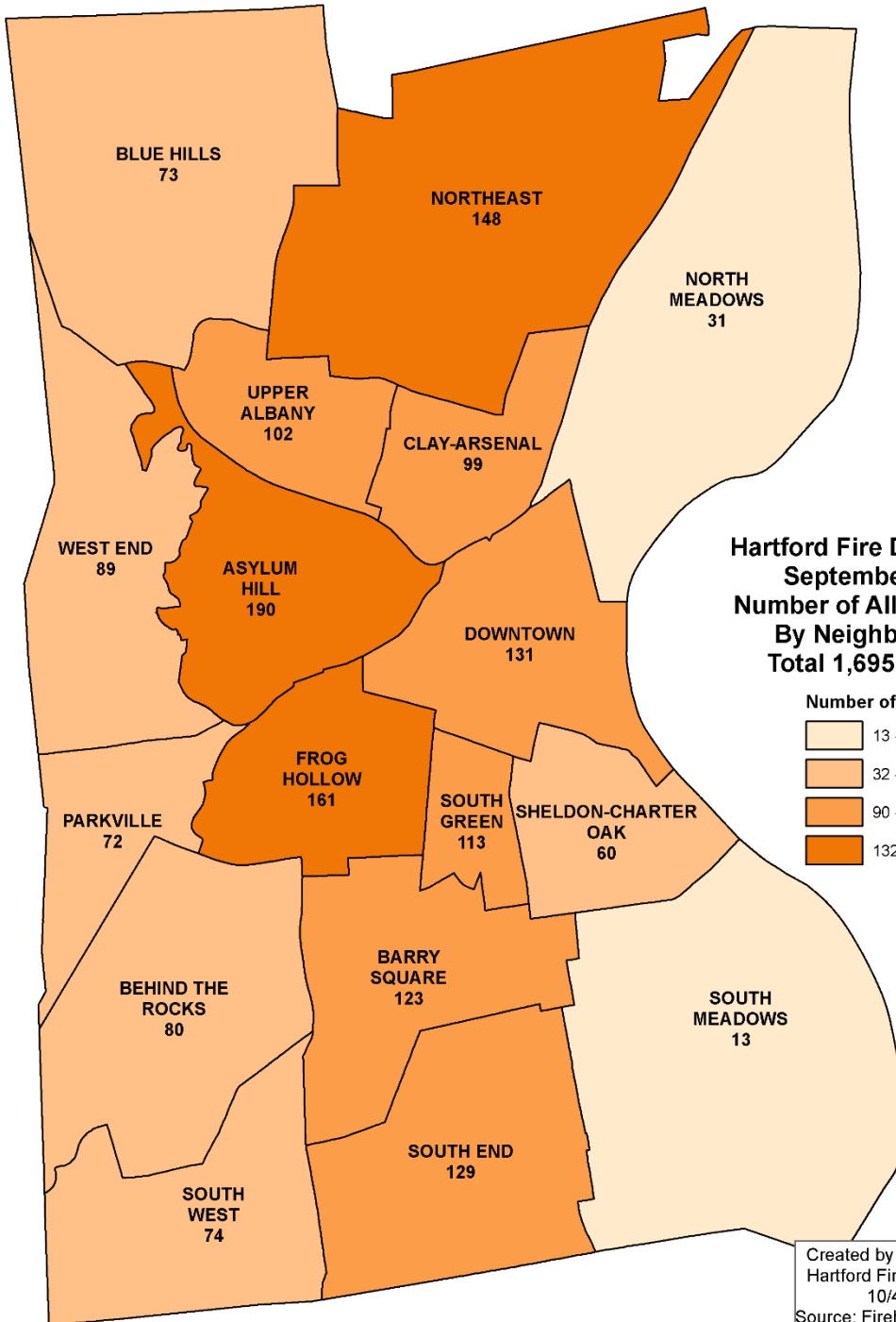
# EMERGENCY RESPONSE DATA



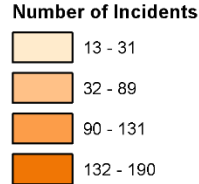
"Goal Oriented, Results Driven"

