



CITY OF KISSIMMEE
FIRE DEPARTMENT
2023
ANNUAL REPORT

VALUES

KINDNESS

Treating **others** as we would want to be treated.

INCLUSION

Making others feel **safe, accepted** and **respected**.

SUCCESS

Enjoying the fruits of **hard work**.

SKILLFULNESS

Mastering our craft.

IMPROVEMENT

Always working to get **better**.

MOTIVATION

Driving to meet our **goals**.

MINDFULNESS

Understanding where we come from and where we are heading.

ETHICS

Always doing what is **right**.

ENTHUSIASM

Passion for our profession.

MISSION

To **PROTECT** life and property with a well equipped and highly trained team

VISION

To **SAVE** lives and build a safer community through exceptional service

“In the Finest Tradition - Courage, Compassion, and Community”

I am immensely proud to present our annual report for the year 2023. It has been a year of challenges, triumphs, and unwavering dedication from every member of our fire department. With gratitude in our hearts and a steadfast commitment to our mission, we have fulfilled our motto of courage, compassion, and community.

Throughout the year, we have responded to countless emergencies with courage and professionalism. From battling structure fires to rescuing individuals from life-threatening situations and helping other members of our community on their worst day, our team has exemplified the highest standards of service and bravery.

Our ongoing commitment to training, preparedness, and innovation has further strengthened our capabilities. Each member has contributed to our success, whether through skillful firefighting, advanced medical response, or community outreach initiatives. Our collaborative efforts with local agencies and community partners have underscored our shared dedication to safety and well-being.

In the face of adversity, we have supported each other with empathy and unity. Our collective spirit has been an anchor, guiding us through the most demanding situations and fostering an environment of trust, respect, and camaraderie.

This past year we were honored to wish three of our lieutenants a Happy Retirement. Lt. Glory Seley, Lt. David Boykin, and Lt. Dwight Johnson had a combined seventy-three years of experience. Our beloved Pastor Pete Zieg also retired after serving faithfully for over thirty-two years. We wish each of these outstanding professionals a long and happy retirement and thank them for their service to our Department and community.



MESSAGE FROM THE CHIEF

With retirements come promotions and it was an honor to promote Lt. Mike Porcella, Lt. Devin Springer, Lt. Luis Pena, and Engineer Ian Wooten. We are excited to see them excel in their new positions.

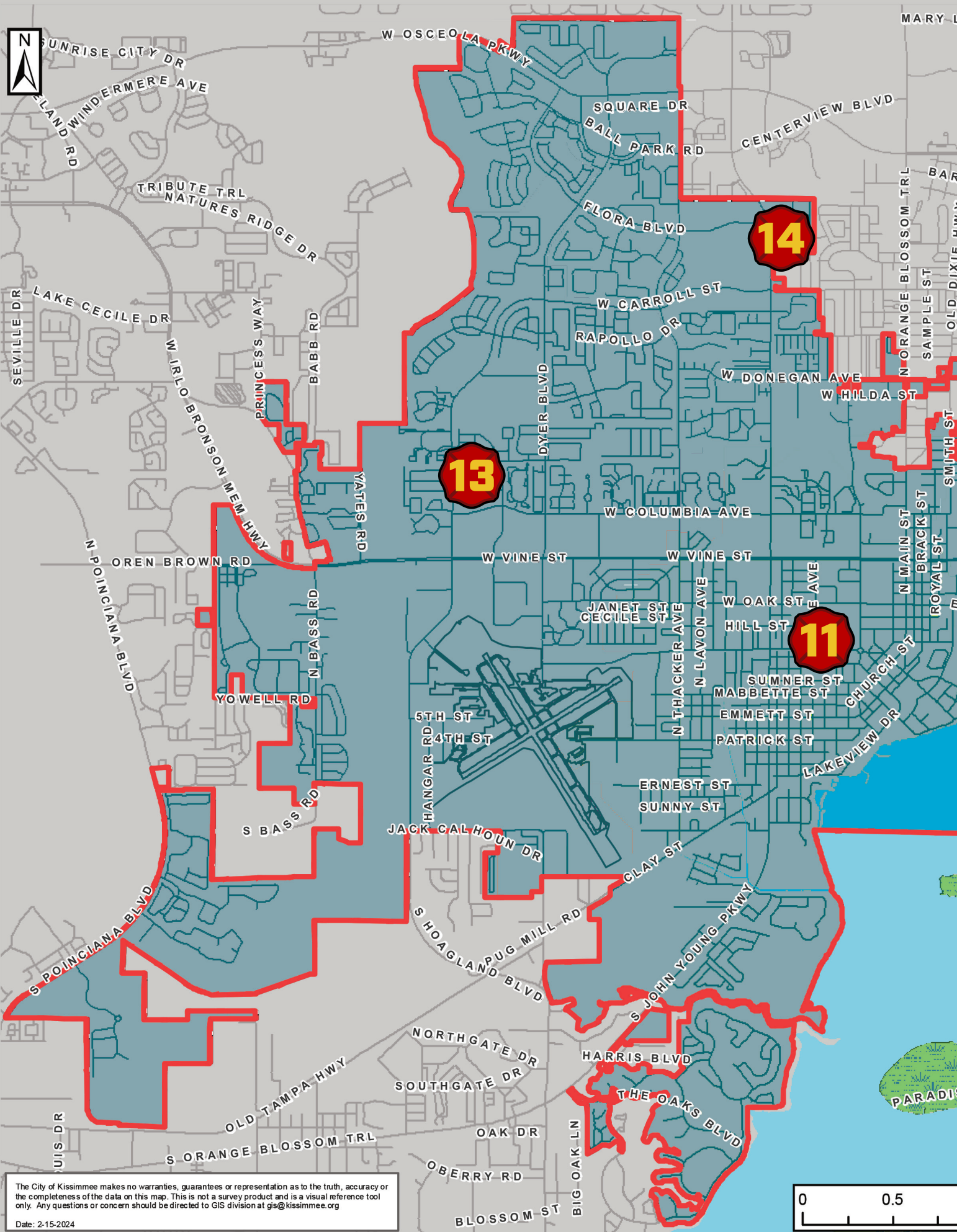
This past year we welcomed into the KFD family: Fire Chaplain Lance Spencer, FF Josh Tyrell, FF Klebert Charles, FF Preston Archie, FF Jack Calvetti, FF Derek Ferreira, and FF Aaron Lopez.

