



City of Hartford
FIRE DEPARTMENT

FIRESTAT

October 2016

"Goal Oriented, Results Driven"



AGENDA



- Introductions
- Remark's from Chief Freeman
- Remark's from Chief Costello
- Remark's from Chief Hudson
- Budget Discussion by CPT Reilly
- Division Briefings
- Questions/Comments

"Goal Oriented, Results Driven"

Chief Freeman



"Goal Oriented, Results Driven"

Chief Costello



"Goal Oriented, Results Driven"

Chief Hudson



"Goal Oriented, Results Driven"

EMERGENCY SERVICES



"Goal Oriented, Results Driven"

Fire Response Scorecard

City-Wide

Operational Performance Measure: To measure the Response time of 4 firefighters or 1 Engine according to NFPA 1710 and ISO standards.



HFD Strategic Priorities:
Provide Quality Emergency Services

Performance Target: Arrival of 17 Firefighters within 8 minutes (1710) or Arrival of 1 Engine in 5:20 minutes (ISO) – NFPA (1710) is at 90%

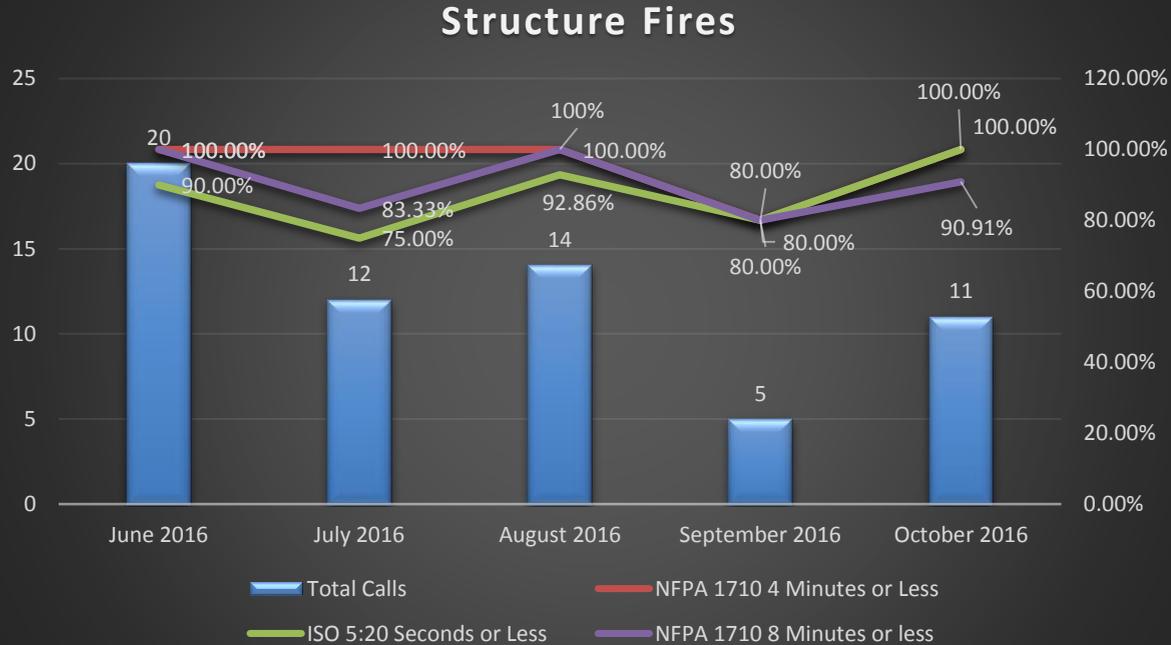
Data Source: Firehouse Software

Current Period: 10/01/2016 - 10/31/2016

Previous Period: 06/16 – 09/16

HISTORICAL ANALYSIS

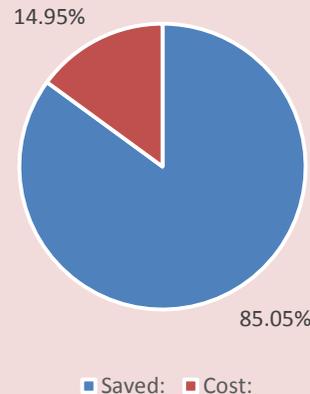
Reporting Period	Performance Targets	Compliance	
	# Incidents	NFPA 1710 %	ISO %
June 2016	20	100.00%	90.00%
July 2016	12	83.33%	75.00%
August 2016	14	100%	92.86%
September 2016	5	80.00%	80.00%



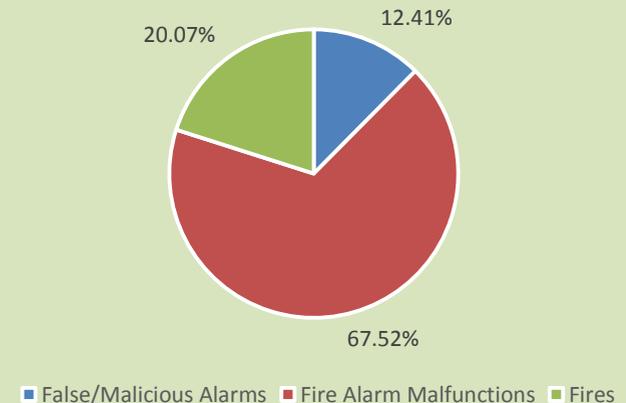
Analysis

- Staffing
- Mutual Aid Responses: 0
- Performance Standard(s) for 1710 (full compliment) and ISO were not met for this reporting period city-wide. 1 call out of 5 was the determining factor of us not being in compliance this month.

Percentage of Property Saved



False/Unintentional Alarms to Fire Calls



EMS Response Scorecard

City-Wide

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



HFD Strategic Priorities:
Provide Quality Emergency Services

Performance Target: Arrival of 4 minutes or less for First Responder calls - National Standard 1710 is at 90%.

Data Source: Firehouse Software

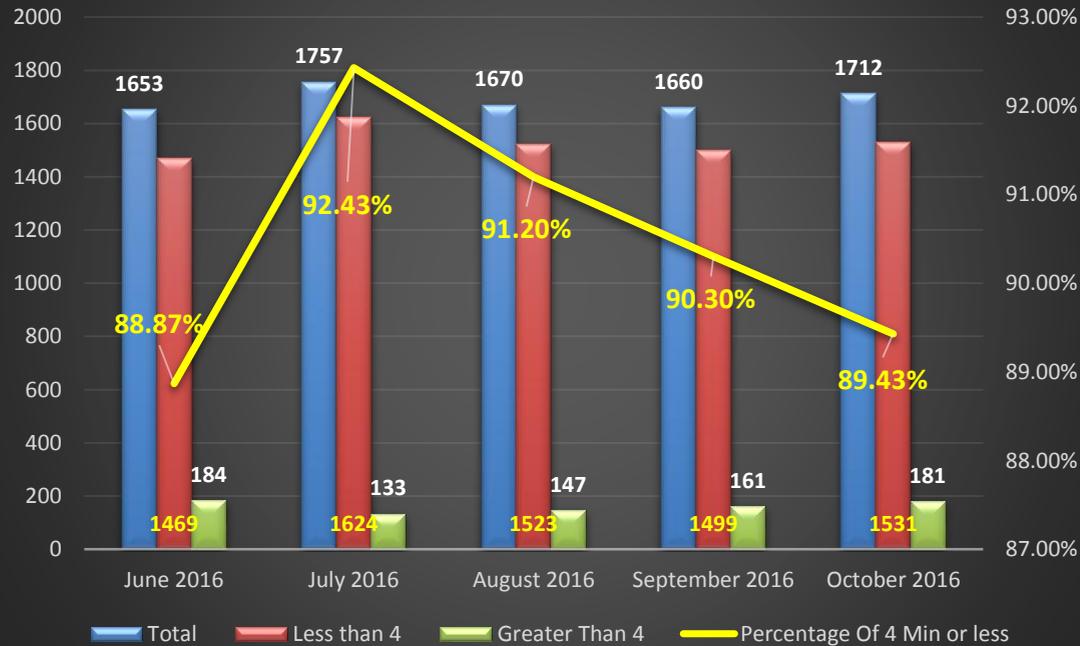
Current Period: 10/01/2016 - 10/31/2016

Previous Period: 06/16 – 09/16

HISTORICAL ANALYSIS

Reporting Period	1 Company 4 Minute or Less		
	# of Incidents	# of Incidents Met	# of Incidents Not Met
June 2016	1653	1469	184
July 2016	1757	1624	133
August 2016	1670	1523	147
September 2016	1660	1499	161

EMS Response City Wide



Analysis

➤ Target objectives were not met for this month (minimum 90%). Fell .57% below goal.

Recommendations

➤ 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 1



Operational Performance Measure: To measure the Response time of 4 firefighters or 1 Engine according to NFPA 1710 and ISO standards.

HFD Strategic Priorities:
Provide Quality Emergency Services

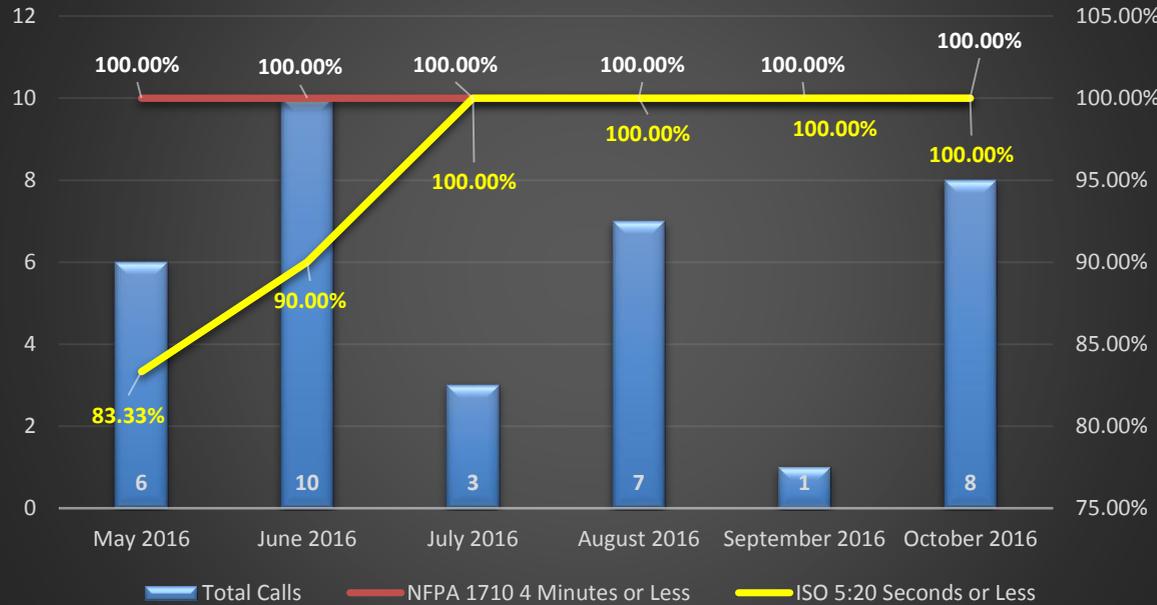
Performance Target: Arrival of 4 Firefighters within 4 minutes (1710) or Arrival of 1 Engine in 5:20 minutes (ISO) – NFPA (1710) is at 90%

Data Source: Firehouse Software

Current Period: 10/01/2016 - 10/31/2016

Previous Period: 06/16 – 09/16

First Due Engine Response in District 1 Area



HISTORICAL ANALYSIS

Reporting Period	Performance Targets	Compliance	
	# Incidents	NFPA 1710 %	ISO %
June 2016	10	100.00%	90.00%
July 2016	3	100.00%	100.00%
August 2016	7	100.00%	100.00%
September 2016	1	100.00%	100.00%

Analysis

Recommendations

Impact

➤ Excellent work four months in a row now. 100% compliance....exceptional job, District 1.