# EMS

## September 2019



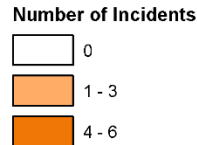
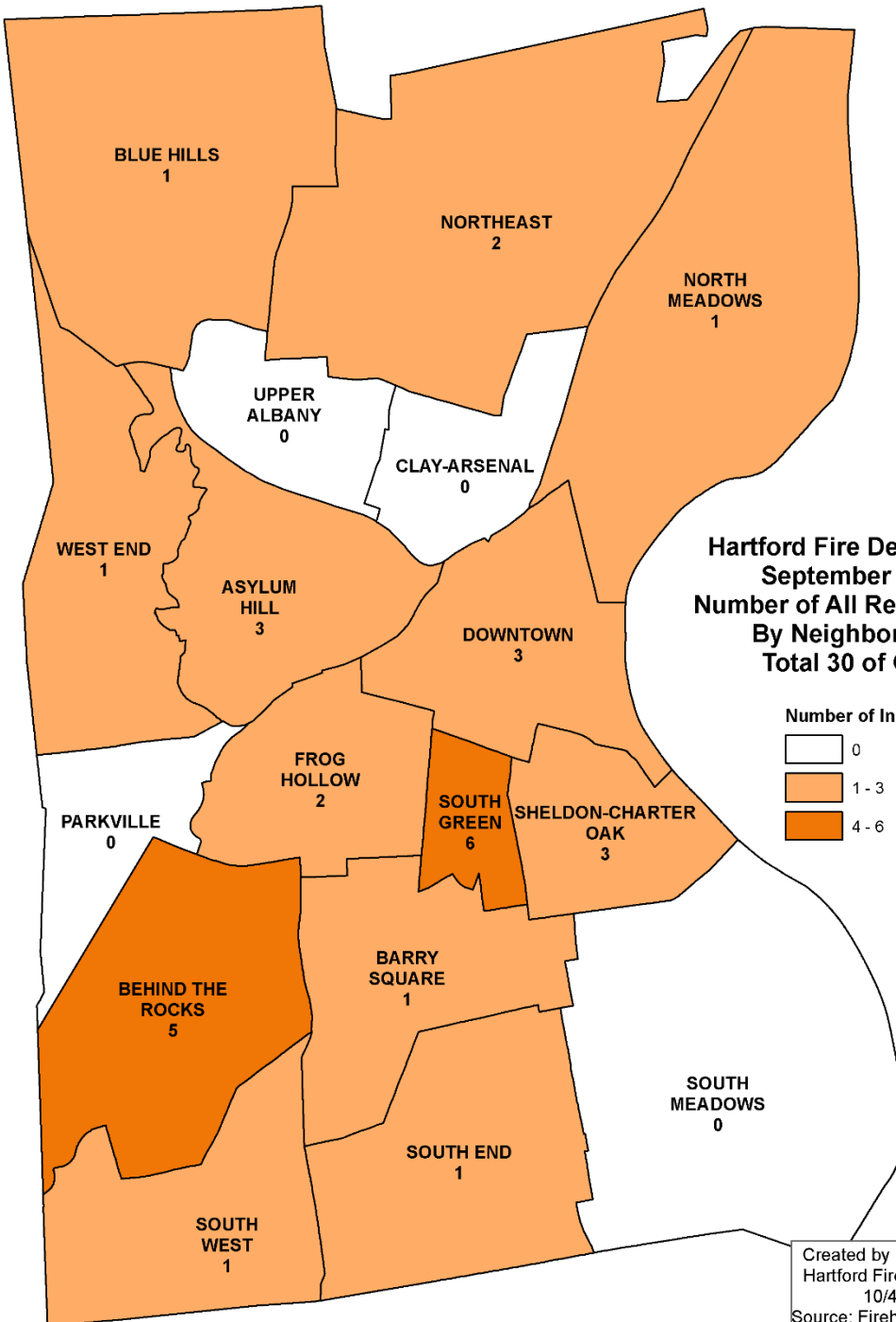
**Hartford Fire Department  
September 2019  
Number of All EMS Calls  
By Neighborhood  
Total 1,695 of Calls**



Created by Leandro Cieri  
Hartford Fire Department  
10/4/2019  
Source: Firehouse Software  
Geocoded 1,688  
Not Geocoded: 7

Incident Type	Description	Count
321	EMS call, excluding vehicle accident with injury	1023
311	Medical assist, assist EMS crew	422
322	Motor vehicle accident with injuries	93
324	Motor Vehicle Accident with no injuries	62
300	Rescue, EMS incident, other	56
510	Person in distress, Other	26
323	Motor vehicle/pedestrian accident (MV Ped)	11
320	Emergency medical service, other	2

