



**MEETING MINUTES
SESSION OF THE CITY COMMISSION
CITY OF KISSIMMEE
CITY HALL, COMMISSION CHAMBERS
101 CHURCH STREET, KISSIMMEE, FLORIDA 34741-5054
TUESDAY, JUNE 17, 2025 AT 6:00 PM**

1. MEETING CALLED TO ORDER

Members Present: Mayor Jackie Espinosa, Commissioners Noel Ortiz, Angela Eady, Carlos Alvarez, III, Janette Martinez

Staff Present: City Manager Mike Steigerwald, City Attorney Olga Sanchez de Fuentes, Deputy City Manager Desiree Matthews, Deputy City Manager Austin Blake, City Clerk Tameara Crespo

Staff Absent: Deputy City Manager Desiree Matthew

Mayor Espinosa called the meeting to order at 6:00 PM.

2. MOMENT OF SILENCE AND PLEDGE OF ALLEGIANCE After a Moment of Silence, Commissioner Alvarez led the audience in the Pledge of Allegiance.

3. PROCLAMATIONS AND SPECIAL PRESENTATIONS

3.A Proclamation - Juneteenth Day

Presentation of the Juneteenth Day Proclamation to Nina Hill, President of the NAACP Osceola Branch.

City Manager Steigerwald read a proclamation in honor of Juneteenth Day as the Mayor and Commissioners presented the proclamation. Recipient, Ms. Hill thanked the City for their support.

3.B Swearing in Ceremony for Assistant Chief of Police and Four New Police Officers

Swearing in Ceremony for the Assistant Chief of Police and four new Police Officers.

Police Chief Broadway administered the Oath of Office to the new Assistant Chief of Police, Kevin McGinley, as well as four new officers: Justyne Sansoucy, Lisandro Perez, Luis Lassalle-Lugo, and Juan Guillermo Gonzalez.

3.C Promotion Ceremony of Police Sergeants

Swearing in and administering of oath for newly promoted Police Sergeant Brandon Illgen and Police Sergeant Gerry Garrett.

Police Chief Broadway administered the Oath of Office to Sergeants' Brandon Illgen and Gerry Garrett.

3.D Employee of the Month for June

Staff requests that the Commission join the City Manager in recognizing Cameron Turner of the Police Department as the Employee of the Month for June.

City Manager Steigerwald introduced Cameron Turner of the Police Department and reviewed the qualities and attributes which led to her nomination and selection as employee of the month. City Manager Steigerwald reminded everyone that the Employee of the Month is not selected by the Commission, City Manager, or department heads but by nominations

that are reviewed and selected by a committee of their peers from all departments in the City and there is no greater honor.

3.E Presentation on Retrolight Systems Solution for High-Priority Pedestrian Zones

Mr. Jorge Figueroa, CEO of Skynovva Solutions Group, has requested to make a presentation to the Commission on Retrolight Systems solutions for high-priority pedestrian zones.

Mr. Figueroa presented a PowerPoint attached to the agenda which reviewed the positive impacts of a retrolight system for pedestrian walkways and its potential benefits to Kissimmee's walkability.

4. PUBLIC HEARINGS - FIRST AND SECOND READINGS

4.A Public Hearing - First Reading: Proposed Ordinance #25-06 - Establishment of Civilian Police Oversight Board

AN ORDINANCE AMENDING THE CODE OF ORDINANCES OF THE CITY OF KISSIMMEE, FLORIDA, CHAPTER 2, ADMINISTRATION, ARTICLE III, BOARDS AND COMMISSIONS, ESTABLISHING A CIVILIAN POLICE OVERSIGHT BOARD; AMENDING SECTION 2-3-3, CITY ATTORNEY AS LEGAL ADVISOR; REPEALING ALL ORDINANCES IN CONFLICT HEREWITH AND PROVIDING AN EFFECTIVE DATE.

Approve the First Reading of the Proposed Ordinance #25-06 establishing a Civilian Police Oversight Board.

City Attorney Sanchez de Fuentes read Proposed Ordinance #25-06 by title. City Manager Steigerwald explained that this ordinance establishes a Civilian Police Oversight Board consisting of 5 to 7 members. Members will serve two-year terms, with a maximum of three consecutive terms. All members must live, work, or own property within city limits, and at least one member must be a retired law enforcement officer. Elected officials and individuals who are qualified candidates for public office are prohibited from serving on the board.

Mayor Espinosa announced the Public Hearing. The following individuals provided their comments and opinions on the review board:

- Claudia Zuco, 1342 Stallone Court, Kissimmee, FL
- Jeremy Fetzer, 3532 Bay Court, Saint Cloud, FL

Commissioner Eady made a motion to approve the Public Hearing and First Reading of Proposed Ordinance #25-06. Commissioner Alvarez seconded the motion.

Motion carried 5-0.

4.B Public Hearing - First Reading: Proposed Ordinance #25-08 - Updated Building Fee Ordinance

AN ORDINANCE AMENDING THE CODE OF THE CITY OF KISSIMMEE, FLORIDA CHAPTER 9 BUILDINGS AND BUILDING REGULATIONS, AMENDING DIVISION 5 BUILDING PERMITS SECTION 9-115 COMMERCIAL PERMIT FEES; SECTION 9-116 MULTIFAMILY PERMIT FEES; SECTION 9-117 MISCELLANEOUS PERMIT FEES; SECTION 9-118 SINGLE FAMILY RESIDENCE PERMIT; SECTION 9-119 INSPECTIONS; SECTION 9-120 VALUATION OF CONSTRUCTION; SECTION 9-121 FAILURE TO OBTAIN A PERMIT; SECTION 9-122 PLAN REVISIONS; SECTION 9-124 PERMIT EXTENSIONS; SECTION 9-125 ANNUAL INCREASE; SECTION 9-126