➤ Continue with effective emergency response engagement. Results are showing measurable improvements.

➤ Proficient delivery of fire and emergency services.

EMS Response Scorecard

District 1

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



HFD Strategic Priorities:
Provide Quality Emergency Services

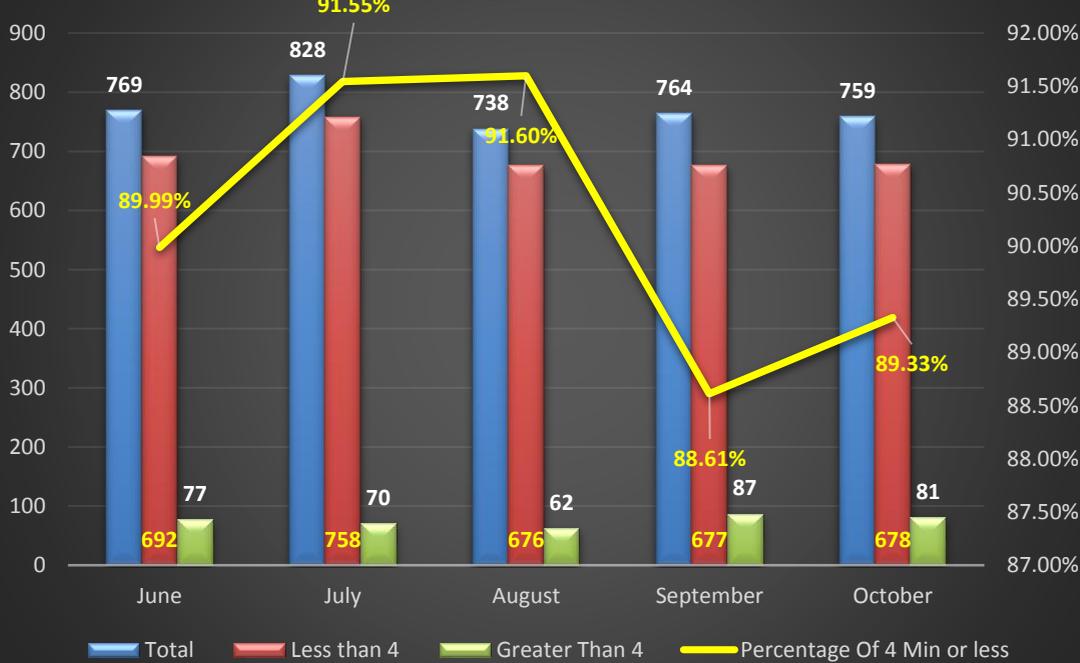
Performance Target: Arrival of 4 minutes or less for First Responder calls – National Standard 1710 is at 90%.

Data Source: Firehouse Software

Current Period: 10/01/2016 - 10/31/2016

Previous Period: 06/16 – 09/16

First Due EMS Response in District 1 Area



HISTORICAL ANALYSIS

Reporting Period	1 Company 4 Minute or Less		
	# of Incidents	# of Incidents Met	# of Incidents Not Met
June 2016	769	692	77
July 2016	828	758	70
August 2016	738	676	62
September 2016	764	677	87

Analysis

Recommendations

Impact

➤ Goal of 90% was not successfully obtained. We were 0.67% short.

➤ Continue to communicate the importance of effective emergency medical services responses.

➤ Safe and efficient EMS mitigation in a timely manner.

Fire Response Scorecard

District 2

Operational Performance Measure: To measure the Response time of 4 firefighters or 1 Engine according to NFPA 1710 and ISO standards.



HFD Strategic Priorities:
Provide Quality Emergency Services

Performance Target: Arrival of 4 Firefighters within 4 minutes (1710) or Arrival of 1 Engine in 5:20 minutes (ISO) – NFPA (1710) is at 90%

Data Source: Firehouse Software

Current Period: 10/01/2016 - 10/31/2016

Previous Period: 06/16 – 09/16

First Due Engine Response in District 2 Area



HISTORICAL ANALYSIS

Reporting Period	Performance Targets	Compliance	
	# Incidents	NFPA 1710 %	ISO %
June 2016	10	100.00%	90.00%
July 2016	9	100.00%	66.67%
August 2016	7	100.00%	85.71%
September 2016	4	75.00%	75.00%

Analysis

Recommendations

Impact

➤ NFPA 1710 and ISO standard were both met. District 2 had 3 fire calls in the month of October.

✓ Continue to reiterate in District 2 that turnout and travel time is critically important.

➤ Safe and efficient fire and emergency services mitigation in a timely manner.

EMS Response Scorecard

District 2

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



HFD Strategic Priorities:
Provide Quality Emergency Services

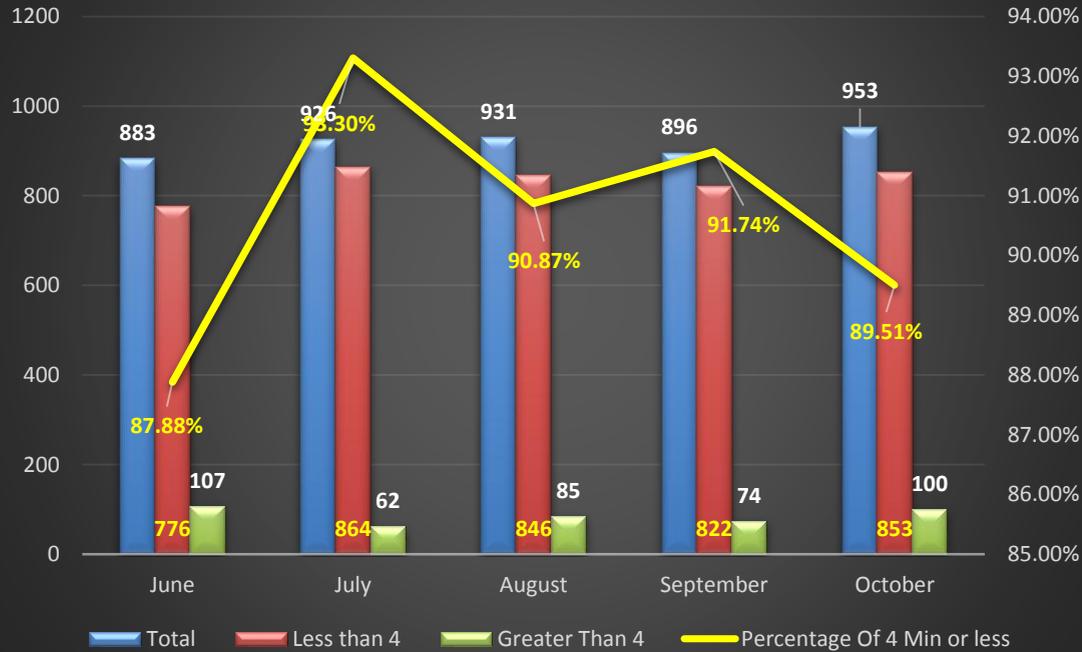
Performance Target: Arrival of 4 minutes or less for First Responder calls – National Standard 1710 is at 90%.

Data Source: Firehouse Software

Current Period: 10/01/2016 - 10/31/2016

Previous Period: 06/16 – 09/16

First Due EMS Response in District 2 Area



HISTORICAL ANALYSIS

Reporting Period	1 Company 4 Minute or Less		
	# of Incidents	# of Incidents Met	# of Incidents Not Met
June 2016	883	776	107
July 2016	926	864	62
August 2016	931	846	85
September 2016	896	822	74

Analysis

Recommendations

Impact

➤ Goal of 90% was not met and was short by 0.49%.

➤ As previously mentioned, re-engage workforce on importance of an expeditious EMS response.

➤ Safe and efficient fire and emergency services mitigation in a timely manner.

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

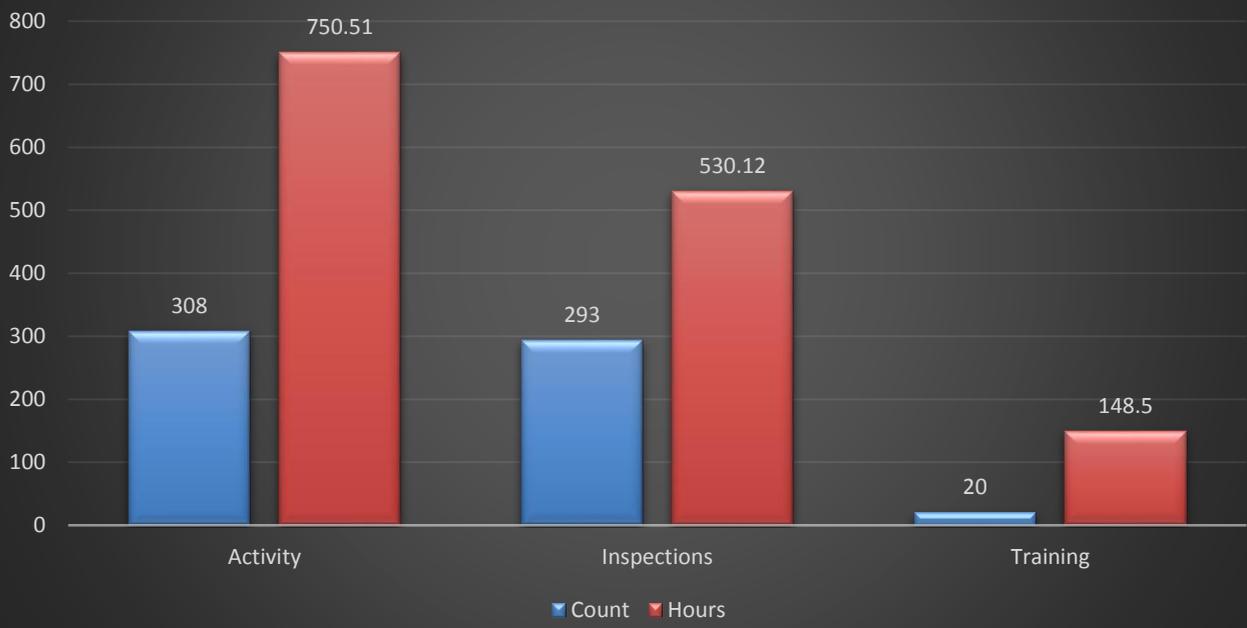
Performance Target – Risk in the community are minimized through a proactive code enforcement and public education program, respectively.