As we reflect on the year gone by, let us remember the lives we have touched, the challenges we have overcome, and the bonds we have forged. Our commitment to excellence remains unwavering, and our resolve to protect and serve our community grows stronger with each passing day.

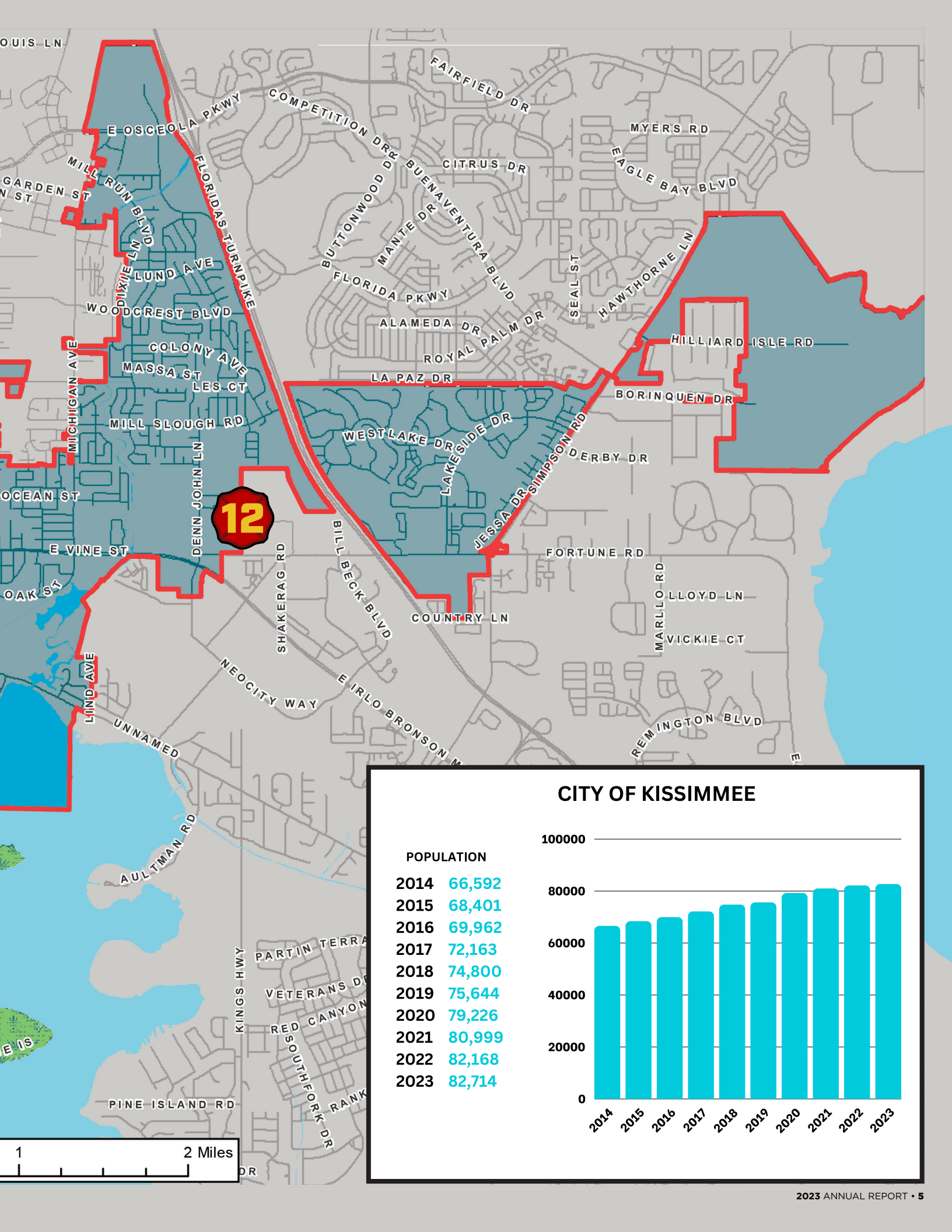
Together, let us march into the future with renewed determination, unity, and a shared vision of safeguarding our community. The year ahead holds new opportunities and challenges, and I am confident that, together, we will continue to uphold the noble tradition of the fire service and make a meaningful difference in the lives of those we serve.