TECHNOLOGY; SECTIONS 9-127 THROUGH 9-140 RESERVED; DIVISION 6 MECHANICAL PERMITS SECTION 9-141 SCHEDULE OF PERMIT FEES; SECTION 9-142 FAILURE TO OBTAIN A PERMIT; SECTION 9-143 PLAN REVISIONS; SECTION 9-144 DUPLICATE PERMITS; SECTION 9-145 PERMIT EXTENSIONS; SECTION 9-146 ANNUAL INCREASE; SECTION 9-147 TECHNOLOGY; SECTIONS 9-148 THROUGH 9-165 RESERVED; DIVISION 7 PLUMBING PERMITS; SECTION 9-166 SCHEDULE OF PERMIT FEES; SECTION 9-167 INSPECTIONS; SECTION 9-168 FAILURE TO OBTAIN A PERMIT; SECTION 9-169 PLAN REVISIONS; SECTION 9-171 PERMIT EXTENSIONS; SECTION 9-172 ANNUAL INCREASE; SECTION 9-173 TECHNOLOGY; SECTIONS 9-174 THROUGH 9-185 RESERVED; DIVISION 8 ELECTRICAL PERMITS SECTION 9-186 SCHEDULE OF PERMIT FEES; SECTION 9-187 INSPECTIONS; SECTION 9-188 FAILURE TO OBTAIN A PERMIT; SECTION 9-189 PLAN REVISIONS; SECTION 9-191 PERMIT EXTENSIONS; SECTION 9-192 ANNUAL INCREASE; SECTION 9-194 TECHNOLOGY; SECTIONS 9-194 THROUGH 9-222 RESERVED; DIVISION 9 FIRE PERMITS SECTION 9-223 SCHEDULE OF PERMIT FEES; SECTION 9-224 INSPECTION FEES; SECTION 9-225 FAILURE TO OBTAIN A PERMIT; SECTION 9-226 PLAN REVISIONS; SECTION 9-227 DUPLICATE PERMITS; SECTION 9-228 PERMIT EXTENSIONS; SECTION 9-229 ANNUAL INCREASE; SECTION 9-230 TECHNOLOGY; SECTIONS 9-231 THROUGH 9-241 RESERVED; DIVISION 10 REFUNDS SECTION 9-242 FEE REFUNDS; SECTION 9-243 APPLICABILITY; AND SECTION 9-244 NON-REFUNDABLE CONDITIONS AND FEES BY UPDATING THE FEES TO ADEQUATELY ADDRESS THE COST OF PROCESSING ITEMS, REPEALING ALL ORDINANCES IN CONFLICT HERewith AND PROVIDING AN EFFECTIVE DATE.

Staff requests that this item be rescheduled and re-advertised for a later date. The item was continued and will be advertised for a future date.

5. PUBLIC HEARINGS

5.A Public Hearing - Kissimmee Gateway Airport Commerce Park Mixed Use Planned Unit Development (MUPUD) Amendment - PUD-25-0001

Approval of a Mixed Use Planned Unit Development (MUPUD) Amendment to add and clarify uses on approximately 22 acres of land.

Assistant Development Services Director Doug Etheredge reviewed the Gateway Airport Commerce Park parcel attached to the agenda and recommended approval. Mayor Espinosa announced the Public Hearing with no response from the audience.

Commissioner Eady made a motion to approve the Public Hearing. Commissioner Martinez seconded the motion.

Motion carried 5 - 0.

6. **HEAR AUDIENCE** *Anything requiring a vote will be heard at a later time.*

Ray Parsons, 117 Broadway, Kissimmee, FL commended management on positive hiring practices and staff customer service.

Claudia Zuco, 1342 Stallone Court, Kissimmee, FL discussed transparency and detailed a personal encounter with KPD in 2014.

7. **CONSENT AGENDA** *The consent agenda is a technique designed to expedite the handling of routine miscellaneous business of the City Commission. The City Commission in one motion may adopt the entire Consent Agenda. The motion for adoption is non-debatable and must receive unanimous approval. By request of any individual member, an item may be removed from the Consent Agenda for discussion.*

Commissioner Martinez made a motion to approve the Consent Agenda with the exception of item 7.Q. Commissioner Eady seconded the motion.

Motion carried 5 - 0.

- 7.A Approval of City Commission Minutes from the June 3, 2025 KUA Board Interviews and Commission Meeting
Approval of the June 3, 2025, KUA Board interview and commission meeting minutes. An additional public comment was received on the Fire Service Assessment and incorporated into the official record of the June 3, 2025, minutes (Exhibit "A").
- 7.B Permanent Right-of-Way Easement between Haley and Brenda Bronson, Trustees of the Irlo O. Bronson, Jr. Amended and Restated Trust and the City of Kissimmee
Approval of a Permanent Right-of-Way Easement between Haley and Brenda Bronson, Trustees of the Irlo O. Bronson, Jr. Amended and Restated Trust and the City of Kissimmee to accommodate streetscape zone requirements on Vine Street.
- 7.C Continuing services contracts for planning services
Approval of the continuing services contracts for Inspire Placemaking Collective, Inc. (Contract # 20230096), Vanasse Hangen Brustlin, Inc. (Contract # 20240350), and GAI Consultants, Inc. (Contract # 20240102) for general planning services.
- 7.D Award of mowing contract with Rotolo Consultants Inc.
Approval to award bid IFB2025-002, City Contract #20250296, to Rotolo Consultants, Inc in the amount of \$599,269.
- 7.E Sponsorship donation from AdventHealth
Approval to accept sponsorship donation from AdventHealth, City Contract #20250297, for the 2025 Special Event Festival Series in the amount of \$7,500.
- 7.F Resolution approving an affordable housing development consistent with Florida Statutes 166.04151(6).
Approval of a Resolution approving an affordable housing development consistent with Florida Statutes 166.04151(6).