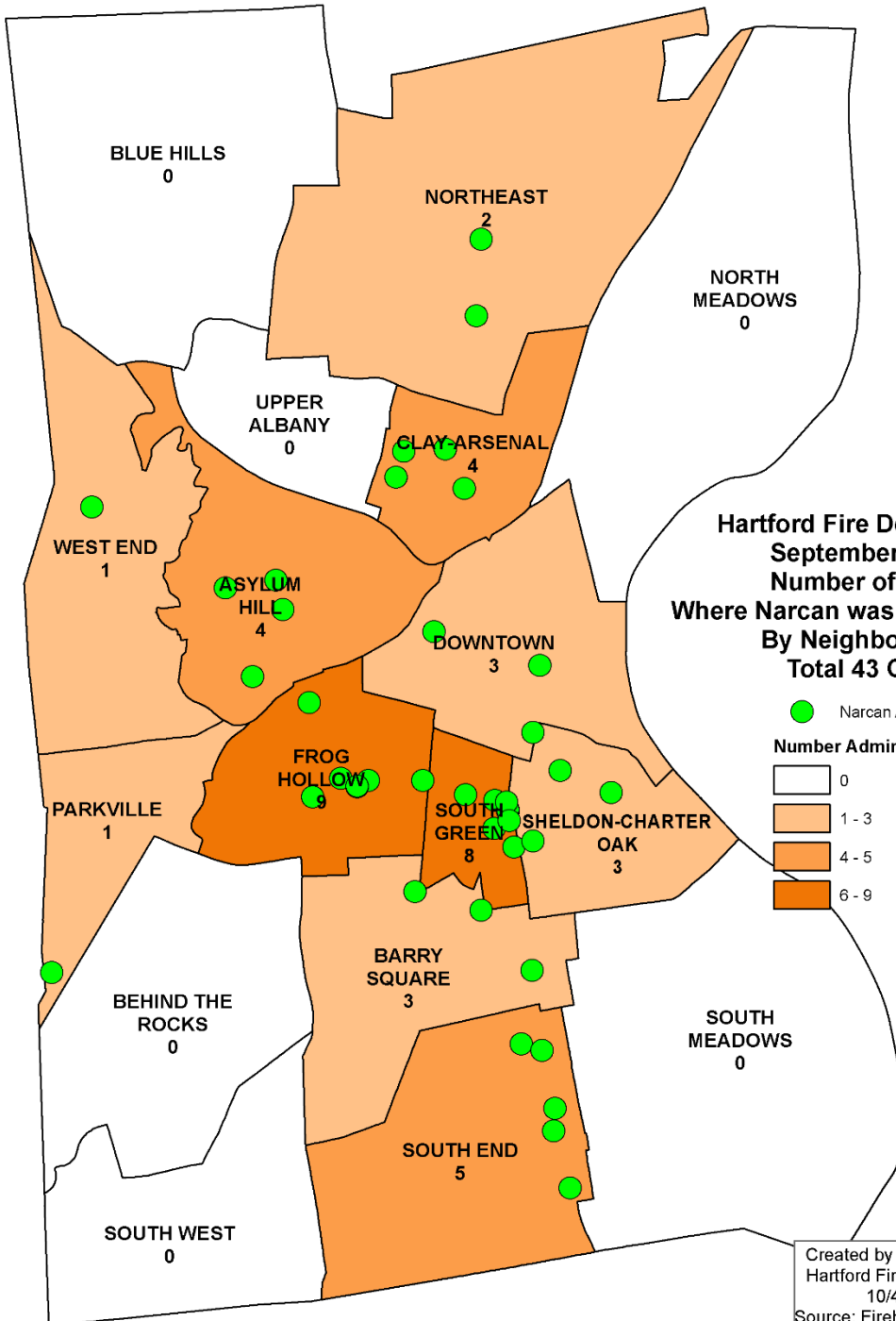
# Rescue Calls September 2019



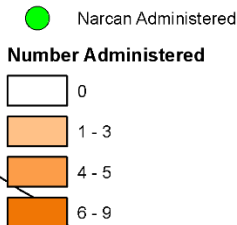
Created by Leandro Cieri  
Hartford Fire Department  
10/4/2019  
Source: Firehouse Software  
Geocoded: 30  
Not Geocoded: 0

Incident Type	Description	Count
353	Removal of victim(s) from stalled elevator	12
511	Lock-out	8
352	Extrication of victim(s) from vehicle	3
331	Lock-in (if lock out , use 511 )	3
512	Ring or jewelry removal	2
461	Building or structure weakened or collapsed	1
350	Extrication, rescue, Other	1