Data Source: HFD Firehouse Software

Current Period: 10/01/16 – 10/31/16

Previous Period: N/A

Fire Marshall Office October 2016



HISTORICAL ANALYSIS

Reporting Period	Violations		
	Violations Found	Violations Cleared	
06/16	37	19	
07/16	97	118	
08/16	248	314	
09/16	322	194	
10/16	398	671	

Attendance

Total Hours Working:	1429.13	Off Duty:	350
Total Hours on Duty	1694.7	Percentage Account For:	84.33%

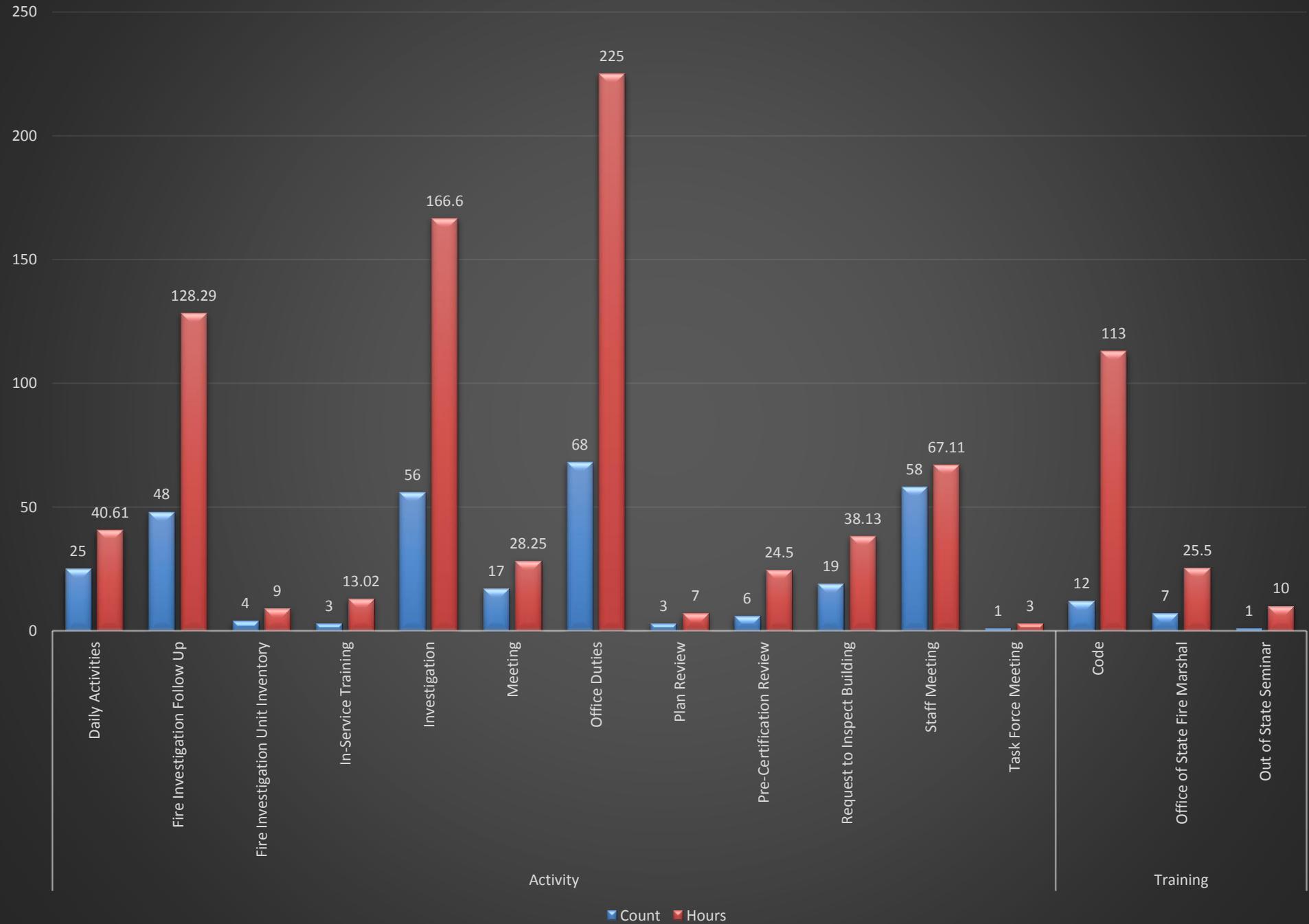
Recommendations

- ✓ Establish baseline to evaluate performance once Panasonic Toughpads are procured and put into service.

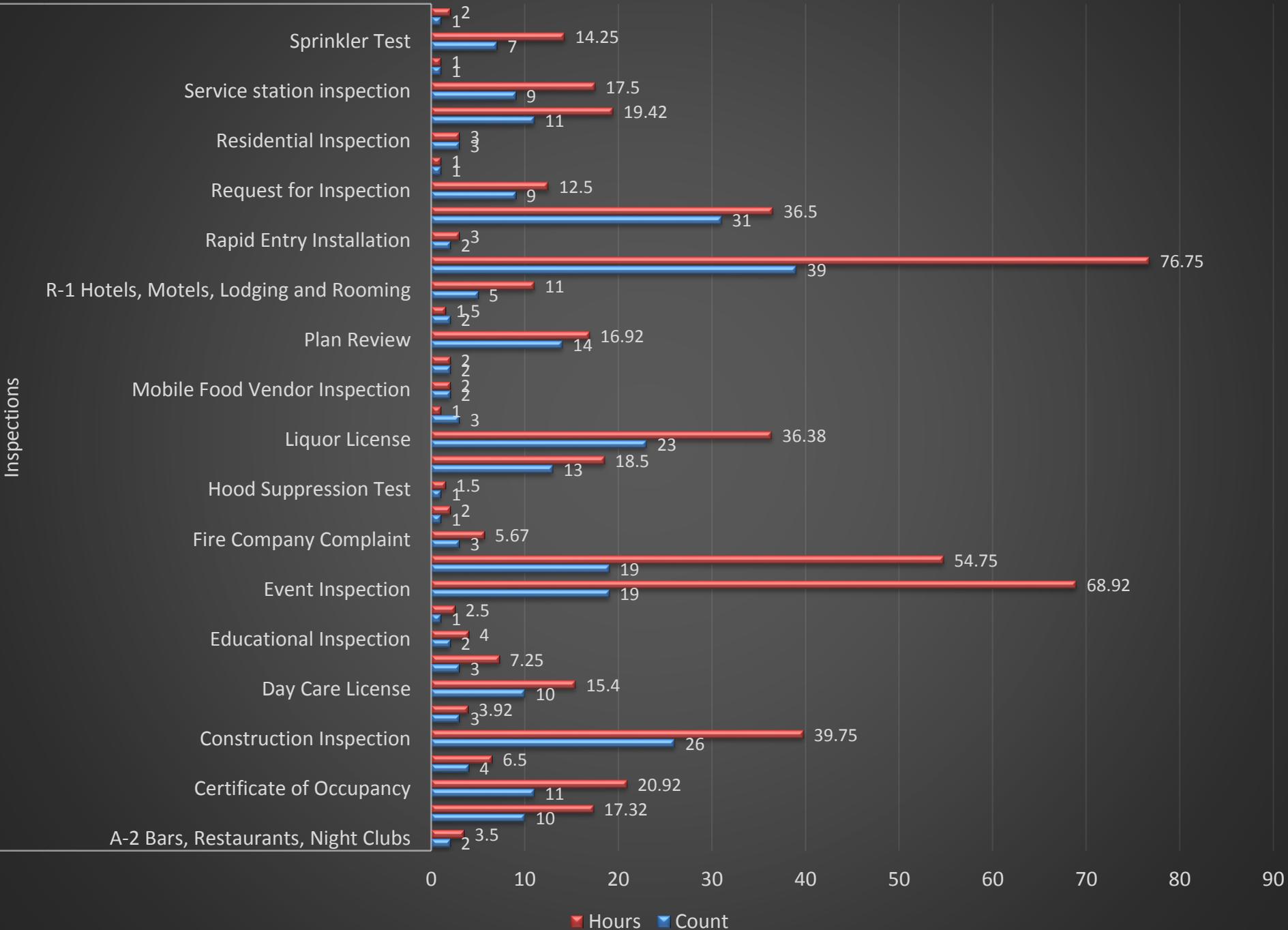
Impact

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

Fire Marshal Activities and Training October 2016



Inspections



Inspections by Month	January	February	March	April	May	June	July	August	September	October	Grand Total
A-2 Bars, Restaurants, Night Clubs			19	2	1	3	2	4	2	2	35
Area Survey						4					4
Assembly Inspection	2	6	2		2	4	8		1		25
Business Inspection	3	5	2	4	6	15	18	8	9	10	80
Certificate of Occupancy	4	7	1	9	10		13	1	8	11	64
Citizen Complaint	2	2		4		1	1	4	2	4	20
Construction Inspection	12	21	11	25	20	13	14	31	21	26	194
Construction/Review Meeting							1			3	4
Day Care License	3	1	1		4	2	6	2	3	10	32
Department Referral		5	1	6	2	1	3	4	7	3	32
Educational Inspection		1	1	2		3	1	31	5	2	46
Emergency Lighting Test							1	1		1	3
Event Inspection	13	6	10	17	16	11	17	15	15	21	141
Factory/Industrial Inspection				1					1		2
Fire Alarm Test	21	7	14	5	15	7	8	14	17	19	127
Fire Company Complaint	5	4	8	1	3	3	8	3	6	3	44
Fire Drill						1				1	2
Fire Watch						6	3				9
High-Hazard Inspection									1		1
Hood Suppression Test	2	2	2	1	3	2	2	3	3	1	21
Inspection Assist	2	1	47	18	8	11	17	40	23	13	180
Institutional Inspection		1			2		3	2	7		15
License and Permit								2	1		3
Liquor License	12	7	20	16	11	16	18	19	10	23	152
Mercantile Inspection		3		2	1		3	2		3	14
Miscellaneous Inspection	1	1	2		1	1	1	1	2		10
Mobile Food Vendor Inspection	1		1	4	7	22	18	6	3	2	64
Modifications	1			4	2					2	9
Other	2	1									3
Plan Review	46	11	31	34	12	19	24	29	43	14	263
Pre-Plan									1		1
Public Assembly Inspection		1	19						1		21
Pyro Permit Review				2			1	1		2	6
Pyrotechnics Permit Inspection	2			2	3	1					8
R-1 Hotels, Motels, Lodging and Rooming	5	4	2	4	3	1		3	6	5	33
R-2 Apartment Buildings and Dormitories	169	43	142	40	35	6	22	42	43	39	581
Rapid Entry Installation	6	1	10	2	3	1	2	6	12	2	45
Reinspection	25	9	7	13	21	8	19	22	23	31	178
Request for Inspection	1	6	1	2	3	2	4	4	9	9	41
Requested Inspection								3		1	4
Residential Inspection	3	17	29	18	4	4	3	2	2	3	85
Residential R-2 Resinspection		6	54	20	3		7	25	25	11	151
Service station inspection	1	9	1				3			9	23
Special Events									1	2	3
Sprinkler Test	2	1	4	6	9	3	6	7	13	7	58
Standpipe Test			1	2				2		1	6
Storage Inspection				2			1				3
Temporary Liquor License							1	1			2
Grand Total	346	189	443	268	210	171	259	340	326	296	2848

Performance Scorecard

Community Risk Reduction Division -FM

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



HFD Strategic Priorities:

Provide Quality Code Enforcement, Public Education, & Community Engagement

Performance Target – Show a 30% decrease in fires by end of FY2017.

Data Source: HFD Firehouse Software

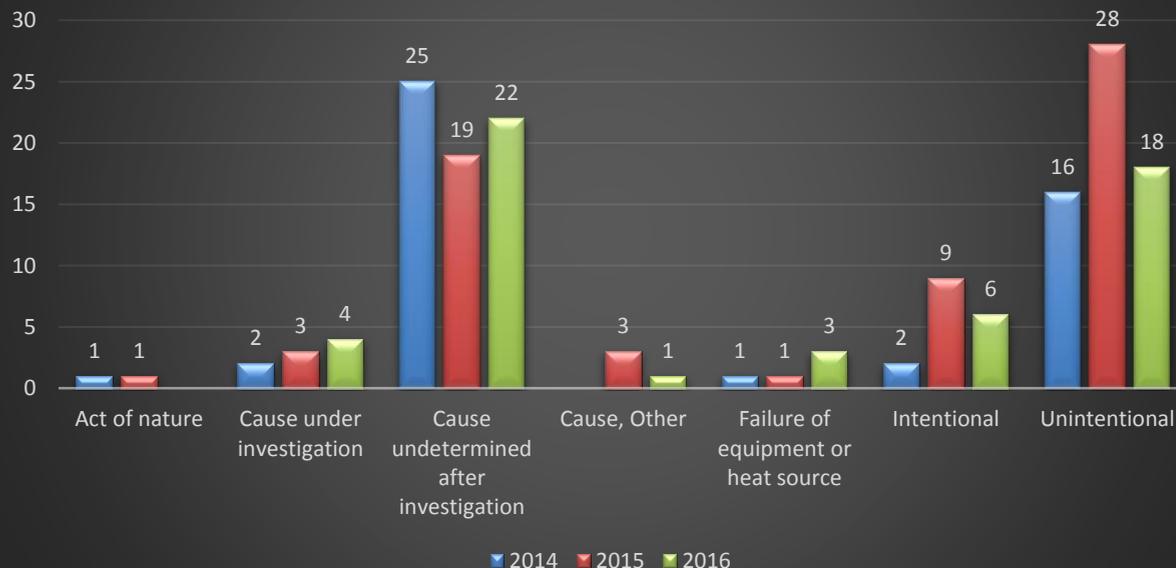
Current Period: 10/2016

Previous Period: 2015 - 2016

HISTORICAL ANALYSIS

Reporting Period	Cause		
	Intentional	Unintentional	Undetermined after Investigation
16-August	11	28	19
16-September	14	24	21
15-August	7	23	31
15-September	12	29	26

Cause of Fire Month of October



Analysis

➤ Intentionally set fires are up this month in comparison to same time period in 2014 and 2015.