Resolution #06-2025
- 7.G Acceptance of funding from the Florida Department of Transportation Alert Today Florida's High Visibility Enforcement for Pedestrian and Bicycle Safety Program
Approval to authorize the Chief of Police to execute the Letter of Agreement (Grant HIGHVIS25) with the Institute of Police Technology to accept grant funding from the Florida Department of Transportation (FDOT) Alert Today Florida's High Visibility Enforcement for Pedestrian and Bicycle Safety Program.
- 7.H Transfer of funds from Airport Reserves to Airport Professional Services
Approval to transfer additional funds of \$50,000.00 from Airport Reserves to Airport Professional Services.
- 7.I Federal Aviation Administration (FAA) Airport Grant for Taxiway Alpha Improvement Design
Approval to accept a Federal Aviation Administration Grant to fund an Airport Improvement Project (AIP), Taxiway Alpha (TW A) Rehabilitation and Shift – Planning and Engineering at the Kissimmee Gateway Airport, Grant Master No. Twy A- Dsgn. FAA AIP 3-12-0038-048-2025.
- 7.J Risk and Safety Claims Tracking Software

Request approval of contract #20250286 with Health and Safety Institute (HSI) to purchase Risk and Safety software in the amount of \$30,502.35/yr for 3 years, for a total of \$91,507.05.

- 7.K Knightsbridge Phase 2A & 2B – Subdivision Final Acceptance
Acceptance of the subdivision improvements for Knightsbridge Phase 2A & 2B.
- 7.L Amendment and renewal of Continuing Services Contracts for Geotechnical Engineering, Environmental, Material and Consulting Testing Services
Request approval of the first amendment and one-year renewal of continuing services contracts for geotechnical engineering, environmental, material and consulting testing contracts with the following firms: Geotechnical and Environmental Consultants, Inc. (Contract # 20230247), UES Professional Solutions, LLC fdba Universal Engineering Sciences (Contract # 20230251), S&ME, Inc. (Contract # 20230250), Nadic Engineering (Contract # 20230248), and Professional Services Industries, Inc. (Contract # 20230249).
- 7.M Amendment and renewal of Continuing Services Contracts for Milling, Resurfacing and Minor Concrete Work
Request approval of the first amendment and one-year renewal of continuing services contracts for milling, resurfacing and minor concrete work with the following firms: Asphalt Paving Systems, Inc. (Contract # 20230078), American Persian Engineering & Construction, LLC. (Contract # 20240056), Premier Engineering, Inc. (Contract # 20240057), RJR Contractor, LLC. (Contract # 20250275), Schuller Contractors Incorporated (Contract # 20250276).
- 7.N Selection of Contractor for Haven on Vine Renovation Project: RFP2025-010
Approval to select Noble Construction for RFP2025-010 with authorization to negotiate an agreement for construction of the Haven on Vine Renovation project.
- 7.O Lease Agreement with Motorola Solutions, Inc. for Public Safety Portable Radios and Related Services
Approval of a lease and purchase agreement to acquire 235 portable radios, accessories, and backend services for the Police Department (Contract # 20250301).
- 7.P Ground and Build to Suit Lease Agreement with Cirrus Design Corp. at Kissimmee Gateway Airport
Approve Ground and Build to Suit Agreement with Cirrus Design Corp. d/b/a Cirrus to exercise the expansion of facilities and operations at the Kissimmee Gateway Airport, contingent upon finalization of contract exhibits (contract #20240145). Staff also requests that the Commission designate the City Manager the authority to execute the final agreement, upon approval by Cirrus and finalization of the contract exhibits.
- 7.Q Resolution Authorizing the City Manager to Execute Documents Related to Applications for Hazard Mitigation Grant Programs
Adoption of a resolution authorizing the City Manager to execute documents and applications related to the Hazard Mitigation Grant Program to ensure the ability to meet grant deadlines.

The item was removed from consent and placed on discussion for consideration. City Manager Steigerwald introduced an amended resolution (Exhibit "B") for consideration.

Commissioner Alvarez made a motion to adopt Resolution #07-2025 as amended. Commissioner Martinez seconded the motion.

Motion carried 5 - 0.

8. DISCUSSION ITEMS

8.A Downtown Kissimmee Activation Incentive

Review and approval of the proposed Downtown Kissimmee Activation Incentive program policy.

Economic Development Director David Rodriguez reviewed the Downtown Kissimmee Activation Incentive Program Policy as outlined on the agenda and recommended approval.

Commissioner Martinez made a motion to approve. Commissioner Eady seconded the motion.

Motion carried 5 - 0.

8.B Amendments to Community Redevelopment Agency Incentives Policy

Approval of proposed policy changes to the existing CRA Incentives programs.

CITY COMMISSION RECESSES AND CONVENES AS THE COMMUNITY REDEVELOPMENT AGENCY BOARD

Economic Development Director David Rodriguez reviewed the proposed policy changes to the existing program and recommended approval; staff clarified this is related to the Pioneer Program.

Board Member Eady made a motion to approve. Board Member Martinez seconded the motion.

Motion carried 5 - 0.

COMMUNITY REDEVELOPMENT AGENCY BOARD ADJOURNS AND RECONVENES AS CITY COMMISSION

8.C 2025 Policy Agenda Review - Building and Fire Prevention Division Operations

Commission direction on enhancing Building and Fire Prevention operations and activities.

Development Services Director Craig Holland introduced Building Division Manager Samantha Bridle, who reviewed a PowerPoint on the Building Division (Exhibit "C"). She highlighted current statistics, expectations, and next steps to improve the process.

Diana Marrero-Pinto from Kissimmee Main Street shared community feedback for new business owners. Commissioner Alvarez and Director Holland discussed the upcoming sign code changes, which will focus on modernizing the sign code by streamlining rules and no longer regulating most window signage. The department aims to continue to provide the best services by balancing automation with personal interaction.