# Narcan Administered September 2019

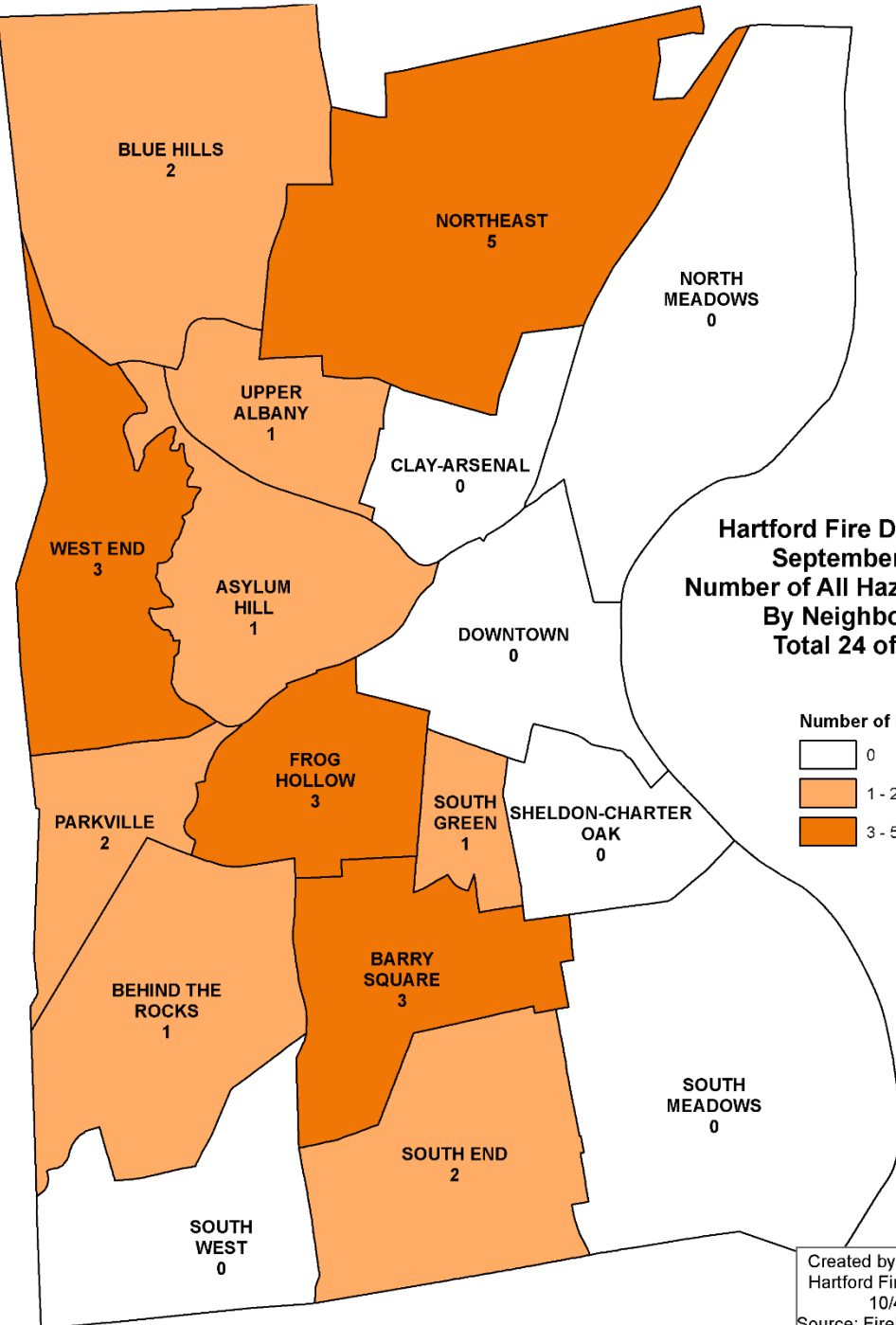


**Hartford Fire Department  
September 2019  
Number of Calls  
Where Narcan was Administered  
By Neighborhood  
Total 43 Calls**

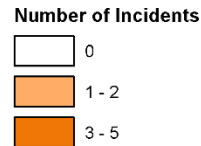


Created by Leandro Cieri  
Hartford Fire Department  
10/4/2019  
Source: Firehouse Software  
Geocoded: 43  
Not Geocoded: 0

# Hazardous Materials September 2019



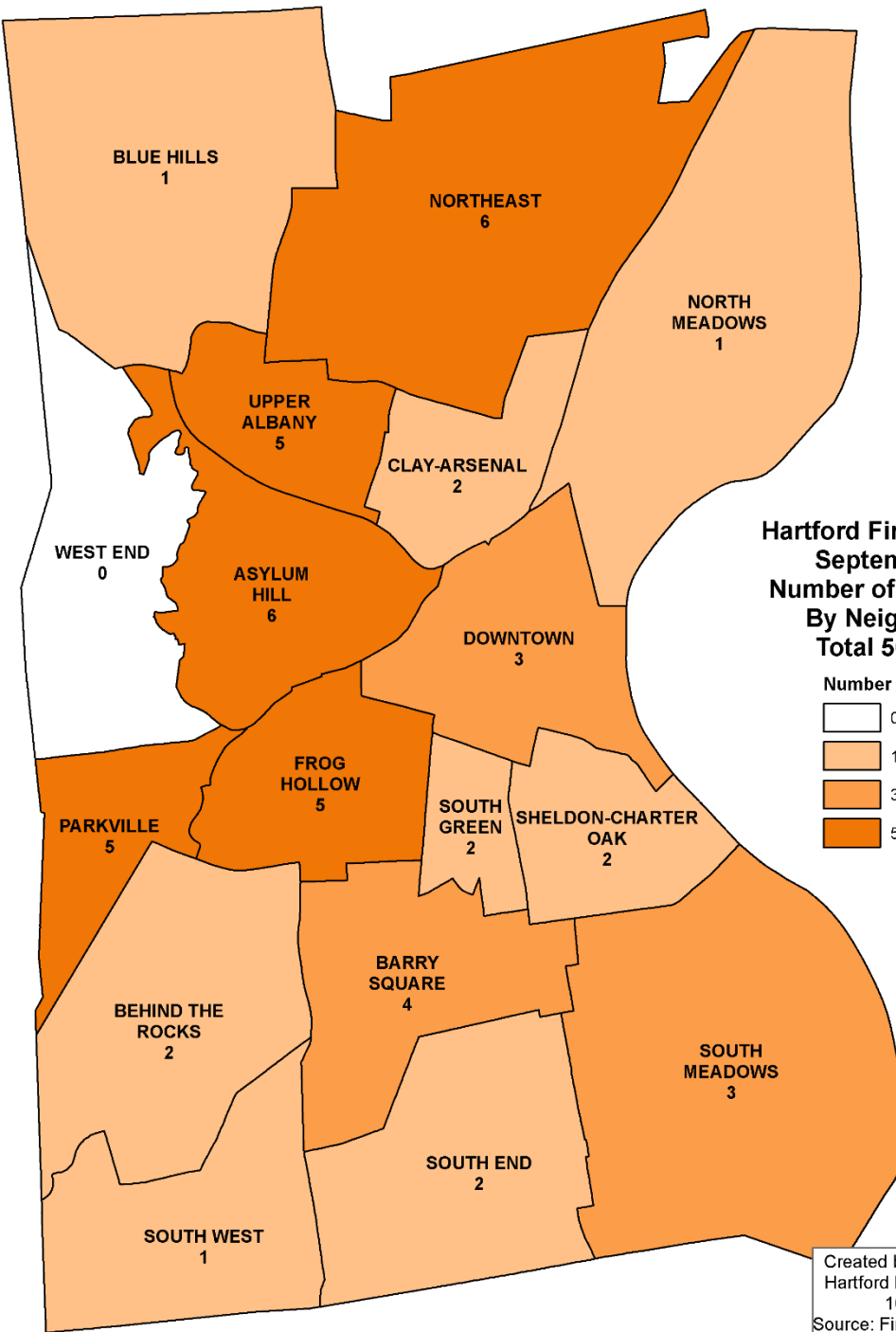
**Hartford Fire Department  
September 2019  
Number of All Hazardous Calls  
By Neighborhood  
Total 24 of Calls**