Recommendations

✓ Assess progress on public education, code enforcement, and fire inspection collaborative relationship.

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 1st Quarter 2017.

Data Source: HFD Firehouse Software

Current Period: 10/01/16 – 10/31/16

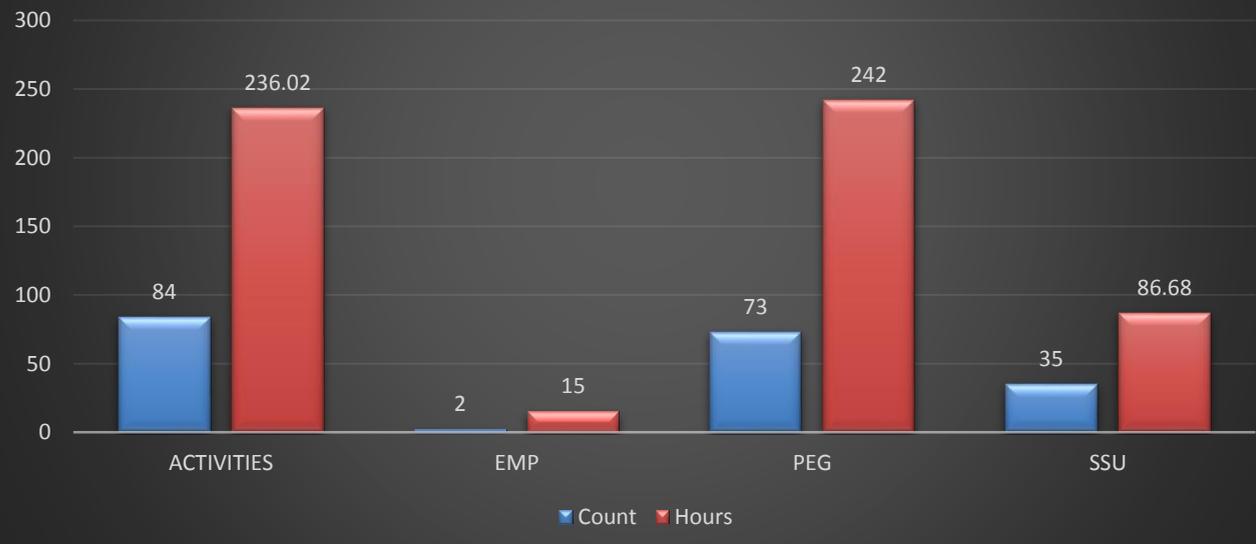
Previous Period: 09/16-07/16

Special Services

24 Smoke Detectors, 1 Car Safety,
8 CO Alarms

HISTORICAL ANALYSIS

Reporting Period	9/16	8/16	7/16
Total Activities	201	220	190
Total Adults	5492	7902	6243
Total Children	2083	5680	4047
Smoke Detector	11	4	9



Attendance

Total Hours Working: 579.7 **Off Duty:** 80

Total Hours on Duty: 595 **Percentage Account For:** 97.43%

Recommendations

- ✓ Time accounted for is excellent.
- ✓ Activities are up for 10/16.

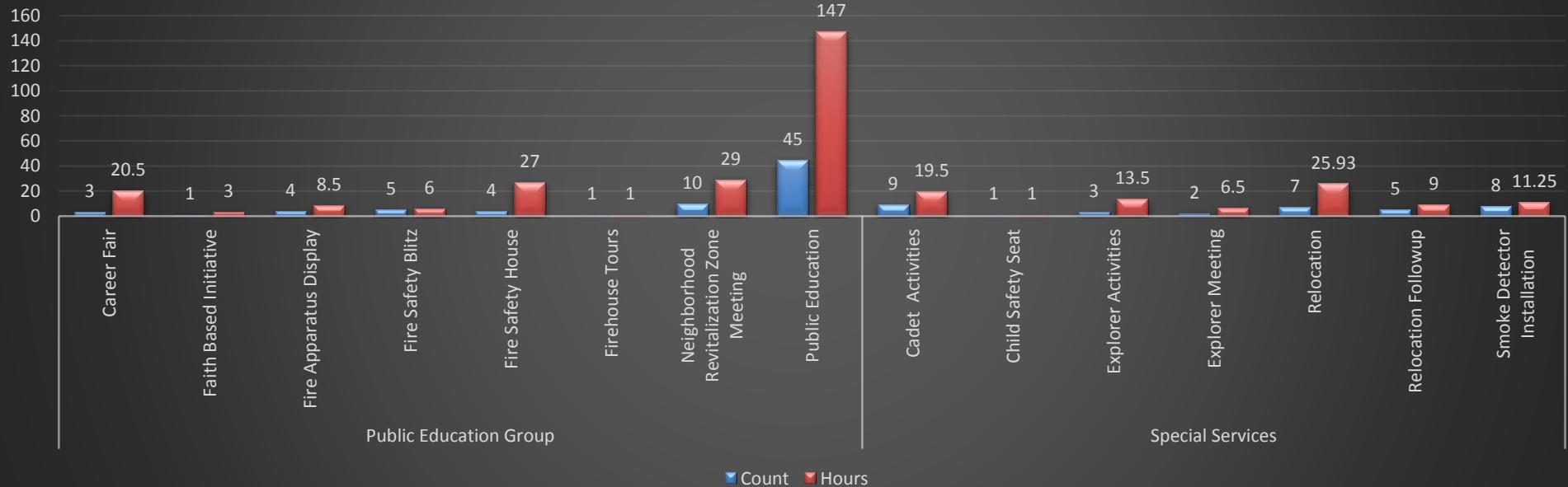
Impact

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

Activities and Emergency Preparedness October 2016



Public Education Group and Special Services October 2016



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

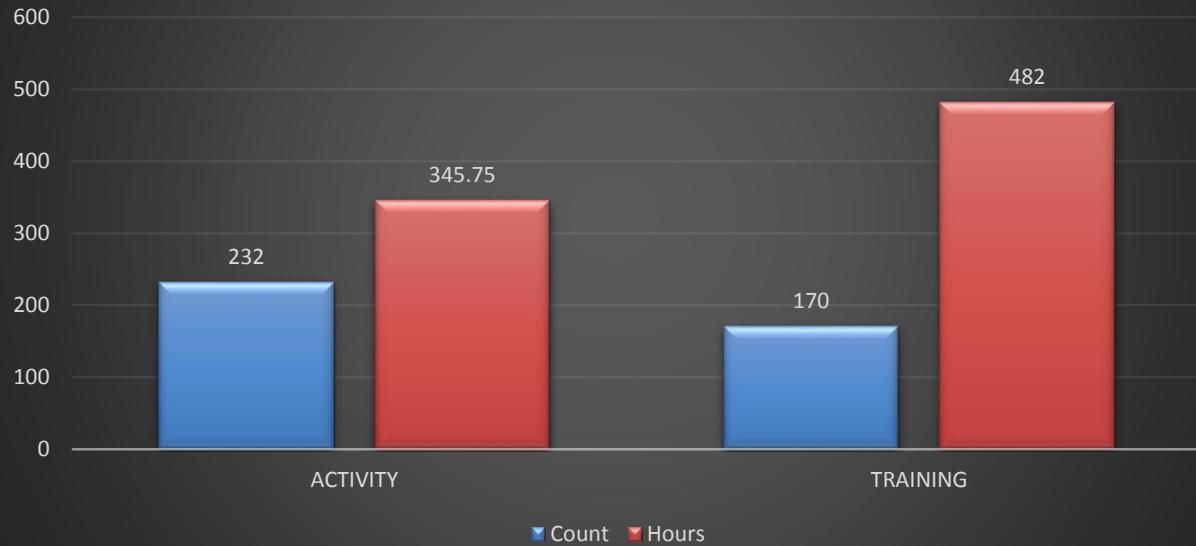
Current Period: 10/01/2016 – 10/31/2016

Previous Period: 08/16 – 09/16

HISTORICAL ANALYSIS

Reporting Period	September 2016	August 2016
EMS	49	86
Driver	1	5
Officer Training	2	0
Rescue	13	21
SCBA	1	1
Live Fire	0	1

Training Division October 2016



Attendance

Total Working Hours:	830.25	Total Hours Off:	240
Total Hours on Duty:	838	Hours Accounted For:	99.08%

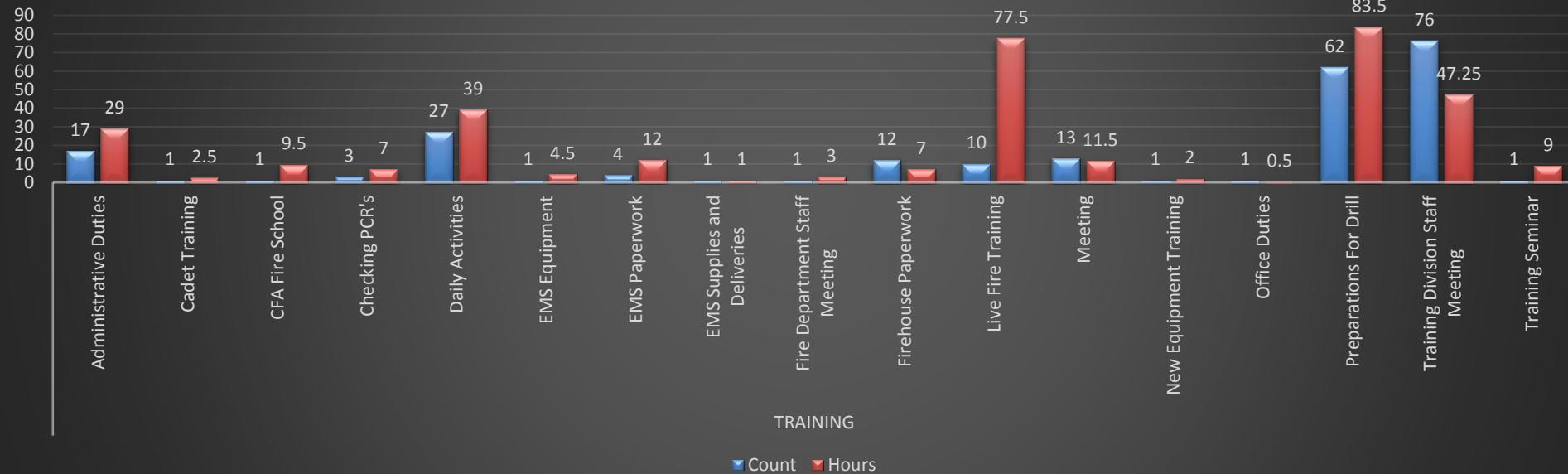
Reccomendations

- ✓ Annual Training Plan is complete.
- ✓ Focus on next 60 days will be the introduction of our revised proficiency training program.