I extend my deepest gratitude to each member of our fire department for your steadfast dedication and selfless service. Your commitment to duty, your sacrifice, your resilience, and your camaraderie are the pillars of our success that will guide us in the years to come.

Kissimmee Fire Chief, Jim Walls



The City of Kissimmee makes no warranties, guarantees or representation as to the truth, accuracy or the completeness of the data on this map. This is not a survey product and is a visual reference tool only. Any questions or concern should be directed to GIS division at gis@kissimmee.org
Date: 2-15-2024

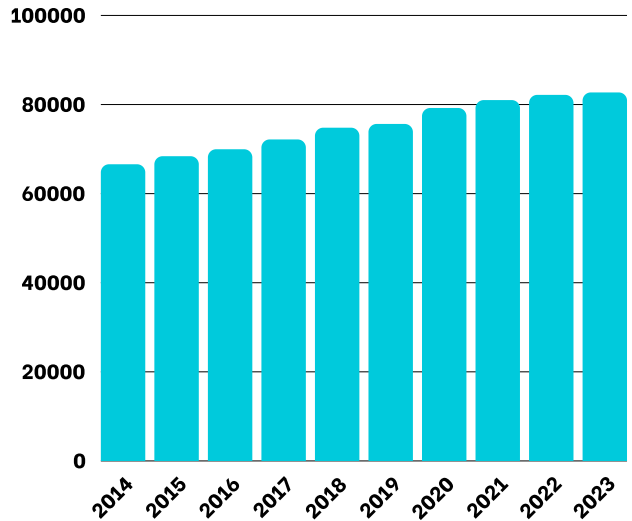


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CITY OF KISSIMMEE

POPULATION

2014	66,592
2015	68,401
2016	69,962
2017	72,163
2018	74,800
2019	75,644
2020	79,226
2021	80,999
2022	82,168
2023	82,714