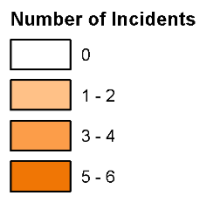
Incident Type	Description	Count
412	Gas leak (natural gas or LPG)	12
400	Hazardous condition, Other	4
463	Vehicle accident, general cleanup	3
424	Carbon monoxide incident	3
411	Gasoline or other flammable liquid spill	1
413	Oil or other combustible liquid spill	1

Created by Leandro Cieri  
Hartford Fire Department  
10/4/2019  
Source: Firehouse Software  
Geocoded: 24  
Not Geocoded: 0

# All Fires September 2019



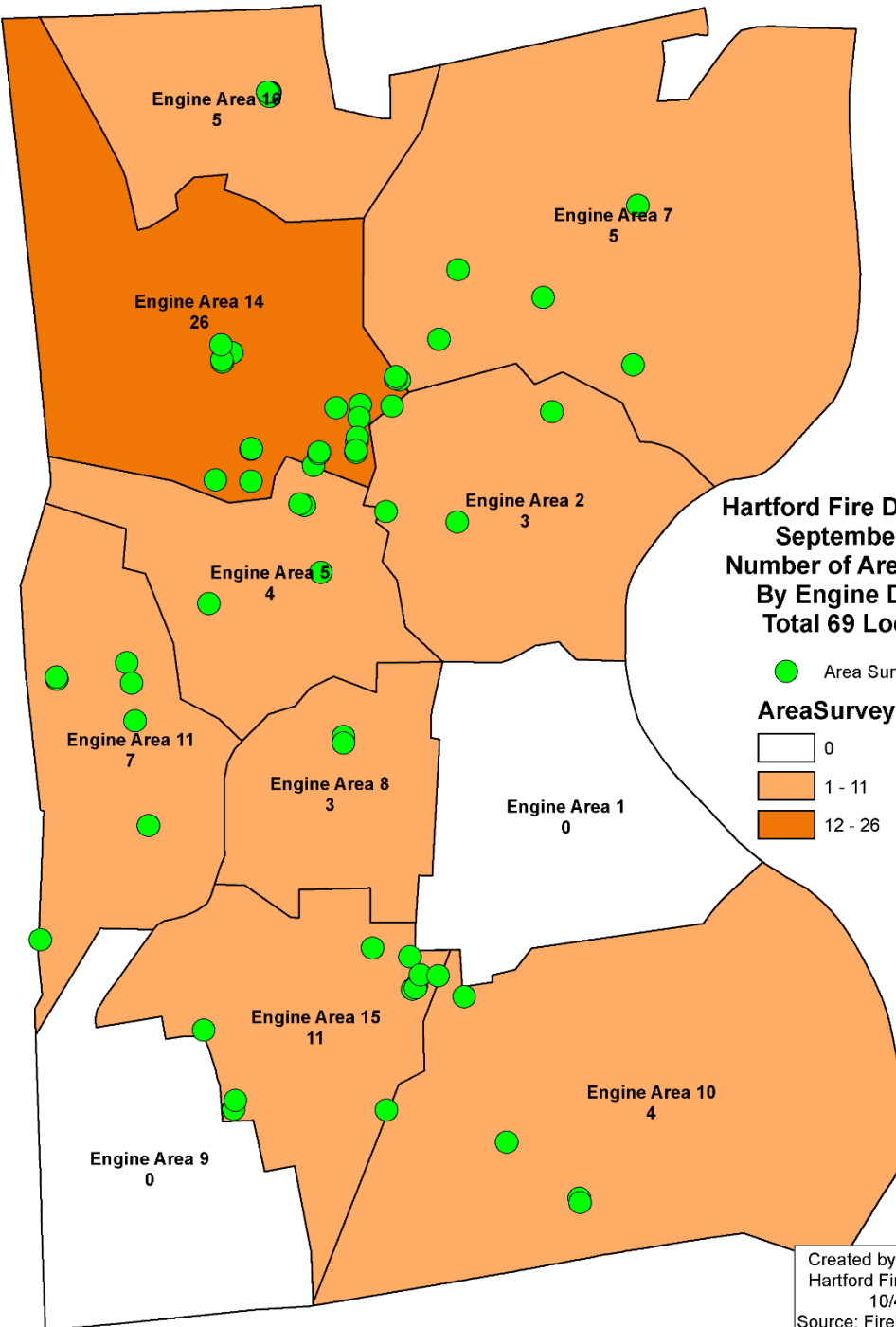
**Hartford Fire Department  
September 2019  
Number of All Fire Calls  
By Neighborhood  
Total 50 of Calls**



Created by Leandro Cieri  
Hartford Fire Department  
10/4/2019  
Source: Firehouse Software  
Geocoded: 50  
Not Geocoded: 0