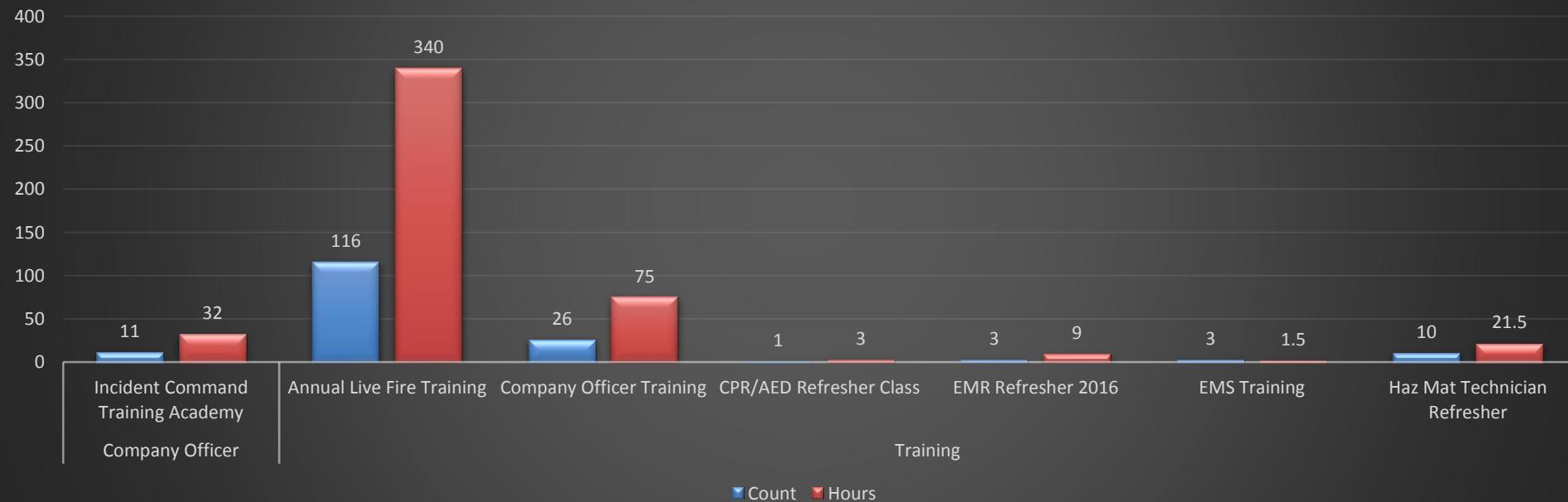
Impact

- Workforce that is compliant with ISO and CONOSHA requirements.

Activities October 2016



Training by Instructors October 2016



Training by Record Count	January	February	March	April	May	June	July	August	September	October	Grand Total
300 NIMS			3								3
400 NIMS				2							2
Annual Driver Training Program		1		102	2	1		4			110
Annual Live Fire Training				4	3	10		1		23	41
Bailout Kit Training									1		1
Bloodbourne / Airborne Pathogens Training	1				1	4	1	61	15		83
Certified Swimmers Only						27					27
Company Officer Training	1	6					17			5	29
Confined Space Rescue Refresher			66	24	1	7	1	17	4		120
Core Rescue									3		3
CPR/AED Refresher Class	23	2				36	71	9	10	1	152
Customer Service					1						1
Diversity Awareness	2		5								7
Drivers cross training on apparatus					1	1		1	1		4
Ebola Training					2	1					3
EMR Refresher 2015	10	6	1		8	3					28
EMR Refresher 2016								16	12	2	30
EMR written exam			23	6	3				12		44
EMS Training	1				4	1	1			1	8
Fire Recovery Program					1						1
Haz Mat Operational Refresher					30	31	1	1	24		87
Haz Mat Technician Refresher									3	6	9
Incident Command Training Academy									2	11	13
Line Diversity Awareness	41	36									77
Narcan Initial and Refresher Training	3	5			1	3	1				13
New Equipment			44	22	90	6	151	25	6		344
Protective Hoods	1				1	2					4
Pump Operator					2	1		1	1		5
Rescue Extrication				2				3	5		10
Rescue Swimming				4	28						32
Review Department Directives		3	5		5	11	2				26
Rules of Engagement	28	114	5	1	1	2	1		1		153
Safety Officer			1	2					2		5
SCBA/Respirator Training	8	5			1	2	1	1	1		19
Search and Rescue fireground								1	2		3
Shore Training						22					22
Trench Rescue									1		1
Grand Total	119	178	153	169	186	171	248	141	106	49	1520

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

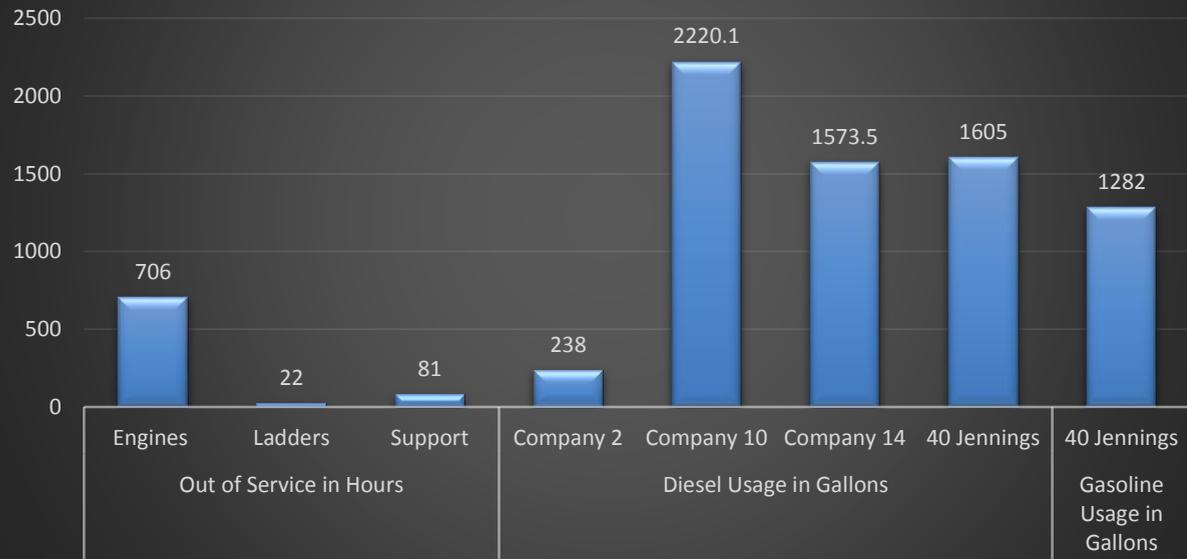
Current Period: 10/01/2016 – 10/31/2016

Previous Period: N/A

HISTORICAL ANALYSIS

Reporting Period				
	Hose Testing	Aerial Testing	Ground Ladder Testing	Fit Test
10/16	0	0	0	0
9/16	2	0	3	92
8/16	0	2	3	267
7/16	0	0	0	0

Equipment Maintenance Division October 2016



Attendance

Total Working Hours:	788	Total Hours Off:	100
Total Hours on Duty:	833	Hours Accounted For:	94.65%

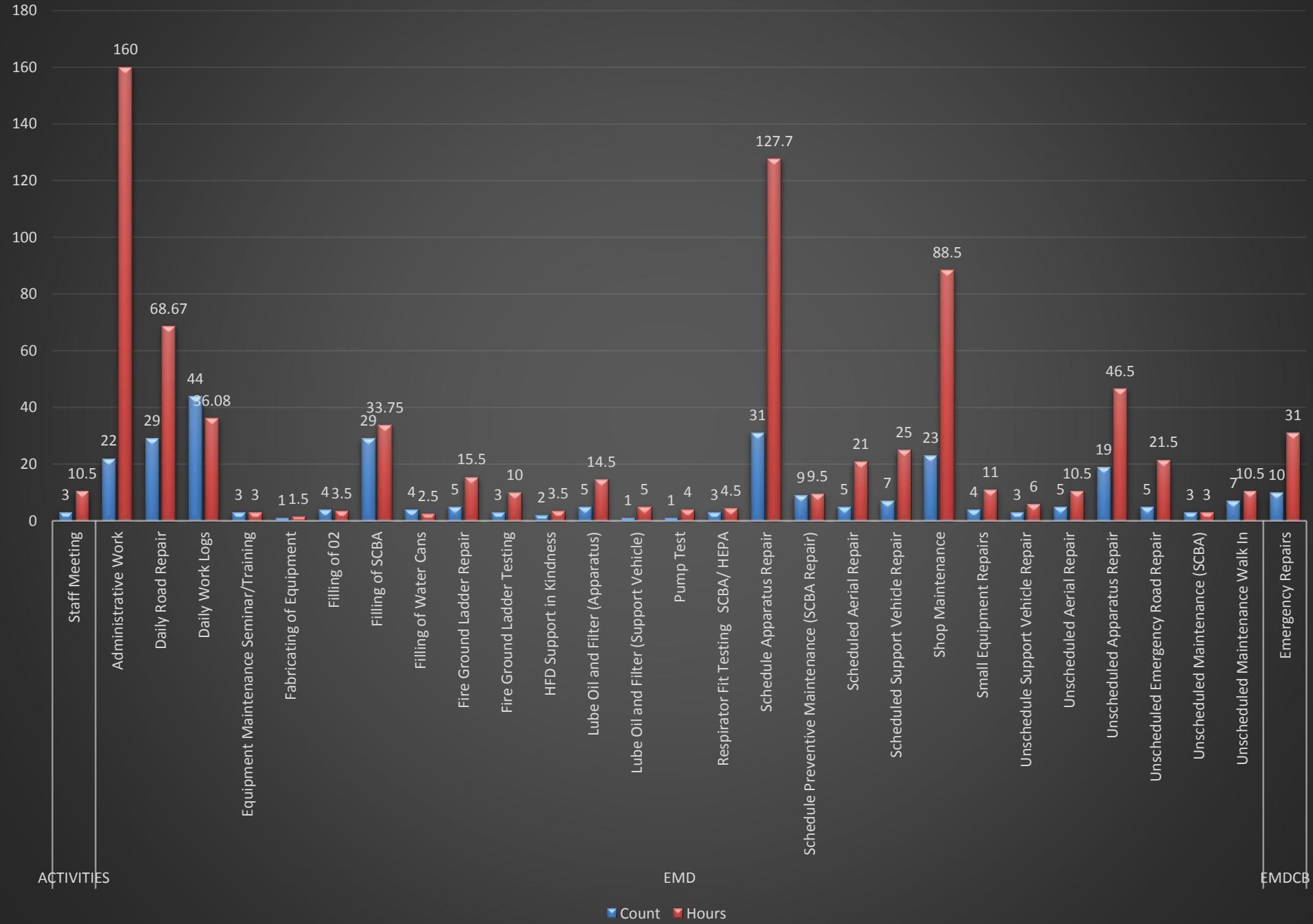
Recommendations

➤ Excellence performance.