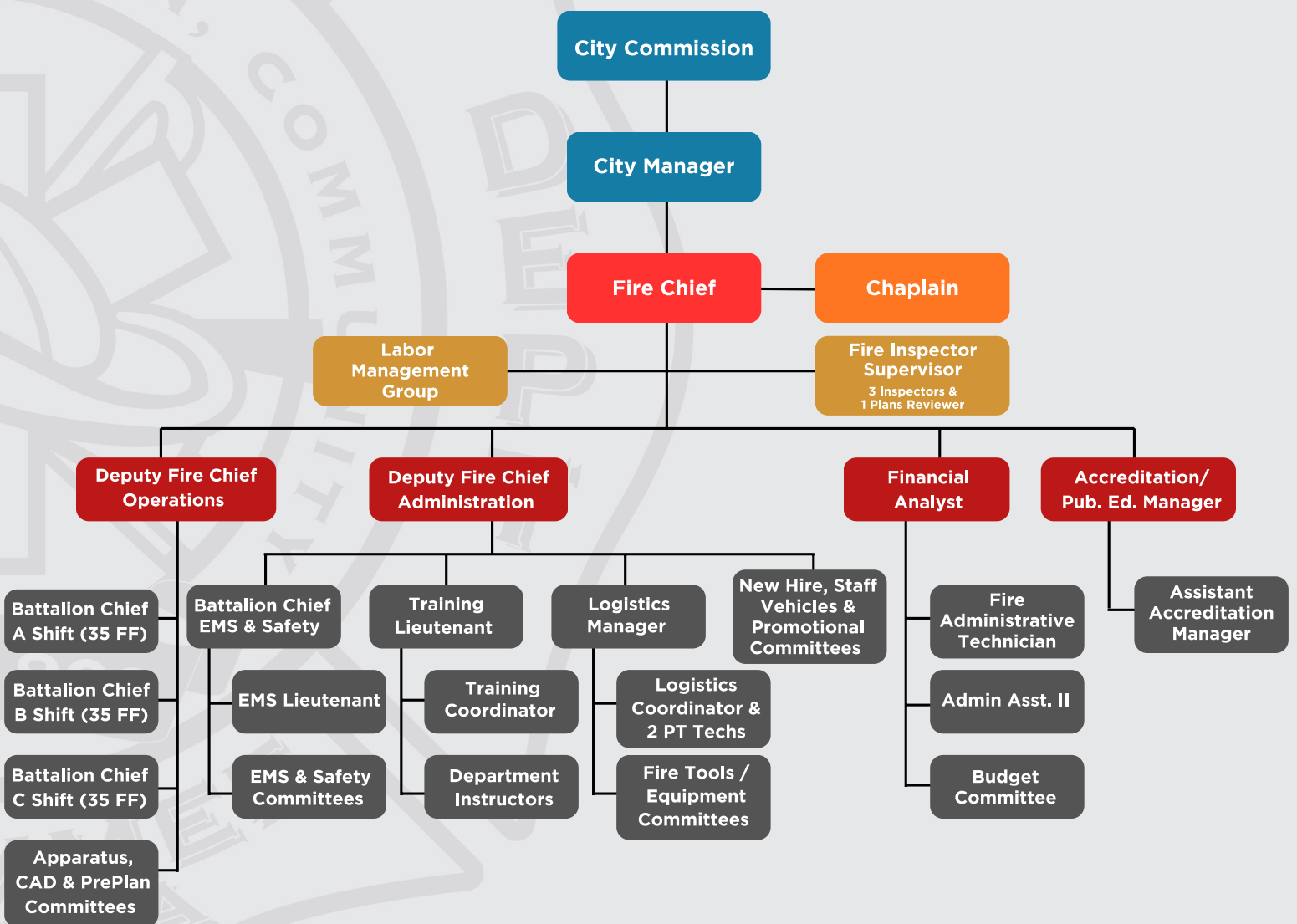


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CITY OF KISSIMMEE FIRE DEPT

ORGANIZATIONAL CHART



Uniformed Firefighters: 111
 Non-Uniformed Staff: 9
 Volunteer Chaplain: 1



MEMORIAL



MIKE 'MAC' MCCURDY
BATTALION CHIEF
08/09/2023



LAURIE TUTTLE
FIREFIGHTER/PARAMEDIC
10/17/2023

“In the Finest Tradition - Courage, Compassion, and Community”



RETIREES



LT. GLORY SELEY
27+ YEARS OF SERVICE



LT. DAVID BOYKIN
20+ YEARS OF SERVICE



LT. DWIGHT JOHNSON
26+ YEARS OF SERVICE



CHAPLAIN PETER ZIEG
32 YEARS OF VOLUNTEER SERVICE

PROMOTIONS



LT. MIKE PORCELLA



LT. DEVIN SPRENGER



LT. LUIS PEÑA



ENGINEER IAN WOOTEN



NEW HIRES



JOSUA TYRELL



KLEBERT CHARLES



PRESTON ARCHIE



JACK CALVETTI



DERICK FERREIRA



AARON LOPEZ



LANCE SPENCER





ACCREDITATION

A CONTINUOUS IMPROVEMENT PROCESS

IN DECEMBER 2021,

the City of Kissimmee Fire Department began its accreditation journey with the Center for Public Safety Excellence (CPSE). The international accreditation process entails an in-depth self assessment with the primary goal being nonstop improvement. The CPSE was founded in 1986 as a joint venture between the International City / County Management Association and the International Association of Fire Chiefs to develop a model of continuous improvement for fire / rescue departments. The Commission for Accreditation International (CFAI) awards accreditation for the CPSE. It is estimated that over 13,000 staff hours are required to complete the required accreditation documents.

The Department's process started with the involvement of internal and external stakeholders through meetings, community workshops, and surveys. Community expectations and areas of needed improvement were realized and goals with detailed objectives were developed. From these goals and objectives and stakeholder input, the Department's first *Community Driven Strategic Plan* was created and

approved by the Kissimmee Commission (commission) in December 2022.

A community risk assessment (CRA) was then completed, and a level of risk was assigned to every structure and other fire / rescue areas of concern. This CRA led to the development of the Department's first *Community Risk Assessment / Standard of Cover (CRA SOC)* which was approved by the commission in March 2023. The standard of cover means how well the Department covers its response area. Finally, the Department completed a detailed *Self Assessment Manual* evaluating 250 performance indicators in eleven areas of the fire / rescue service from finance and human resources to the emergency services to which the Department responds.

In November 2023, the Department hosted a CPSE assessment team consisting of four out of state fire department chief officers. The team verified and validated the accreditation-related documents, interviewed staff, and visited the stations. The peer team approved the Department to sit before the Commission on International Accreditation in February 2024 with hopes of being awarded international accreditation.

DEPARTMENT BENEFITS FROM ACCREDITATION

- Incident clarification form was developed to help resolve dispatching issues.
- A peak hour (high call volume times) dispatcher was established.
- Part time public education manager.
- Quarterly and annual reports.
- Increased awareness of alarm handling, firefighter turnout times, and travel times.
- Improvement of 8 seconds for turnout times.
- Improvement of 55 seconds for alarm handling times.
- Purchase of FirstWatch software for better analysis of incidents and response time components.
- Annual program appraisals for all critical Department programs.
- Tracking of various outputs and outcomes (medical treatment, fire loss, pub ed events).
- Several new or updated standard operating guidelines.
- Firefighter physicals.
- Schedule updates for all Department plans, policies, and other documents.