8.D Advisory Board Vacancy: Board of Adjustment

The Commission is requested to make an appointment to fill a vacancy on the Board of Adjustment.

An additional application was received and placed on the dais for commission consideration (Exhibit "D").

Commissioner Martinez made a motion to appoint Raymond Sanchez to the Board of Adjustment. Commissioner Alvarez seconded the motion.

Motion carried 5 - 0.

9. HEAR CITY OFFICIALS

9.A CITY MANAGER

City Manager Steigerwald reminded the commission the revised hotel proposals will be heard on the July 1st agenda.

9.B CITY ATTORNEY

9.C CITY COMMISSION

Commissioner Eady shared a City of Tampa post about drinking fountains and expressed interest in implementing something similar in Kissimmee. The City Manager will coordinate with Toho Water to explore the possibility.

10. ADJOURNMENT

There being no further business to come before the Commission, Mayor Espinosa adjourned the meeting at 7:43 PM.



ATTEST:

Tameara Crespo

CITY CLERK

MAYOR-COMMISSIONER

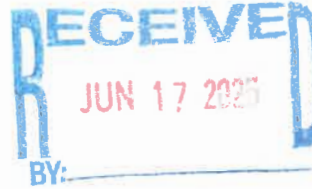


RECORD COPY

Exhibit "A"

June 12, 2025

Chief James Walls, Fire Chief
City of Kissimmee
101 Church Street
Kissimmee, Florida



Dear Chief Walls:

On behalf of the Board of Directors, we want to clarify our position following the recent vote approving a new fire assessment.

We strongly support our firefighters and the vital service your department provides. Our concern lies with the impact of this new assessment on current and future homeowners — especially those already struggling with rising costs. This isn't about "saving a dollar," as one commissioner suggested. It's about protecting affordability and ensuring responsible, balanced funding. We recognize our engagement came at the final hearing — but we showed up seeking collaboration. Our request was simply to pause the vote and explore other funding solutions together. In fact, one such option was raised during the meeting but never pursued.

While we support mental health funding for firefighters — including the goals of the pending state legislation — this was not an emergency measure. Public safety was never at risk.

We've shown real support for firefighters through programs like Florida's Hometown Heroes, which has helped over 12,000 frontline workers buy homes — a commitment we stand by.

As we mark Homeownership Month, we remain focused on advocating for both safety and housing affordability. We're committed to working with city leaders and your department to find solutions that serve all residents.

Sincerely,

Renee Clark
2025 President

RESOLUTION NO.

A RESOLUTION OF THE CITY COMMISSION OF THE CITY OF KISSIMMEE, FLORIDA, APPROVING AND AUTHORIZING THE CITY MANAGER TO EXECUTE AND SUBMIT THE APPLICATIONS AND ALL NECESSARY DOCUMENTS RELATED TO THE HAZARD MITIGATION GRANT PROGRAM, THE COPS HIRING GRANT, AND THE SAFER GRANT AND APPROVING THE RECEIPT OF FUNDS; PROVIDING FOR CONFLICTS; PROVIDING FOR SEVERABILITY; PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, the City Commission deems it to be in the best interests of the City to approve and authorize the City Manager to execute and submit the Applications and all necessary documents related to the Hazard Mitigation Grant, the COPS Hiring Grant, and the SAFER grant programs.

NOW, THEREFORE, BE IT RESOLVED BY KISSIMMEE, FLORIDA'S, CITY COUNCIL THAT:

SECTION 1. The foregoing "WHEREAS" clause is true and correct and hereby ratified and confirmed by the City Commission. All exhibits attached hereto are hereby incorporated herein.

SECTION 2. The City Commission of the City of Kissimmee, Florida, hereby approves and authorizes the City Manager to execute and submit the Applications and all necessary documents related to the Hazard Mitigation Grant, the COPS Hiring grant, and the SAFER grant programs, and approves the receipt of funds.

SECTION 3. The City Manager is authorized and directed to execute the necessary documents to comply with this Resolution.

SECTION 4. All Resolutions or parts of Resolutions in conflict herewith, be and the same are repealed to the extent of such conflict.

SECTION 5. If any clause, section, or other part of this Resolution shall be held by any court of competent jurisdiction to be unconstitutional or invalid, such unconstitutional or invalid part shall be considered eliminated and will in no way affect the validity of the other provisions of this Resolution.

SECTION 6. This Resolution shall become effective immediately upon its passage and adoption.

PASSED AND ADOPTED this day _____ of _____, 2025.

ATTEST

KISSIMMEE

By: _____
City Clerk

By: _____
Mayor

**APPROVED AS TO FORM
AND LEGAL SUFFICIENCY**

By: _____
City Attorney

Exhibit "C"

BUILDING DILIN R I & DI CU I N

June 17, 2025

6:00 PM



Building Review Discussion

- City Commission Policy Agenda 2025
 - High Priority
- Permitting and Licensing Processes Streamlining:
 - Goals and Outcomes,
 - Performance Audits,
 - Report with Findings and Recommendations,
 - Direction,
 - Implementation.
- Discussion is divided into two part.
 - Development Review,
 - Building Review.

Why We Are Here

To provide an overview of the City's Permitting and Licensing process.

Today, we'll walk through:

- Summarization of Building Division staffing & certifications
- High-level view of our workflow process to provide context and clarity
- How our permitting and licensing procedures compare with those of the neighboring jurisdictions
- The steps we're actively taking to streamline the process
- Improvements focused on enhancing the overall applicant experience

What We Do

City of Kissimmee – Building Division

We facilitate and oversee the full process of:

- Review and issue permits for construction and development
- Inspect projects for compliance with building, fire codes, and safety standards
- Manage contractor registrations and Business Tax Receipts (BTRs)
- Guide applicants through every step — from submission to final inspection
- Process unsafe abatements to address hazardous building conditions.