Impact

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

Equipment Maintenance Division October 2016



ACTIVITIES

EMD

EMDCB

Count Hours

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

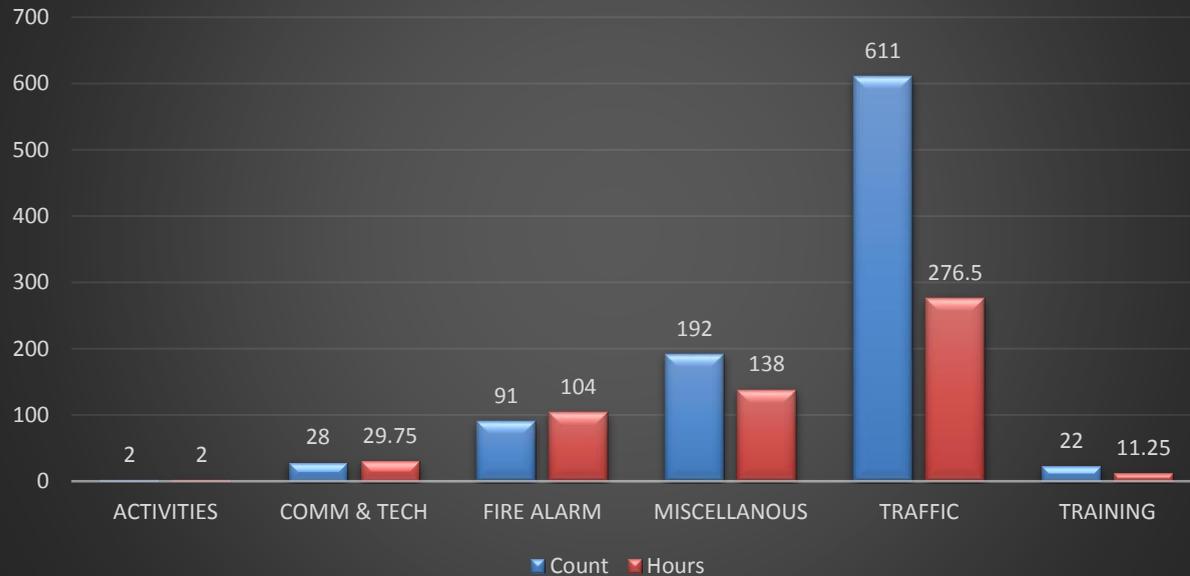
Current Period: 10/1/2016 – 10/31/2016

Previous Period: 9/16 – 6/16

HISTORICAL ANALYSIS

Reporting Period	Traffic	Comm & Tech	Training / Misc	Fire Alarm
	9/16	496	53	193
8/16	420	45	133	63
7/16	87	52	157	78
6/16	124	27	134	145

Fire Alarm Communication Technology October 2016



Attendance

Total Working Hours: 561.5 **Total Hours Off:** 70

Total Hours on Duty: 628 **Hours Accounted For:** 89.41%

Recommendations

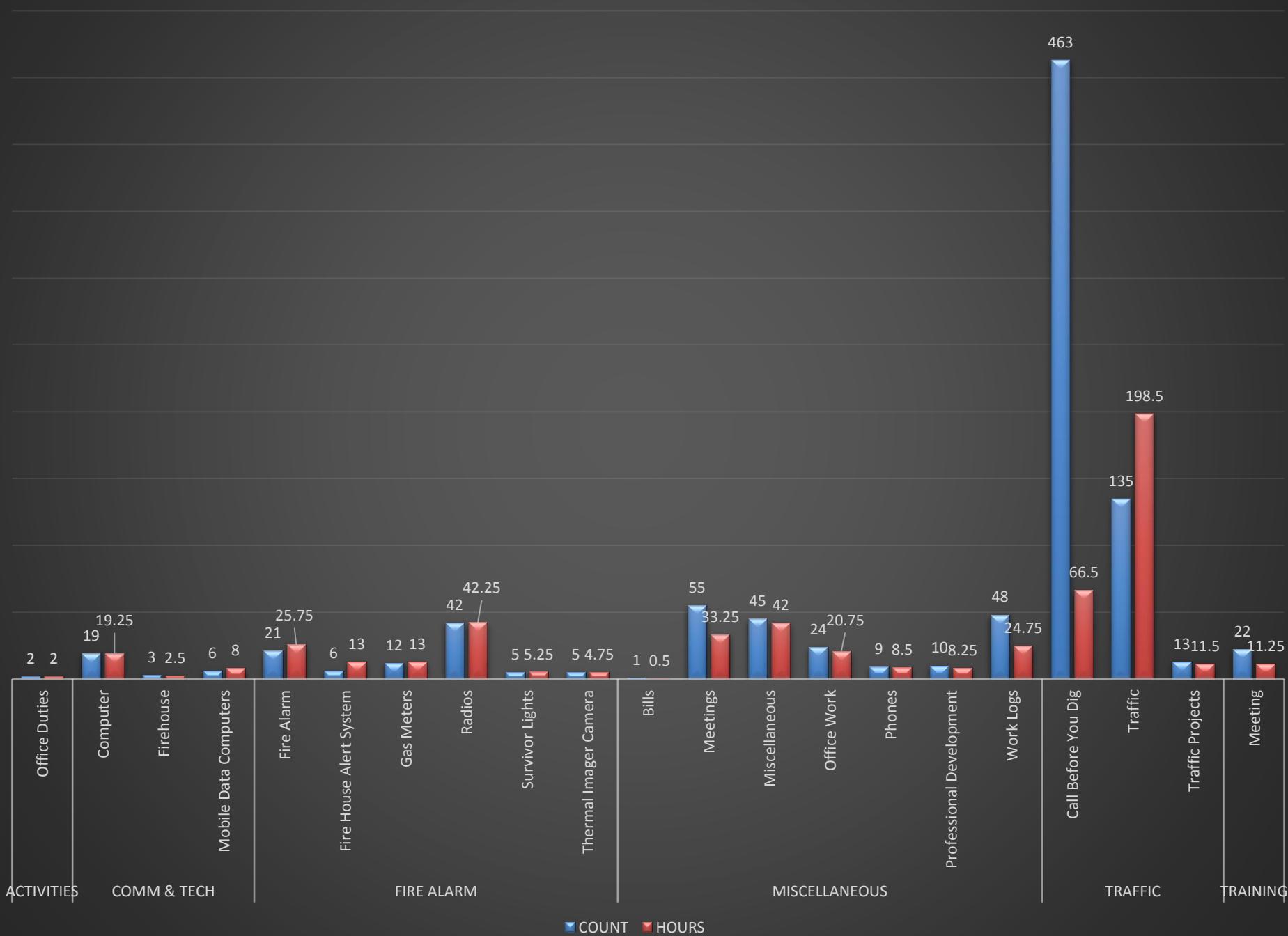
✓ Continue to perform on an above average level. Well done.

Impact

- IS&IT execution of relevant duties and responsibilities.

Fire Alarm Communication Technology

October 2016

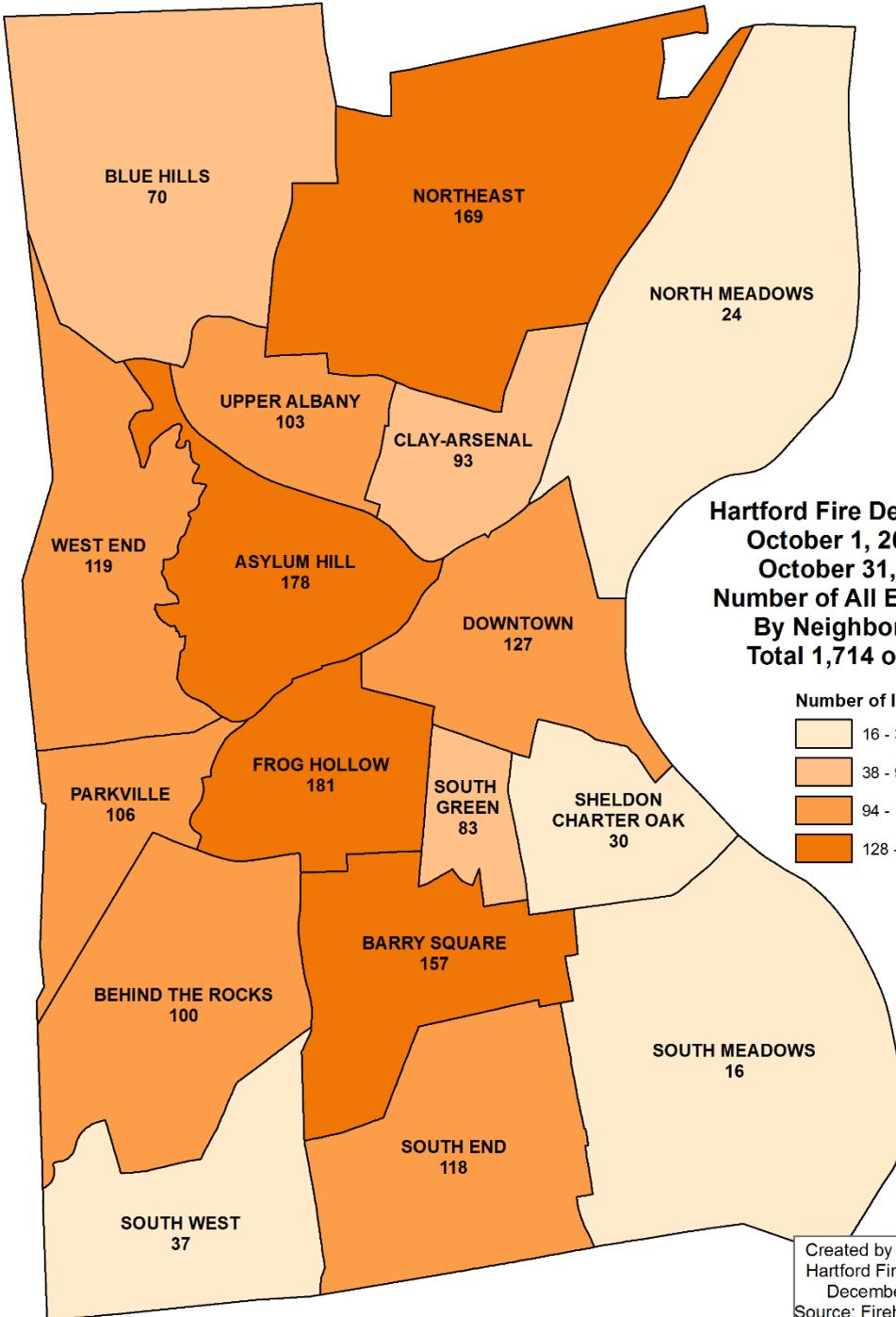


EMERGENCY RESPONSE DATA

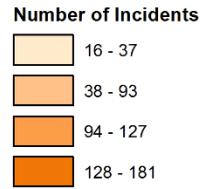


"Goal Oriented, Results Driven"