BENEFITS OF INTERNATIONAL ACCREDITATION

- Provides greater community alignment.
- Encourages quality improvement.
- Identifies areas of strengths and weaknesses.
- Provides for greater data-driven decision making.
- Communicates management and leadership philosophies.
- Ensures your agency has a defined mission and related objectives.
- Encourages the development of organizational procedural documents.

2023 ACCOMPLISHMENTS

- 6th Rescue placed in service.
- Lucas Devices (*mechanical CPR machines*) were added to all Rescues.
- LifeVac Choking Devices were added to all apparatus.
- CO detectors were added to all LifePaks to improve firefighter safety.
- Received a state-of-the-art driving simulator.
- Received two new rescue boats.
- Placed personal flotation devices on all the units
- Received a new ambulance increasing the reserve fleet.
- Initiated a new building preplan program (*FlowMSP*).
- Purchased 5th frontline Engine with an estimated delivery date in 2027.
- A peer assessment team from the Commission on Fire Accreditation International (*CFAI*) approved the Department to appear before the CFAI in February 2024.
- The Department was featured on CBS's Inside Addition for a Department Baby Boom adding 12 additional members to our family!

2023 PERSONNEL ACHIEVEMENTS

Firefighters who Received Full Paramedic Status:

- Firefighter Hassrat Chaudry
- Engineer Justin Greenhill
- Firefighter Aaron Lopez
- Firefighter Matt Hausterman

Firefighters who Received Associate Degrees:

- Engineer Justin Greenhill
- Firefighter Steven Maciel

Firefighters who Received Master's Degree:

- Fire Chief Jim Walls

• Lt. Jason Stewart, Lt. Matthew Petrasko, Lt. Luis Peña, Lt. Kenny Boro, Engineer Michael Taylor, Firefighter Zach Cubero, Firefighter Preston Archie, Firefighter Douglas Thacker, Firefighter Alex Hebra, and Firefighter Wyatt Calderone received recognition for outstanding effort on two pediatric near drownings. Both children fully recovered.

• Battalion Chief Dan Dodd, Lt. Jeff Booher, Lt. Tony Isenberg, Lt. Dane Farmer, Lt. Michael Porcella, Engineer David Pabon, Engineer Brad Ellig, Firefighter Bo Love, Firefighter Taylor Bruno, Firefighter Ryan Wheeler, Firefighter Steven Cole, and Firefighter Victor Garza, were reunited with a critical auto accident patient.

• Social media featured Lt. Luis Pena and Firefighter Jamie Steffen.

• Engineer Michael Kane was awarded the City's Employee of the Month for May 2023.

• Lt. Devin Sprenger (*then Firefighter Sprenger*) was awarded Responder of the Quarter by AdventHealth Partin Settlement (*April 2023*).

• Firefighter Jamie Steffen was awarded Responder of the Quarter by AdventHealth Kissimmee (*April 2023*).

• Fire Chief Jim Walls was sworn in as the president of the Central Florida Fire Chief's Association.

• Fire Chief Jim Walls was recognized during the Knights of Columbus "Heroes Night" for his continued support, guidance, and friendship.

• Lieutenant Luis Peña, Engineer Logan Broberg, and Firefighter Brandon Holder were recognized by the Knights of Columbus as Hero of the Year for rescuing a woman in a submerged vehicle after Hurricane Ian.

• Engineer Logan Broberg completed the very prestigious Georgia Smoke Diver Program.

• Firefighter Jamie Steffen received Firefighter of the Year, Real Heroes Don't Wear Capes Award from A Hero for Kids organization.

• Department hosted the Florida Antique Bucket Brigade (*FAAB*).

• Engineer Mike Kane completed the IAFF Chaplaincy Course and is now one of our Department Chaplains.

• Engineer Kane completed the Applied Suicide Intervention Skills Training (*ASSIST*).