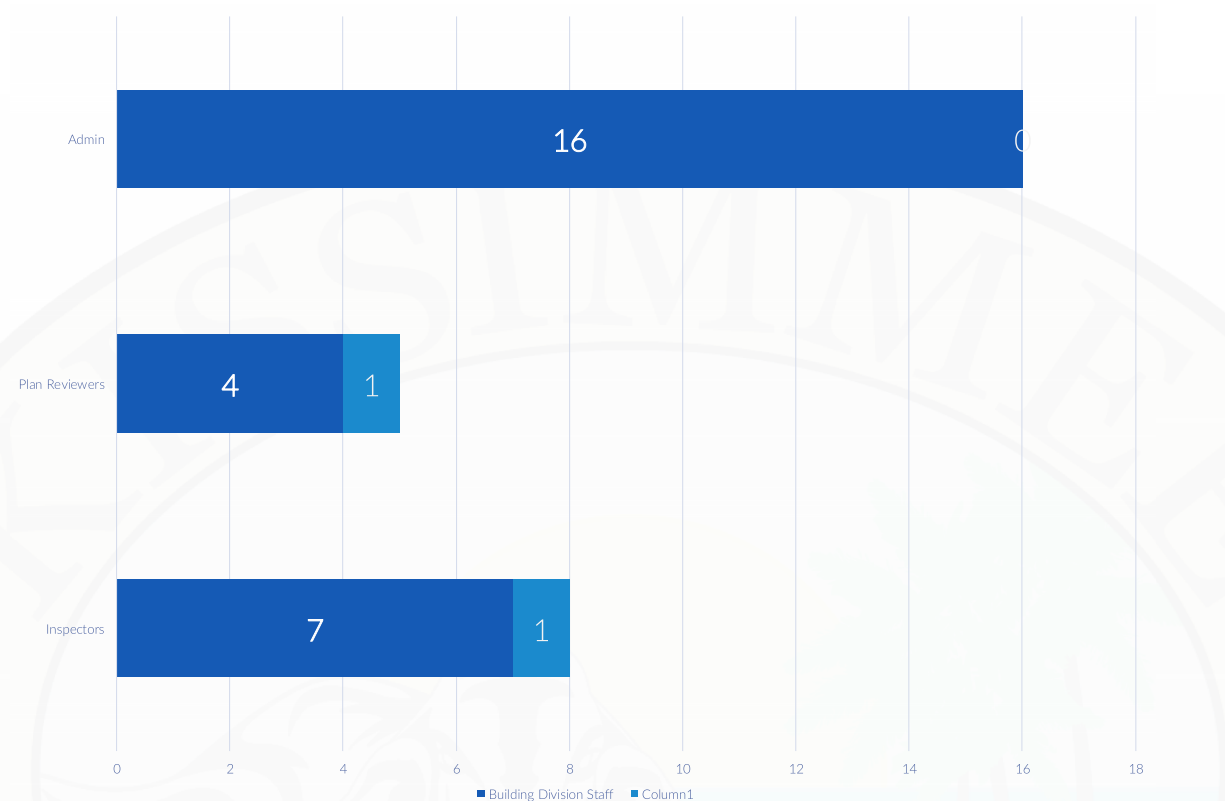
Our goal:

Support safe, efficient development with clear, customer-focused service throughout the permitting and BTR process.



Building Division Staffing FY25

- FY25 Staff: **29**
 - Including Fire Prevention
 - Current Vacancies: **2**
 - Site Inspector
 - Plan Reviewer
- Bi-lingual Staff: **13 (45%)**
 - **Spanish**
 - Portuguese
 - German
 - French





Building Division Licensing – At a Glance

- Total numbers of unique license & certifications held by Building Division and Fire Prevention: **116**
 - Department of Business & Professional Regulation (DBPR)
 - International Code Council (ICC)
 - Division of State Fire Marshal – Florida Department of Financial Services
 - Florida Association of Business Tax Officials
- **Notable Achievement:**
 - Deputy Building Official earned the Master Code Professional (MCP) certification
 - The highest level of certification offered by the International Code Council (ICC)
 - This achievement reflects an exceptional level of expertise, commitment, and leadership in the field of building safety and code compliance.
 - It is held by **fewer than 1%** of all code professionals worldwide—**just over 1,000 individuals globally**.
 - Since 2021, only 26 new MCPs have been issued in the entire state of Florida.

Costs to Operate the Building Division FY2024

Jurisdiction	Actual Cost	Cost per 1,000 Citizens
City of Kissimmee	\$4,491,327	\$52,752
City of St. Cloud	\$4,471,707	\$67,780
Osceola County	\$12,712,016	\$42,357

Number of Employees FY2024

Jurisdiction	Number of Employees	Employee per 1,000 Citizens
City of Kissimmee	24	0.282
City of St. Cloud	23	0.349
Osceola County	55	0.183



Statistics Overview (FY 2023–2025¹)

Fiscal Year	Applications Processed	Customer Interactions
FY23	13,312	79,524
FY24	13,489	62,952
FY25 (est.)	≈13,400	≈57,450

- Applications includes new permits, new and renewed contractor registrations, and new and renewed business tax receipts.
- Customer Interactions includes walk-in, phone, and email inquiries.

¹2025 figures are projections.