EMS Calls October 2016



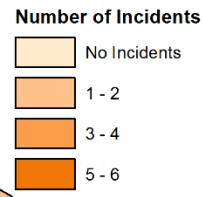
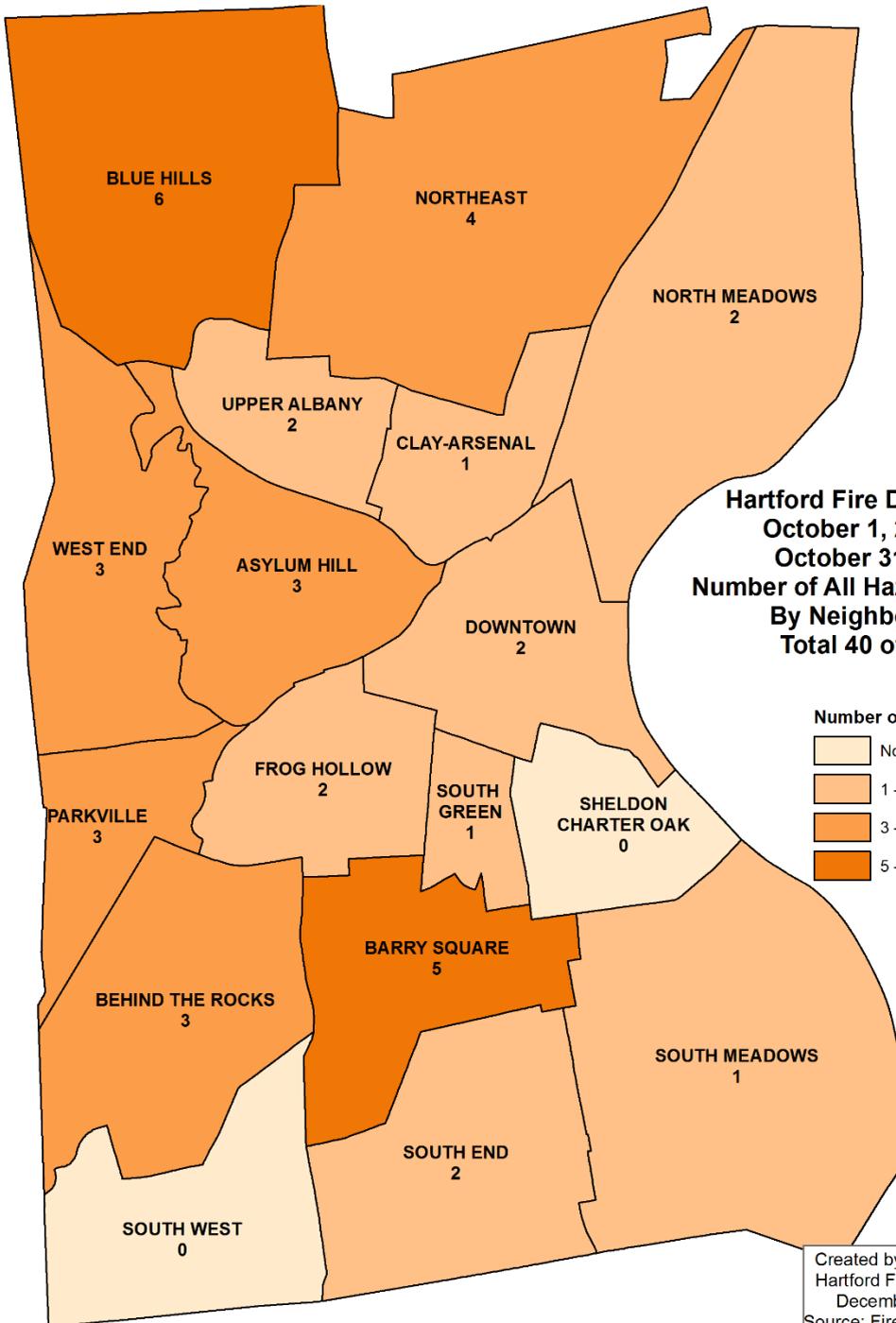
**Hartford Fire Department
October 1, 2016 to
October 31, 2016
Number of All EMS Calls
By Neighborhood
Total 1,714 of Calls**



Created by Leandro Cieri
Hartford Fire Department
December 20, 2016
Source: Firehouse Software
Gecoded 1,711
Not Geocoded: 3

Incident Type	Incident Count	Description
321	775	EMS call, excluding vehicle accident with injury
311	655	Medical assist, assist EMS crew
322	101	Motor vehicle accident with injuries
324	84	Motor Vehicle Accident with no injuries
300	69	Rescue, EMS incident, other
323	13	Motor vehicle/pedestrian accident (MV Ped)
353	11	Removal of victim(s) from stalled elevator
352	3	Extrication of victim(s) from vehicle
331	2	Lock-in (if lock out , use 511)
351	1	Extrication of victim(s) from building/structure

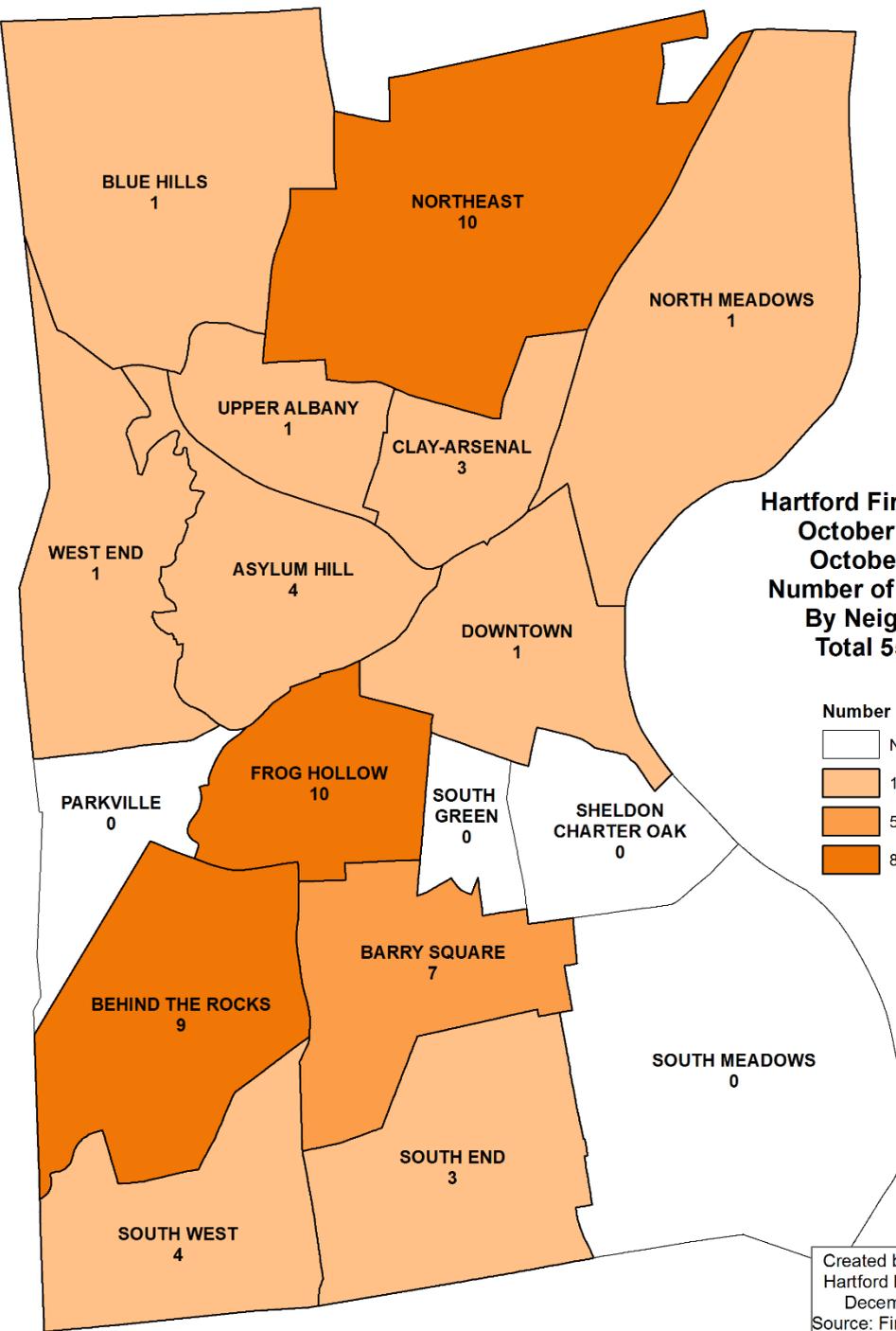
Hazardous Conditions October 2016



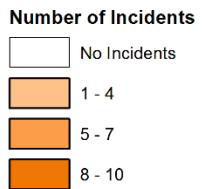
Created by Leandro Cieri
Hartford Fire Department
December 20, 2016
Source: Firehouse Software
Gecoded: 40
Not Gecoded: 0

Incident Type	Incident Count	Description
412	10	Gas leak (natural gas or LPG)
440	7	Electrical wiring/equipment problem, Other
400	6	Hazardous condition, Other
444	5	Power line down
424	3	Carbon monoxide incident
411	2	Gasoline or other flammable liquid spill
445	2	Arcing, shorted electrical equipment
442	1	Overheated motor
410	1	Combustible/flammable gas/liquid condition, other
413	1	Oil or other combustible liquid spill
420	1	Toxic condition, Other
422	1	Chemical spill or leak

All Fires October 2016



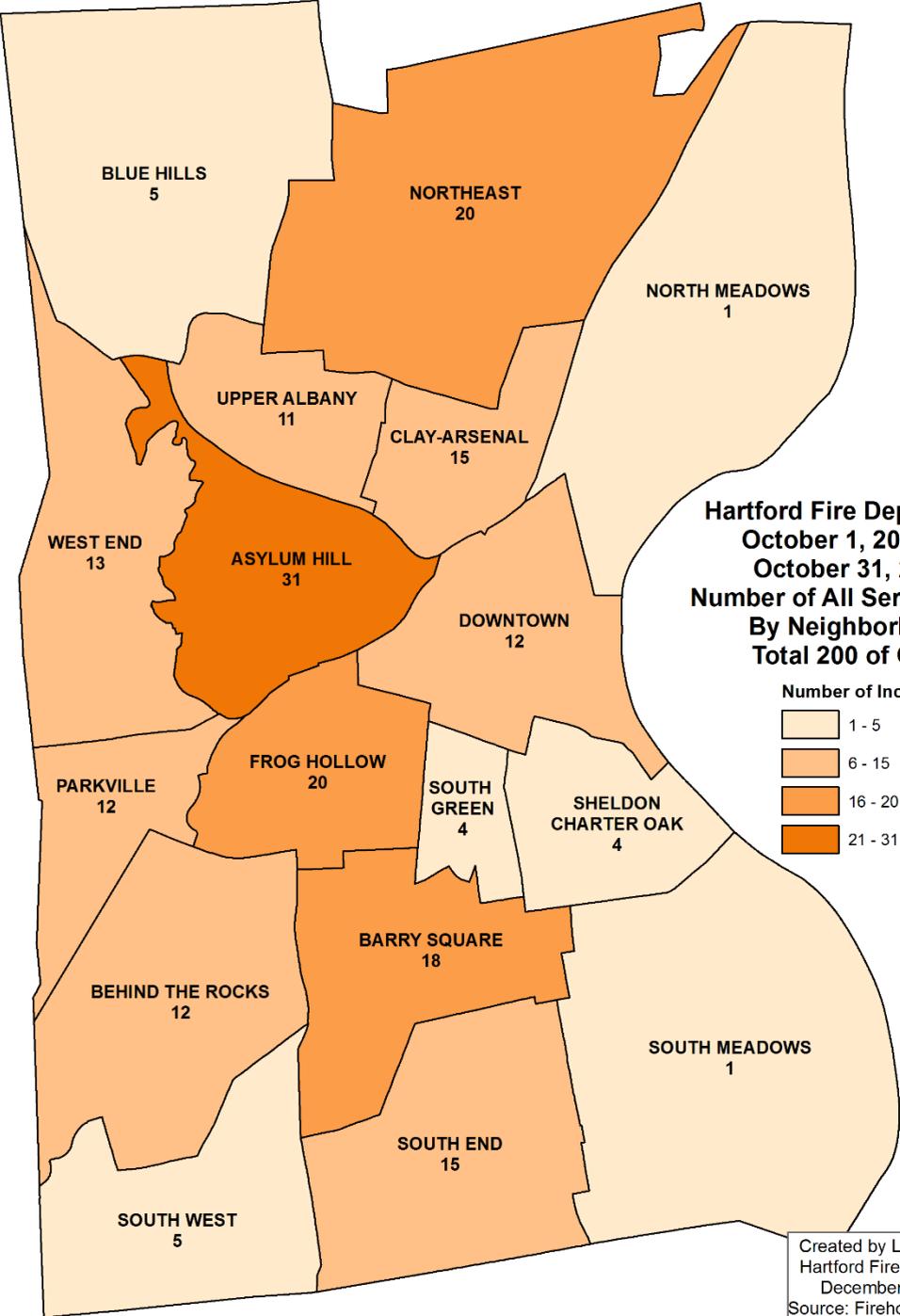
**Hartford Fire Department
October 1, 2016 to
October 31, 2016
Number of All Fire Calls
By Neighborhood
Total 55 of Calls**