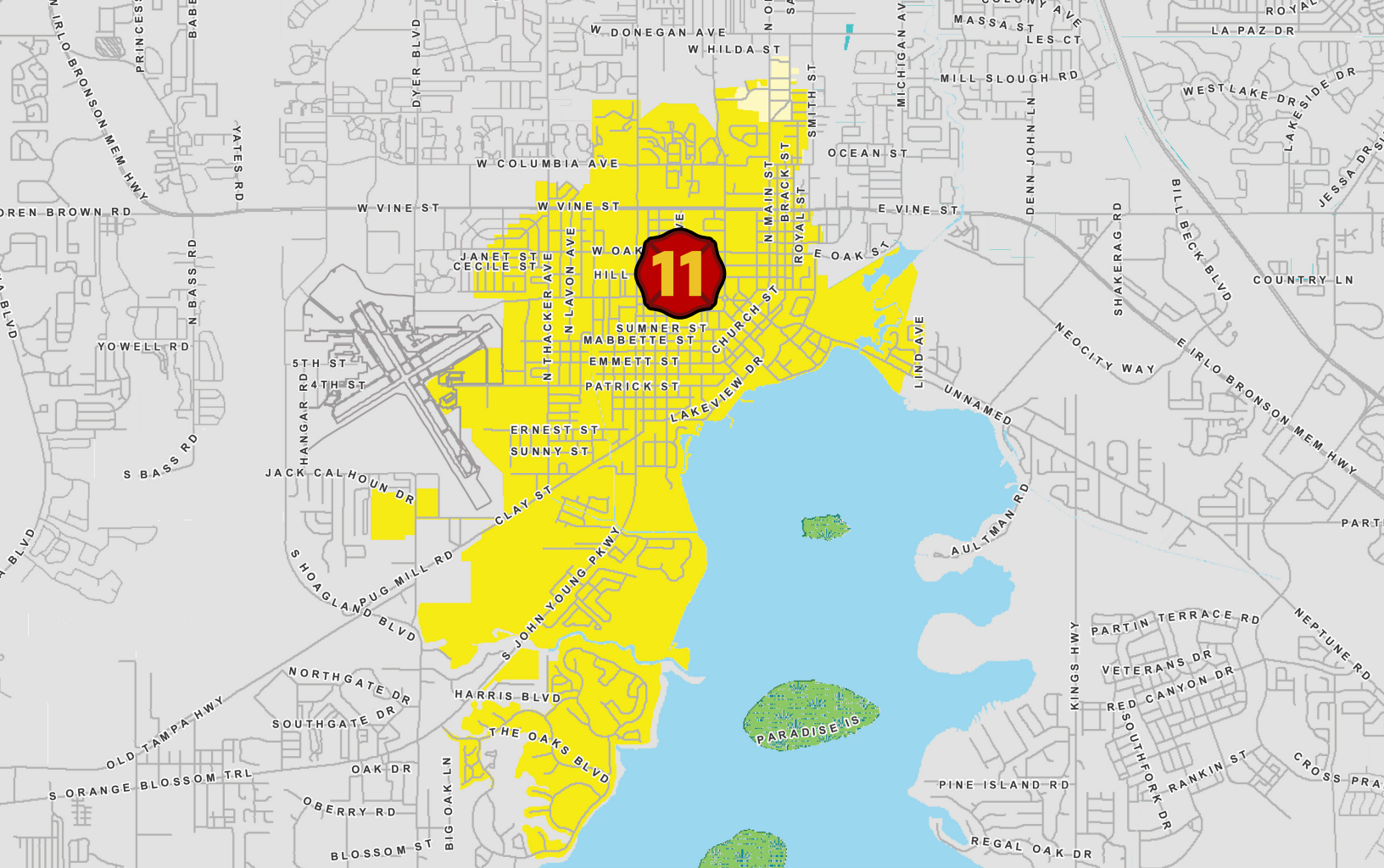


KISSIMMEE FIRE STATION NO. 11

AUTHORIZED
AND
EMERGENCY
VEHICLES
ONLY

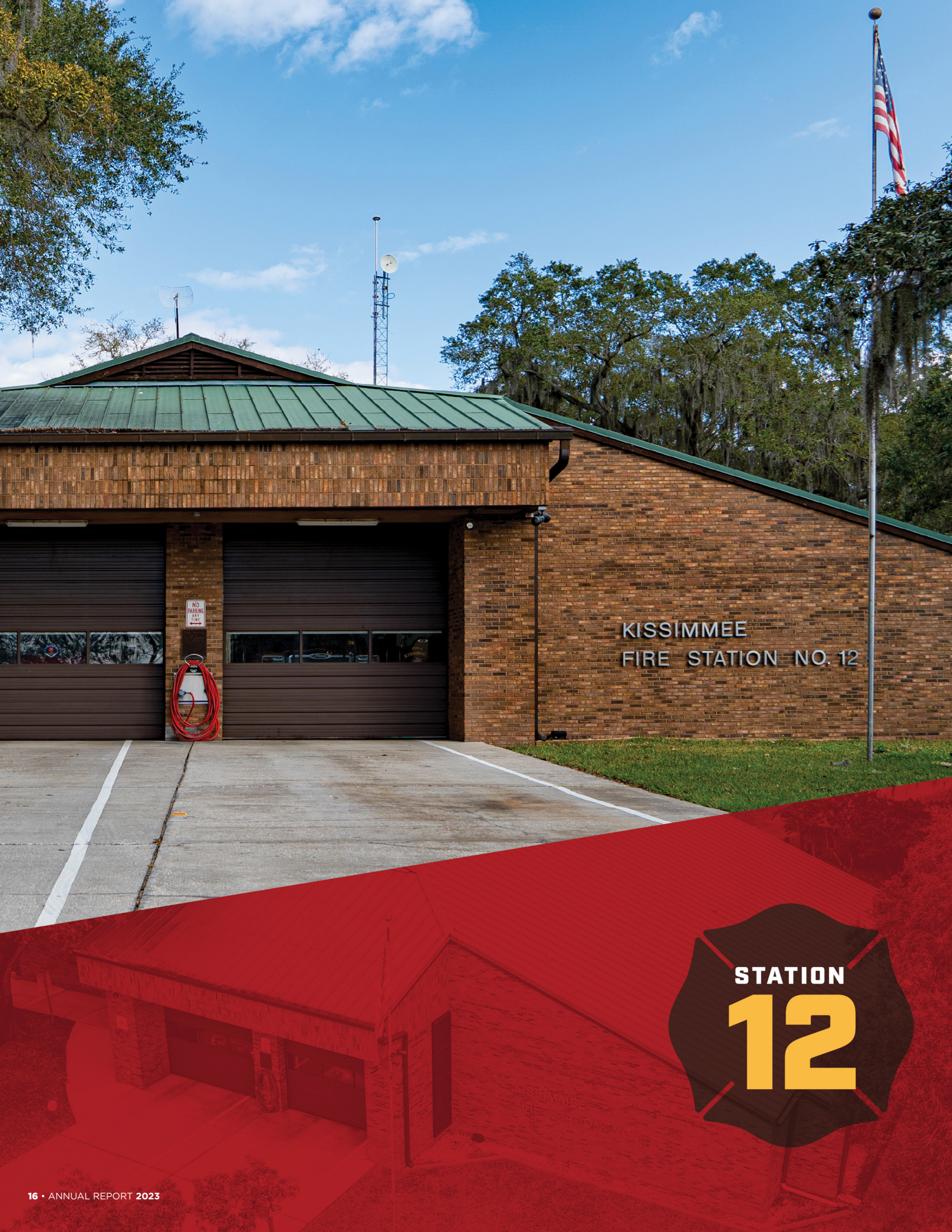