Permit Process Workflow



- Permit review begins only after fee payment is received.
- Plan review may involve multiple departments, including the Building Division, Fire Prevention, Planning Division, Engineering Department, Sanitation Division, and Toho Water Authority.
 - If any one department/division disapproves the plan review, it's considered disapproved and must be revised and resubmitted.
- Once approved, the plan review proceeds to permit issuance, including verification of necessary documents and fees.
- Any scope of work changes after permit issuance require a revision submittal and review.
- Inspections may involve multiple departments, including the Building Division, Fire Prevention, Engineering Department, and/or Toho Water Authority.
 - Inspections that are disapproved must be reinspected until approval is achieved.
- Certificates of Occupancy are issued after permit finalization and all departments' approvals.

Building Permit Statistics FY2024

- Building Permit Applications Processed: 6,025
- Building Permit Reviews Completed: 12,812
- Building Permits Issued: 5,786
- Building Permit Inspections Conducted: 17,974
- Certificate of Occupancies Issued: 343

- Contractor Registrations Issued: 2,735
 - An active contractor registration is required to be issued a permit.

Permit Applications Submitted FY2024

Jurisdiction	Permit Applications	Applications per 1,000 Citizens
City of Kissimmee	6,025	70.76
City of St. Cloud	6,398	96.98
Osceola County	29,484	98.24

Permit Applications Issued FY2024

Jurisdiction	Permits Issued	Issuance per 1,000 Citizens
City of Kissimmee	5,786	67.96
City of St. Cloud	5,613	85.08
Osceola County	25,349	84.46

Time-Frame for Permit Review

Jurisdiction	Sufficiency Review	Residential Review	Commercial Review	Total Review Time
City of Kissimmee	1	1-3	1-10	3 to 11
City of St. Cloud	2	10	10	12
Osceola County	1	5-7	10-15	6 to 23

- All timeframes are measured in business days.
- Timeframes are self imposed by each jurisdiction.
- Each timeframe reflects one review cycle per permit.
- All timeframes fall within the maximum limits allowed by Florida State Statute and the Florida Building Code
- Permit review cannot begin until fees are paid following sufficiency review, which can delay the process by several days, weeks, or even months depending on the applicant response time.

What Can Delay a Building Permit?

- Common reasons that slow down the permitting process:
 - Doing work without the proper permits
 - Hiring a contractor who is unqualified, unreliable, or unfamiliar with local codes/processes
 - Not registering or using the Self-Service Portal
 - Incomplete or inaccurate permit applications
 - Unpaid fees or delays in payment
 - Insufficient or unclear plans and specifications for review
 - Attempting to circumvent or bypass permit requirements
 - Requesting an expedited review
 - Not asking for help when unsure of the process
 - Lack of clear communication or timely follow-up from applicant
 - Occasional staff errors or technical issues with permit software
 - Delays from outside departments and agencies such as Toho Water Authority, City of Kissimmee Engineering Department, Osceola County 911 Addressing, Kissimmee Utility Authority.
 - Failure to schedule or pass required inspections timely

Business Tax Receipt Workflow



- Business Tax Receipt (BTR) review begins only after fee payment and all required documents have been submitted and approved.
- The BTR review process involves both the Planning Division and Building Division.
- Inspections are conducted by the Fire Prevention inspectors within the Building Division.
 - For uses that include a nail salon, an additional ventilation inspection is required by a Building inspector.
- The BTR is issued once all required inspections have been successfully completed and approved.

Building Division Statistics FY2024

- Business Tax Receipt Applications Submitted/Renewed: 3,049
- Business Tax Receipt Reviews Completed: 1,680
- Business Tax Receipt Applications Issued: 3,970

Important Note:

- In many other jurisdictions, BTRs are handled by a separate division or department.
- In the City of Kissimmee, the Building Division manages both new and renewed BTRs.

Time-Frame for BTR Review

Jurisdiction	Sufficiency Review	BTR Review	Total Review Time
City of Kissimmee	1-2	1-3	2 to 5
City of St. Cloud	1-7	7	8 to 14
Osceola County	1-3	7-21	8 to 24

- All timeframes are measured in business days.
- Timeframes are self imposed by each jurisdiction and may vary.
- After sufficiency review, an application cannot proceed to full review until all required documents are submitted and applicable fees are paid.
 - ❖ This step can add several days, weeks, or even months to the Business Tax Receipt (BTR) process, depending on the applicant response time.
- The City of St. Cloud combines their Certificate of Use & BTR application into a single process.
- Both the City of St. Cloud and Osceola County require Landlord & Property Management BTRs; the City of Kissimmee currently does not.

What Can Delay a Business Tax Receipt?

- 
- Common reasons that slow down the BTR process:
- Incomplete or inaccurate applications
 - Unpaid fees or delays in payment
 - Missing or invalid documentation
 - Not asking for help when unsure of the process
 - Not registering or using the Self-Service Portal
 - Delayed applicant responses to requests for clarification, disapproval comments, or documents
 - Address, zoning, or land use conflicts
 - Pending required inspections (if applicable)
 - Hiring a consultant unfamiliar with or dishonest about our process
 - Attempting to “work the system” or bypass required steps
 - Occasional staff errors or technical issues with software

Improvements Made in the Last 2 Years

- Added staff to improve service capacity
- Opened the Development Services Center with early hours starting at 7:30 AM for walk-ins and phone support
- Introduced monthly Lunch & Learn sessions to educate and assist citizens and customers
- Added maximum occupancy info to BTRs
- Integrated Emergency Contact form into BTR applications and renewals and streamlined data sharing with Communications
- Enhanced Self-Service Portal with:
 - Video tutorials
 - Step-by-step PDF guides
- Installed 2 self-service kiosks in the DS Center lobby
- Prioritized quick turnaround permits (e.g., like-for-like window/door changeouts, stucco & siding repairs, re-roofs, like-for-like meter/panel changeouts, temporary power poles, mechanical changeouts, residential fence, re-wire, and re-pipe permits, irrigation permits, water heater changeouts)