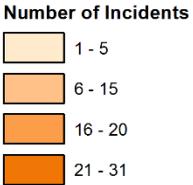
Incident Type	Incident Count	Description
131	12	Passenger vehicle fire
111	11	Building fire
142	10	Brush or brush-and-grass mixture fire
151	6	Outside rubbish, trash or waste fire
113	3	Cooking fire, confined to container
112	2	Fires in structure other than in a building
130	2	Mobile property (vehicle) fire, Other
154	2	Dumpster or other outside trash receptacle fire
150	2	Outside rubbish fire, Other
100	1	Fire, Other
140	1	Natural vegetation fire, Other
141	1	Forest, woods or wildland fire
116	1	Fuel burner/boiler malfunction, fire confined
118	1	Trash or rubbish fire, contained

Created by Leandro Cieri
Hartford Fire Department
December 20, 2016
Source: Firehouse Software
Geocoded: 55
Not Geocoded: 0

Service Calls October 2016



**Hartford Fire Department
October 1, 2016 to
October 31, 2016
Number of All Service Calls
By Neighborhood
Total 200 of Calls**

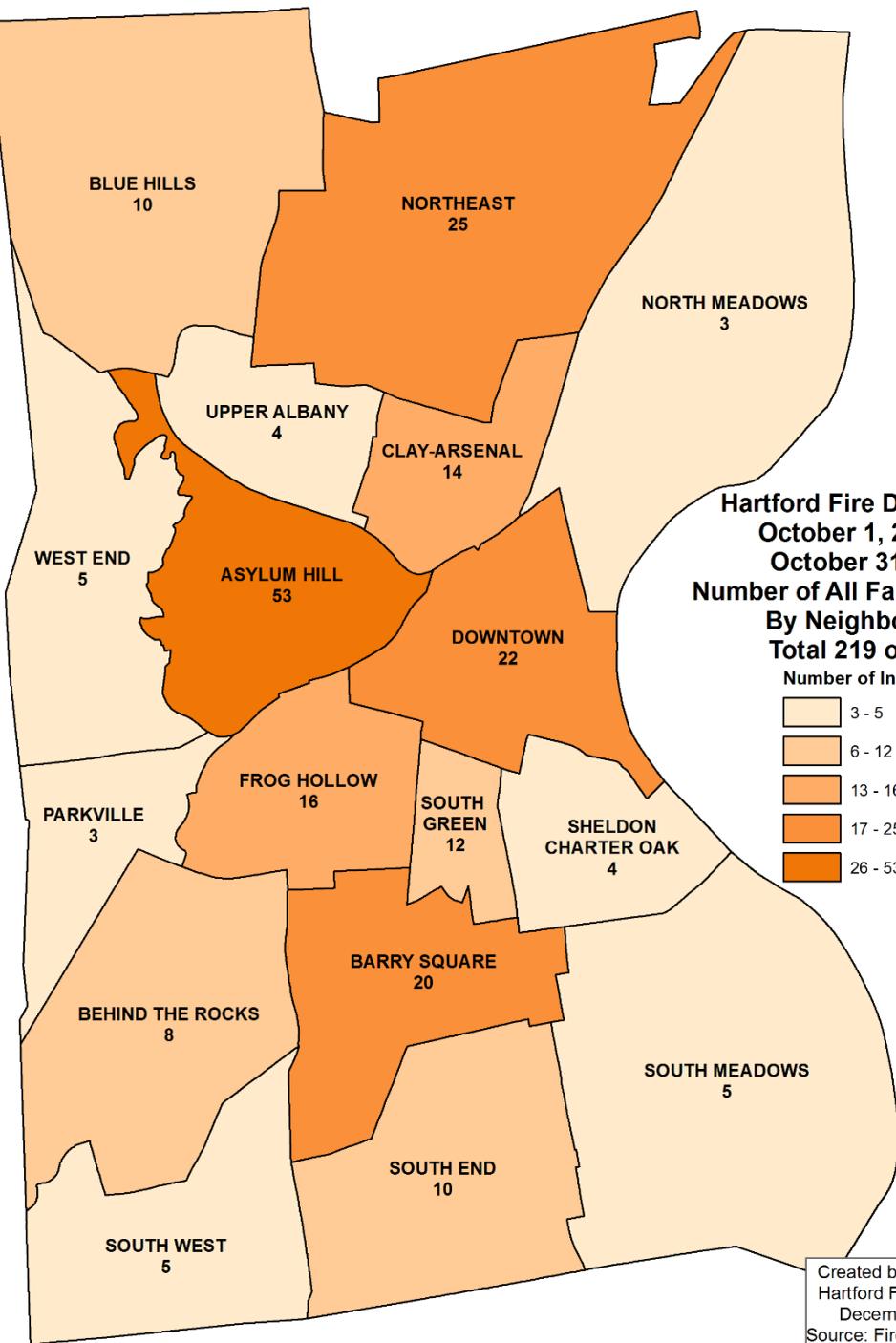


Created by Leandro Cieri
Hartford Fire Department
December 20, 2016
Source: Firehouse Software
Geocoded: 199
Not Geocoded: 1

Incident Type	Incident Count	Description
531	69	Smoke or odor removal
552	51	Police matter
520	19	Water problem, Other
500	17	Service Call, other
553	15	Public service
550	7	Public service assistance, Other
511	7	Lock-out
510	5	Person in distress, Other
554	3	Assist invalid
555	3	Defective elevator, no occupants
551	3	Assist police or other governmental agency
522	1	Water or steam leak

Fire Alarms

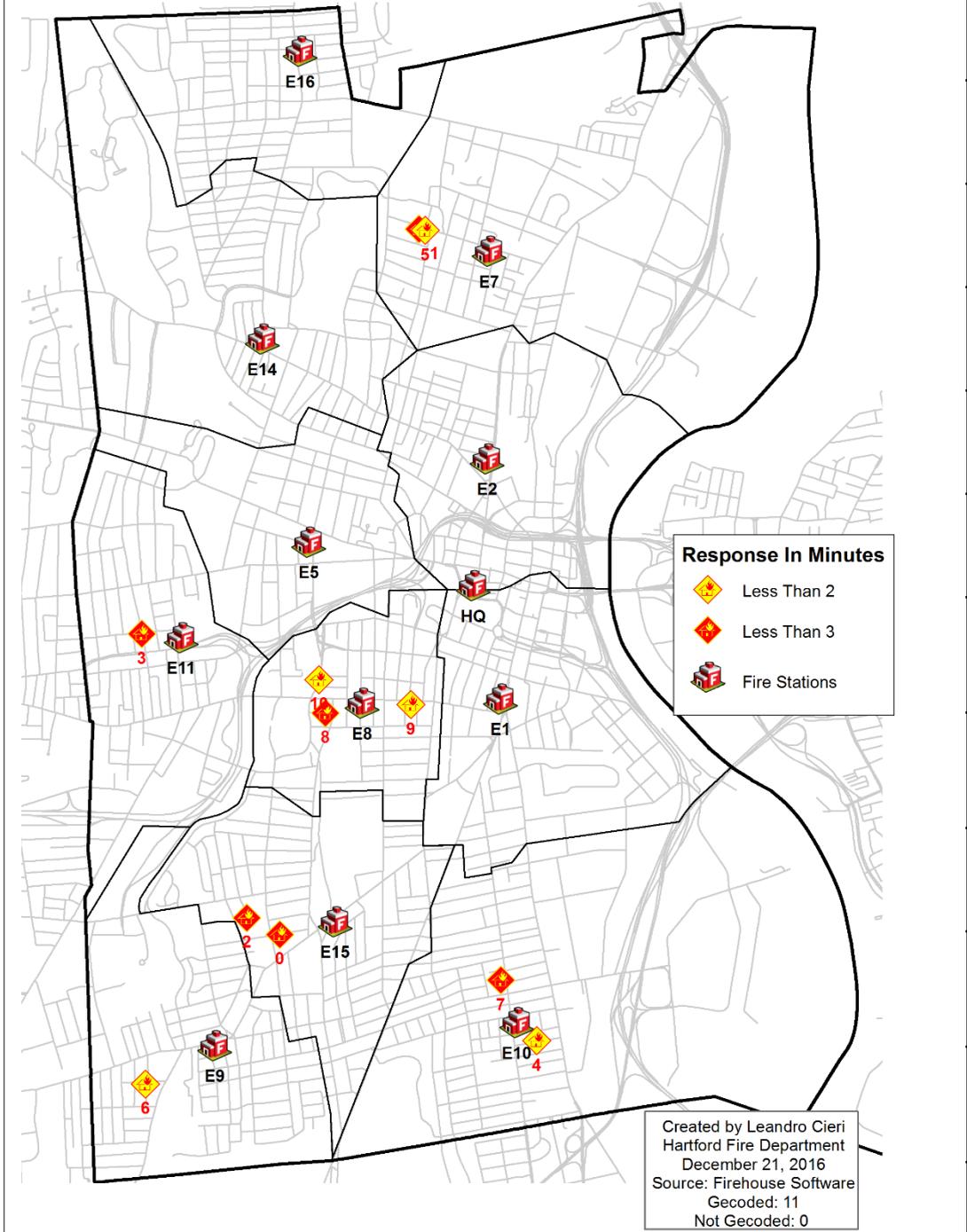
October 2016



Created by Leandro Cieri
Hartford Fire Department
December 20, 2016
Source: Firehouse Software
Geocoded 219
Not Geocoded: 0

Incident Type	Incident Count	Description
745	46	Alarm system activation, no fire - unintentional
735	33	Alarm system sounded due to malfunction
743	32	Smoke detector activation, no fire - unintentional
740	26	Unintentional transmission of alarm, Other
710	22	Malicious, mischievous false call, Other
733	13	Smoke detector activation due to malfunction
730	11	System malfunction, Other
744	6	Detector activation, no fire - unintentional
746	6	Carbon monoxide detector activation, no CO
700	5	False alarm or false call, Other
741	4	Sprinkler activation, no fire - unintentional
736	4	CO detector activation due to malfunction
714	4	Central station, malicious false alarm
715	2	Local alarm system, malicious false alarm
731	2	Sprinkler activation due to malfunction
734	2	Heat detector activation due to malfunction
711	1	Municipal alarm system, malicious false alarm

Location of Structure Fires In Relationship to Fire Stations



Key	Incident Number	Response	FF Fatality	FF Injured	Civilian Fatality	Civilian Injured	Cause
0	16-0275004	2.8	0	0	0	0	Cigarette
1	16-0275010	2.95	0	0	0	0	Heat source: other
2	16-0275085	2.15	0	0	0	0	Heat from powered equipment, Other
3	16-0280030	2.5167	0	0	0	0	Cigarette
4	16-0282033	1.1	0	0	0	0	Undetermined
5	16-0283029	1.65	0	0	0	0	Radiated, conducted heat from operating equipment
6	16-0285078	1.4667	0	0	0	0	Radiated, conducted heat from operating equipment
7	16-0288018	2.3667	0	0	0	0	Electrical arcing
8	16-0293032	2.35	0	0	0	0	Heat from other open flame or smoking materials
9	16-0300027	1.0167	0	0	0	0	Heat from other open flame or smoking materials
10	16-0304036	1.1	0	0	0	0	Undetermined

QUESTIONS/COMMENTS



"Goal Oriented, Results Driven"