STATION

11



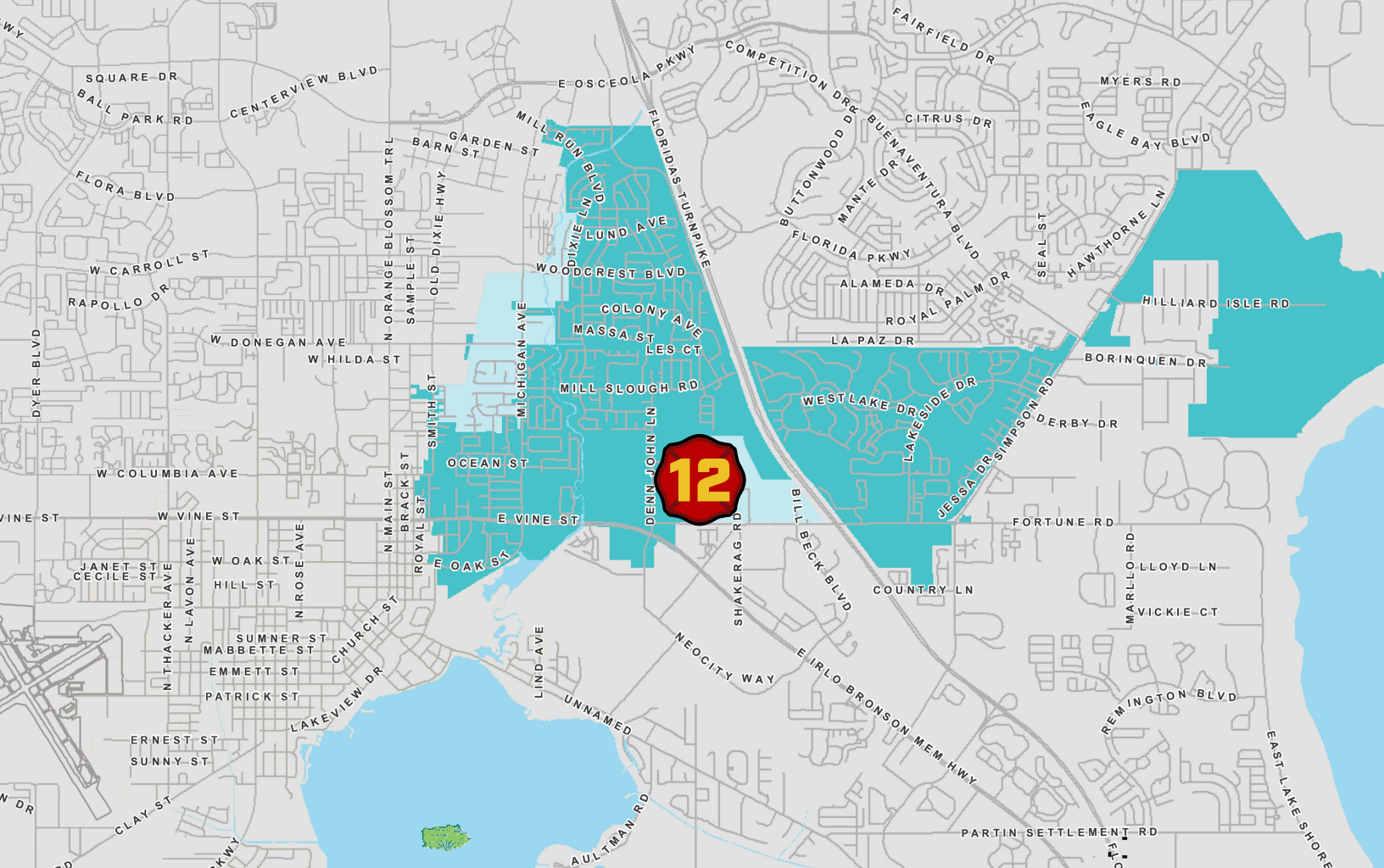
RESPONSE AREA





KISSIMMEE
FIRE STATION NO. 12