Incident Type	Description	Count
111	Building fire	14
131	Passenger vehicle fire	9
150	Outside rubbish fire, Other	4
151	Outside rubbish, trash or waste fire	4
113	Cooking fire, confined to container	4
118	Trash or rubbish fire, contained	3
130	Mobile property (vehicle) fire, Other	3
154	Dumpster or other outside trash receptacle fire	3
142	Brush or brush-and-grass mixture fire	2
160	Special outside fire, Other	1
141	Forest, woods or wildland fire	1
112	Fires in structure other than in a building	1
137	Camper or recreational vehicle (RV) fire	1

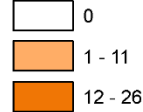
# Area Survey September 2019



**Hartford Fire Department  
September 2019  
Number of Area Surveys  
By Engine Districts  
Total 69 Locations**

● Area Survey Locations

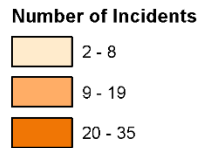
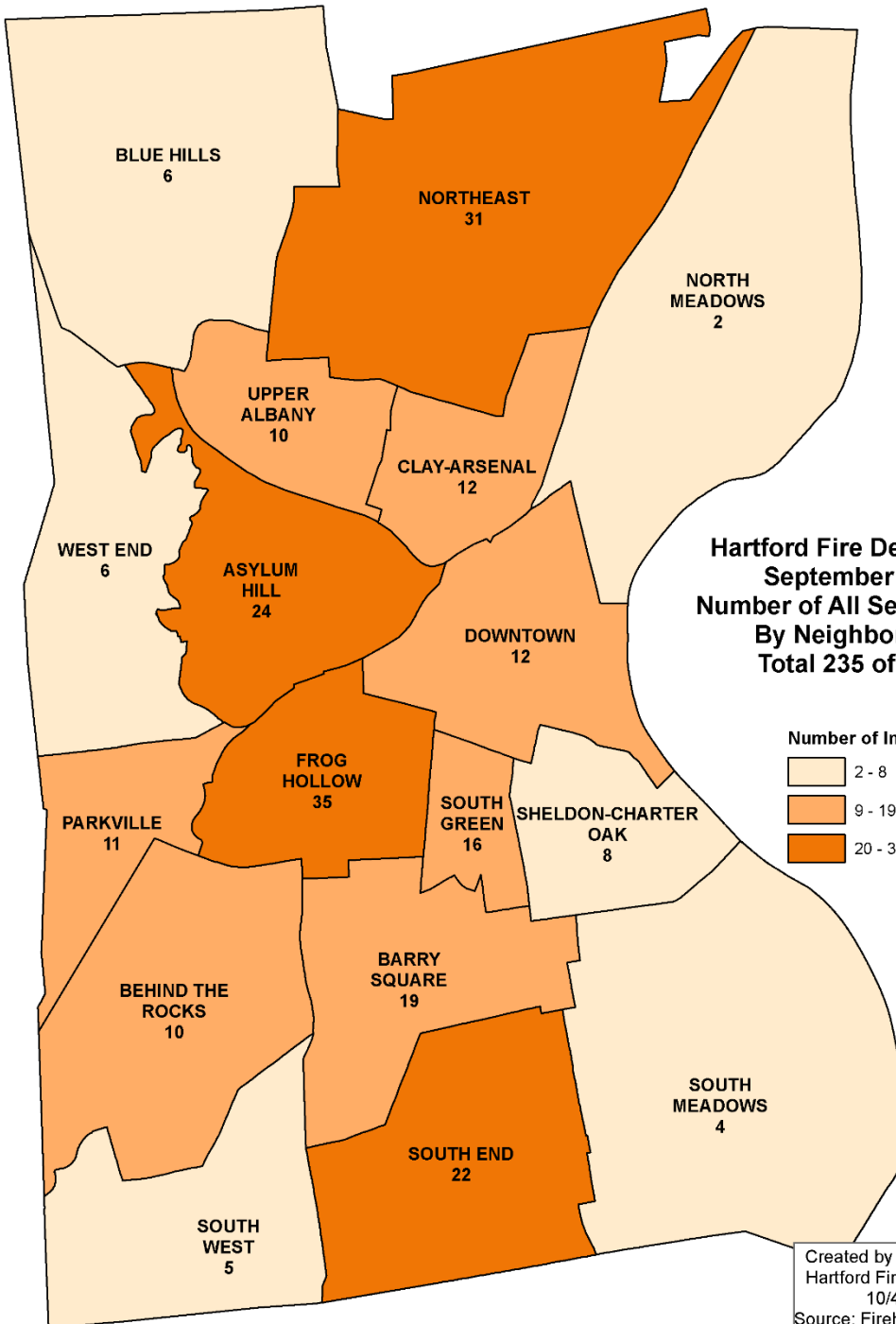
**AreaSurvey**



Created by Leandro Cieri  
Hartford Fire Department  
10/4/2019  
Source: Firehouse Software  
Geocoded: 68  
Not Geocoded: 1