Upcoming Improvements

- Complete fee study to ensure fair pricing and sustainability
- Focus on improving ISO rating to enhance community safety
 - (Commercial Rating: 3 / Residential Rating: 4)
- Research and evaluate IAS Accreditation
- Add new staff and fill critical positions to support growth
- Implement Decision Engine across permitting and BTR processing
- Introduce phone queuing system to improve customer call handling
- Enhance electronic plan review with a more customer-friendly interface for receiving, viewing, and responding to comments
- Configure additional automations to keep citizens and customers informed throughout all Building Division related processes
- Develop brochures to guide and inform citizens (e.g., Owner Builder Brochure, Business Start-Up Guide, etc.)
- Complete detailed checklists for all Building Division applications
- Continue Lunch & Learn sessions to educate and support customers
- Ongoing staff training for improved service and expertise
- Continue networking with neighboring jurisdictions and agencies to streamline processes

Customer and Peer Feedback

- Feedback gathered from several regular customers of the City of Kissimmee and surrounding jurisdictions.
 - Over the past three years, Kissimmee's permitting process and review times have shown noticeable improvement.
 - While permitting software is considered a "necessary evil" across all jurisdictions, Kissimmee's staff consistently stands out as the most helpful and pleasant to interact with – both in person and over the phone.
 - Each jurisdiction has its own strengths and weaknesses related to permit review and inspection processes.
- Spoke with representatives from neighboring jurisdictions
 - They often hear from their customers that "other jurisdictions do it better".
 - Kissimmee hears this also.

What Can Commissioners Do to Help?

Refer customers to the right contacts:

- Craig Holland – Development Services Director
- Doug Etheredge – Assistant Development Services Director
- Juan F. Hernandez – Building Official
- Albert Rocco – Deputy Building Official
- Samantha Bridle – Building Division Manager

Information that would be helpful before referring to staff:

- Customer's name and contact information
- Permit or BTR number (if available)
- Address where the work is being done
- A brief description of the issue or concern

Capturing these key details ensures we can respond quickly and accurately.

Building Review Discussion

- Processes have been divided into two separate discussions.
 - This discussion's focus is on Building Process and not Development Review process.
- The Commission provides Staff with the following:
 - The Commission's expectations for Building Process.
 - City Commission define problems and issues with the Building Process.
 - Possible next steps:
 - Define enhancements desired by the City Commission.
 - City Commission provide direction to the Building Process staff.
 - Solutions based on Commission provided expectations, problems and issues.



Thanks!



| @CityofKissimmee

Advisory Board Application



Submitted on	13 June 2025, 8:22PM
Receipt number	32
Related form version	9

Applicant Information

First Name	Raymond
Last Name	Sanchez
Street Address	2448 Chateau Loop
City	Kissimmee
State	FL
Zip Code	34741
Phone	4079229178
Email	raymond.sanchez.fl@gmail.com
Name of Employer	Oviedo Medical Center
Are you a resident of the City of Kissimmee?	Yes, I live in the City of Kissimmee
Do you own/operate a business in the City of Kissimmee?	No, I do not own/operate a business in the City of Kissimmee
Legal Name of Business Owned/Operated by Applicant	
Street Address of Business Owned/Operated by Applicant	
City of Business Owned/Operated by Applicant	
State of Business Owned/Operated by Applicant	
Zip Code of Business Owned/Operated by Applicant	

Board Interest & Qualifications

Please select all advisory boards you wish to serve on:	Affordable Housing Advisory Committee
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Please list any community activities, including organizations for which you have volunteered or any boards you have served on.

Board of Adjustment
Planning Advisory Board

Good Government Group Chairman | Oviedo Medical Center

- As the Chairman of the GGG, I play a crucial role in connecting my hospital with key community leaders. Our mission is to inspire and educate these stakeholders, fostering strong, lasting relationships throughout the year. I aim to be their go-to resource for all things healthcare, making a positive impact in the community we serve!
- Vice Chairman Board of Supervisors | Tapestry Community Development District Jun 2024 – Present
- Provide leadership in planning, financing, and maintaining community development projects, needs of the district. Community Board Member | Better Together Jun 2024 – Present Contribute to the organization's mission of empowering families to achieve self-sufficiency and build a brighter future Board of Directors | Chairman - Government Affairs | Young Professionals Orlando Science Center Dec 2022 – Dec 2023
- Led government affairs and community engagement initiatives to support science education and promote the center's mission.

Board of Directors | Vice President | Neighborhood Home Owners Association | Kissimmee, FL Aug 2021 – Apr 2023

- Oversaw operations and community projects, enhancing living standards and fostering a well-functioning community. Board of Directors | Kissimmee Utility Authority | Kissimmee, FL Oct 2020 – Mar 2023
- Contributed to setting policy direction, approving budgets, and authorizing major purchases to improve utility services and infrastructure.

Worshipful Master | Free and Accepted Masons of Florida | Kissimmee, FL

- Served as the president of Orange Blossom Lodge No. 80, setting policies and managing a budget for a lodge of 145 members, focusing on personal and community improvement.

Medical Mission Trip Coordinator | CRUDEM Foundation | Milot, Haiti

- Organized and procured supplies and instrumentation, and maintained the daily surgical schedule for Hôpital Sacré Coeur, supporting quality healthcare and education in the Haitian community.

Please list any special skills or certifications?

Masters of Business Administration

Please attach your resume or proof of qualification and/or licenses.

[Raymond Sanchez CV 2024 2.0.pdf](#)

Demographics & Certifications

Are you a member of any of the following minority groups?

Hispanic

What is your gender?

Male

Are you physically disabled?

No, I am not physically disabled

Signature

A handwritten signature in black ink, consisting of a stylized 'M' followed by a horizontal line.