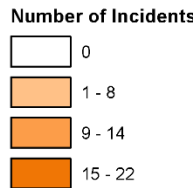
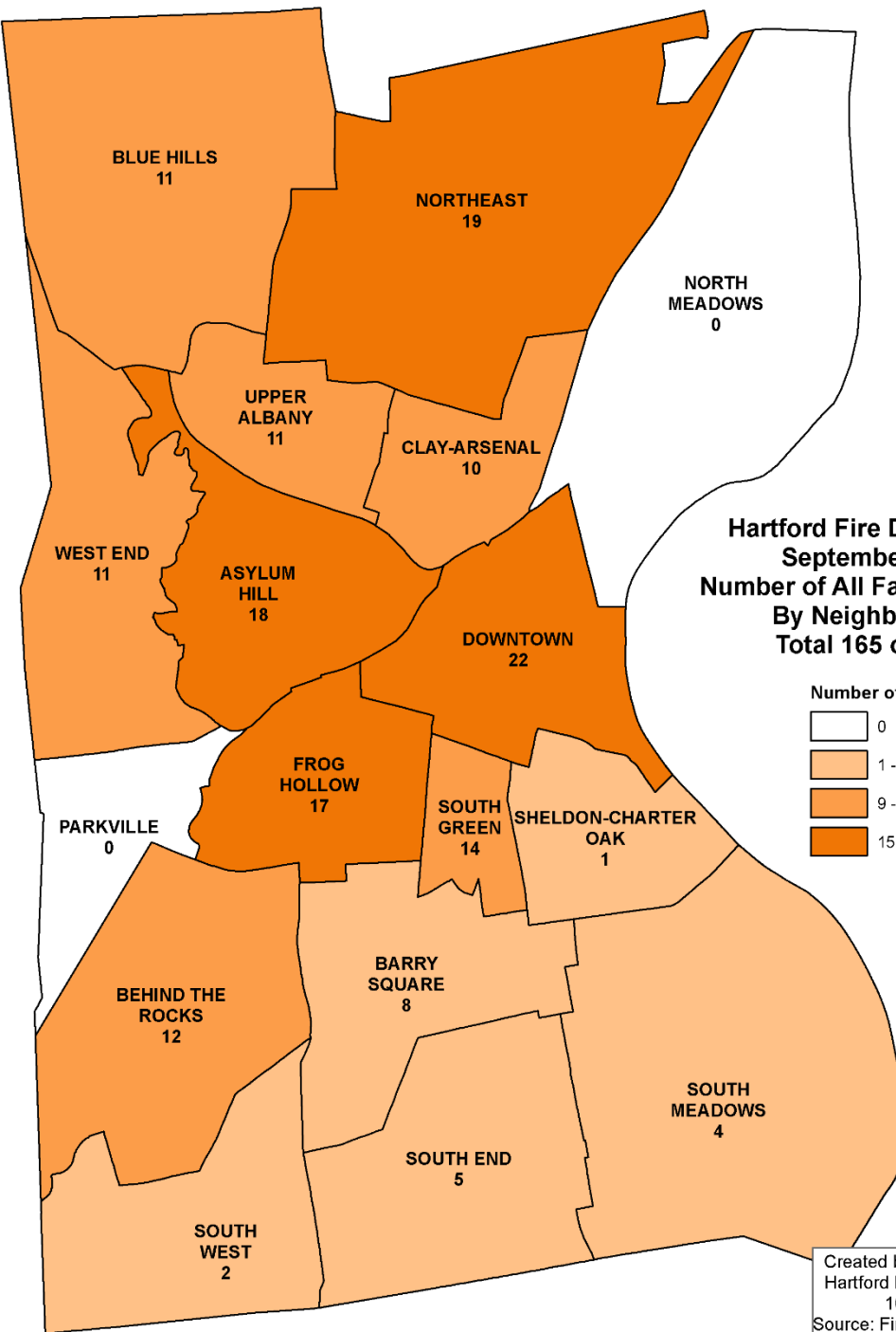
# Service Calls September 2019



Created by Leandro Cieri  
Hartford Fire Department  
10/4/2019  
Source: Firehouse Software  
Geocoded: 233  
Not Geocoded: 2

Incident Type	Description	Count
500	Service Call, other	96
552	Police matter	67
531	Smoke or odor removal	26
553	Public service	21
520	Water problem, Other	8
444	Power line down	4
550	Public service assistance, Other	3
440	Electrical wiring/equipment problem, Other	2
522	Water or steam leak	2
551	Assist police or other governmental agency	2
571	Cover assignment, standby, moveup	1
555	Defective elevator, no occupants	1
445	Arcing, shorted electrical equipment	1
554	Assist invalid	1

# Fire Alarms September 2019

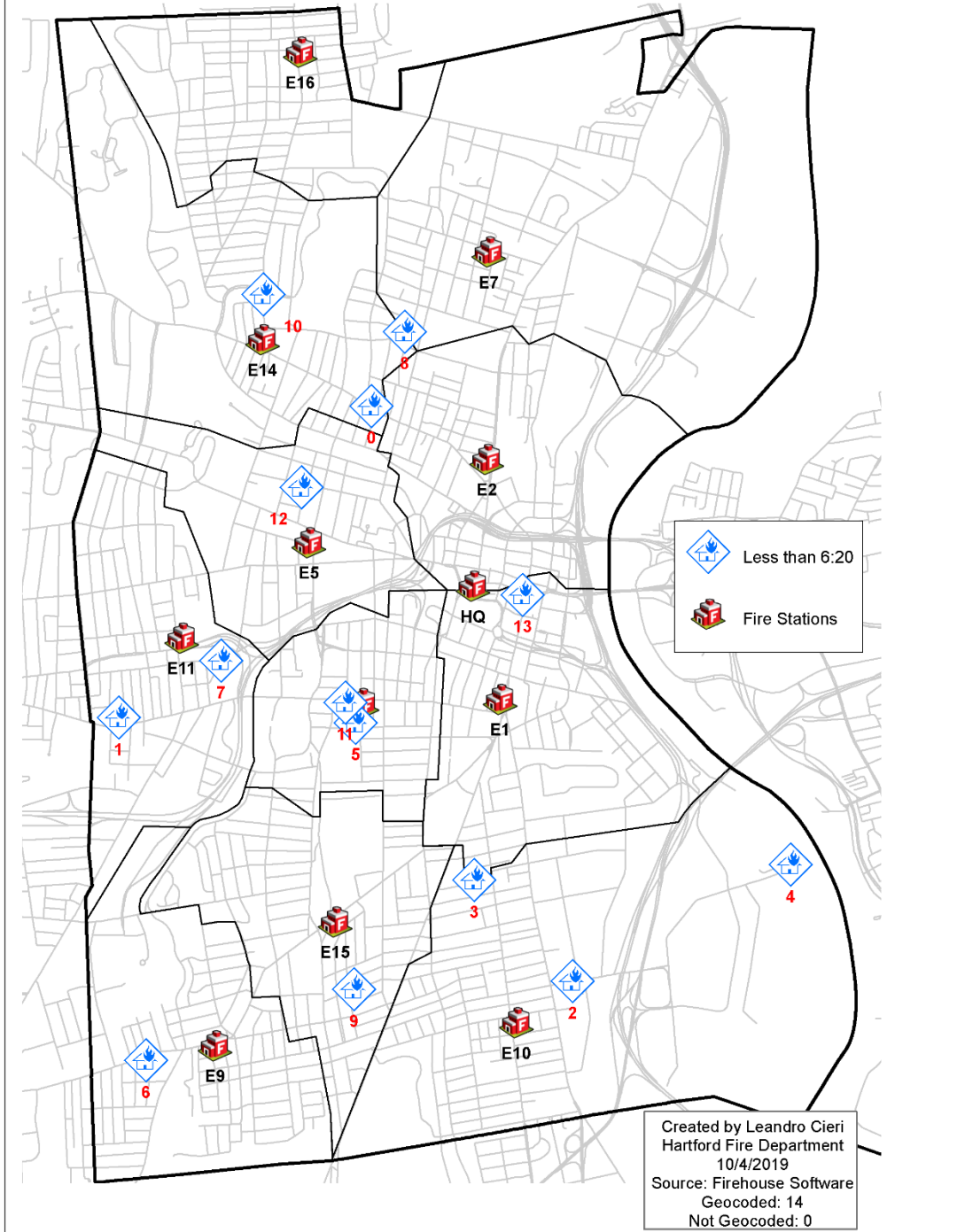


Created by Leandro Cieri  
Hartford Fire Department  
10/4/2019  
Source: Firehouse Software  
Geocoded: 165  
Not Geocoded: 0

Incident Type	Description	Count
745	Alarm system activation, no fire - unintentional	42
743	Smoke detector activation, no fire - unintentional	30
735	Alarm system sounded due to malfunction	23
740	Unintentional transmission of alarm, Other	13
710	Malicious, mischievous false call, Other	13
711	Municipal alarm system, malicious false alarm	7
730	System malfunction, Other	7
744	Detector activation, no fire - unintentional	6
733	Smoke detector activation due to malfunction	6
700	False alarm or false call, Other	4
715	Local alarm system, malicious false alarm	3
731	Sprinkler activation due to malfunction	3
714	Central station, malicious false alarm	3
736	CO detector activation due to malfunction	3
741	Sprinkler activation, no fire - unintentional	2

# Location of Structure Fires In Relationship to Fire Stations

Key	Incident Number	Response	Firefighter Fatality	Firefighter Injury	Civilian Fatality	Civilians Injured	Cause
0	19-0248081	0:04:50	0	0	0	0	Undetermined
1	19-0249058	0:02:10	0	0	0	0	Hot ember or ash
2	19-0250055	0:03:37	0	0	0	0	Heat source: other
3	19-0251016	0:04:13	0	0	0	0	Undetermined
4	19-0252046	0:03:20	0	0	0	0	Undetermined
5	19-0254059	0:02:56	0	0	0	0	Radiated, conducted heat from operating equipment
6	19-0257008	0:03:58	0	0	0	1	Hot or smoldering object, Other
7	19-0257042	0:03:30	0	0	0	0	Hot or smoldering object, Other
8	19-0261063	0:04:20	0	0	0	0	Hot ember or ash
9	19-0263039	0:03:30	0	0	0	0	Spontaneous combustion, chemical reaction
10	19-0268009	0:03:19	0	0	0	0	Heat, spark from friction
11	19-0270052	0:03:17	0	0	0	0	Candle
12	19-0272019	0:03:58	0	0	0	0	
13	19-0273086	0:03:41	0	0	0	0	



# QUESTIONS/COMMENTS



"Goal Oriented, Results Driven"