[Link to signature](#)

Raymond Sanchez



Florida



(407)-922-9178



raymond.sanchez.fl@gmail.com



[Raymond Sanchez LinkedIn](#)

PROFILE SUMMARY

Accomplished Sales and Business Development professional with a proven track record of driving revenue growth and exceeding sales targets. Adept at retaining clients, delivering impactful sales presentations, and maintaining strong relationships with key stakeholders. With experience in surgical technology and leadership, operational and project management expertise. Proven skills in strategic planning and community engagement. Committed to continuous improvement, excelled in fostering collaborative environments and driving organizational success through innovative solutions and strategic initiatives.

SKILLS

- Client Acquisition and Retention
- Strategic Sales Presentations
- Product and Market Knowledge
- Technical Skill Enhancement
- Team Leadership and Development
- Operational Efficiency
- Protocol and Procedure Development
- Capital Equipment Management
- Team Coordination and Communication

EDUCATION & CERTIFICATIONS

- Master of Business Administration
University of East London
London, UK | Jan 2024
- Associate of Science Degree
Anthem College
Orlando, FL | Mar 2007
- Florida Notary Public Commission
- Certified Surgical Technologist
- CPR BLS Certification

SURGICAL SPECIALITIES

- Neurosurgery, Orthopedics, Adult & Pediatric Trauma, Cranio-maxillofacial, Pediatrics, EENT, Navigation, DaVinci & Mazor Spine Robotics, General Surgery, Obstetrics and Gynecology, Urology, Bariatrics

CORE COMPETENCIES

- **Sales and Business Development:** Achieved 16% of overall sales and 32% of new business in 2023 at Cognitive Kinetics Inc., surpassing sales targets.
- **Surgical Technology and Leadership:** Led neurosurgical and trauma programs at Osceola Regional Medical Center, including precepting new staff and managing monthly schedules.
- **Operational and Project Management:** Oversaw community operations and project management, enhancing living standards and community functionality.
- **Strategic Planning and Community Engagement:** Led government affairs and continuous community engagement initiatives through supporting science education.

PROFESSIONAL EXPERIENCE

Director of Physician and Provider Relations
Oviedo Medical Center | Oviedo, FL

Sep 2024 – Present

- Develop and maintain relationships with key stakeholders in the healthcare sector.
- Engage with physicians, surgeons, and hospital CEOs to enhance collaboration.
- Foster connections with EMS leaders and urgent care staff to streamline services.
- Build rapport with advanced practice providers and surgical leaders.
- Strengthen relationships with physician office staff to support hospital growth initiatives.
- Drive growth for hospital services through strategic partnerships and effective communication.

Spine & Orthopedic Trauma Sales Representative
Cognitive Kinetics Inc. | Daytona Beach, FL

Nov 2021 – Sep 2024

- Contribute to 16% of the overall 2023 sales and 32% of new business, surpassing sales targets and setting a new standard within the team.
- Successfully acquire more new surgeons than any other sales representative and maintain strong client relationships, resulting in high client retention rates.
- Develop and deliver compelling sales presentations, handling objections and closing high-value deals.
- Demonstrate understanding of instrumentation and product usage, continuously researching market trends to stay ahead.
- Participate in training sessions, enhancing technical skills and market knowledge, and seeking out new products and solutions for clients.

Surgical Technologist Lead

Osceola Regional Medical Center | Kissimmee, FL

Jun 2011 – Oct 2021

- Led neurosurgical and trauma programs, precepted students and new staff, and fostered a culture of growth and responsibility among surgical technologists.
- Managed the monthly call schedule for staff members, ensuring adequate coverage and operational efficiency.
- Developed and implemented protocols and procedures that improved surgical efficiency and techniques.
- Cultivated a collaborative environment, encouraging continuous education and assisting in teaching technical procedures.
- Recognized for exceptional leadership and contribution to the surgical team's success and overall operational excellence.

Surgical Technologist

Nemours Children's Hospital | Orlando, FL

Jun 2016 – Mar 2018

- Specialized in pediatric spine surgeries, contributing to an improvement in surgical efficiency through the development of new procedural protocols.
- Managed the procurement and maintenance of capital equipment, adhering to a stringent annual budget and ensuring operational readiness.
- Enhanced surgical outcomes by collaborating with the surgical team to implement best practices and optimize equipment usage.
- Facilitated communication between surgeons and support staff, improving team coordination and reducing surgery preparation time.
- Conducted training sessions on new equipment and techniques, increasing team competency and reducing equipment-related delays.

Surgical Technologist

Arnold Palmer Hospital for Children | Orlando, FL

May 2008 – Jun 2011

- Supported pediatric surgeries with a focus on efficiency and precision, contributing to improved patient recovery times.
- Assisted in the development and implementation of new surgical procedures, leading to enhanced operational standards.
- Coordinated with medical staff to ensure seamless surgical workflows, reducing delays and optimizing resource use.
- Maintained a high level of technical proficiency in surgical techniques and equipment, resulting in consistent performance excellence.
- Participated in departmental meetings to address and resolve operational challenges, contributing to overall team effectiveness.

Surgical Technologist

Heart of Florida Regional Medical Center | Davenport, FL

Mar 2007 – May 2008

- Assisted in various surgical procedures, ensuring adherence to best practices and maintaining high standards of patient care.
- Supported the implementation of new surgical protocols, improving procedural outcomes and efficiency.
- Provided technical support during surgeries, contributing to successful outcomes and patient safety.
- Maintained surgical equipment and supplies, ensuring readiness and compliance with hospital standards.
- Participated in continuous education and training, enhancing skills and knowledge relevant to surgical technology.

VOLUNTEER EXPERIENCE

Good Government Group Chairman | Oviedo Medical Center

- As the Chairman of the GGG, I play a crucial role in connecting my hospital with key community leaders. Our mission is to inspire and educate these stakeholders, fostering strong, lasting relationships throughout the year. I aim to be their go-to resource for all things healthcare, making a positive impact in the community we serve!

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