RESPONSE AREA





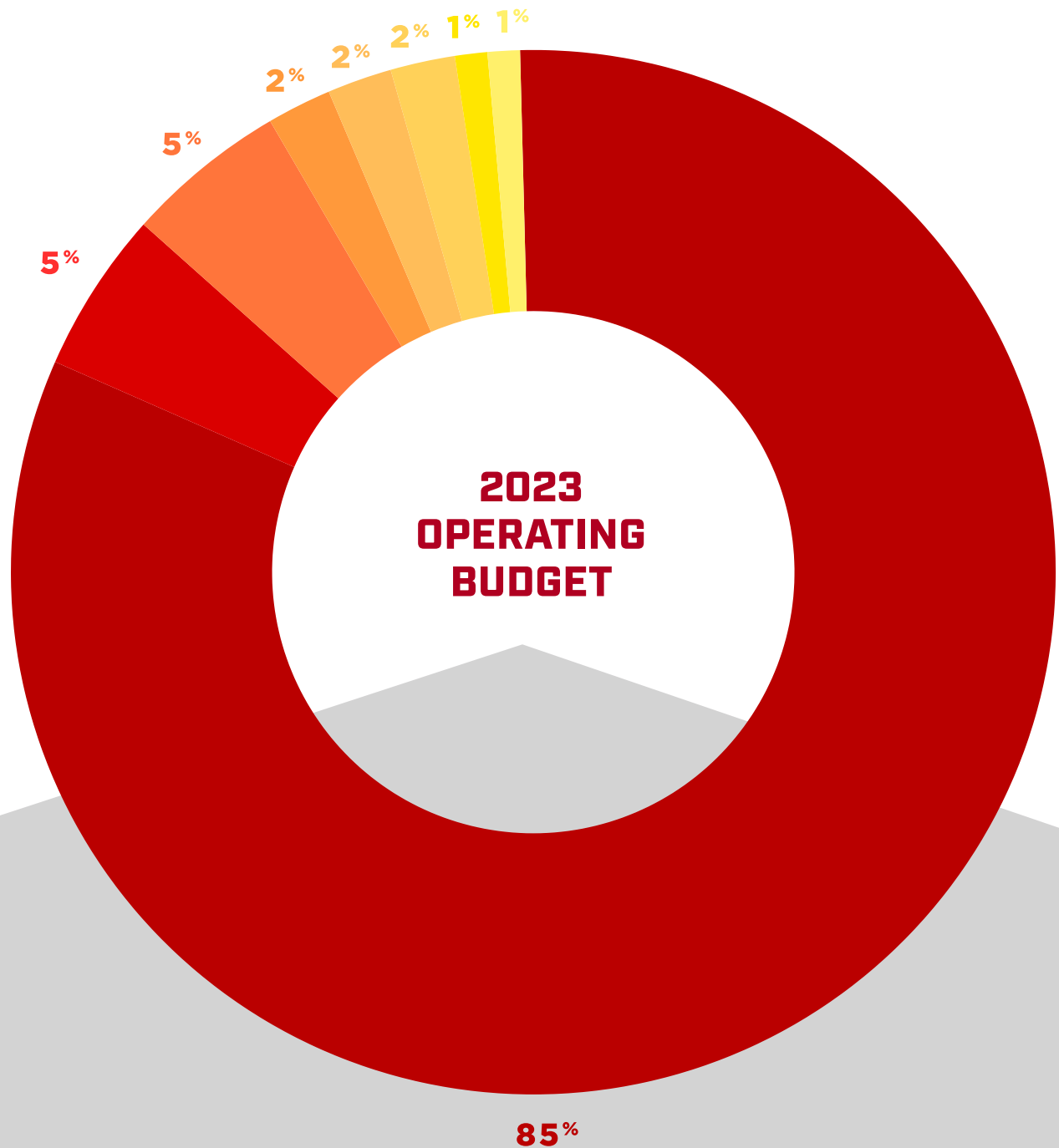






DEPARTMENT DATA

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85%

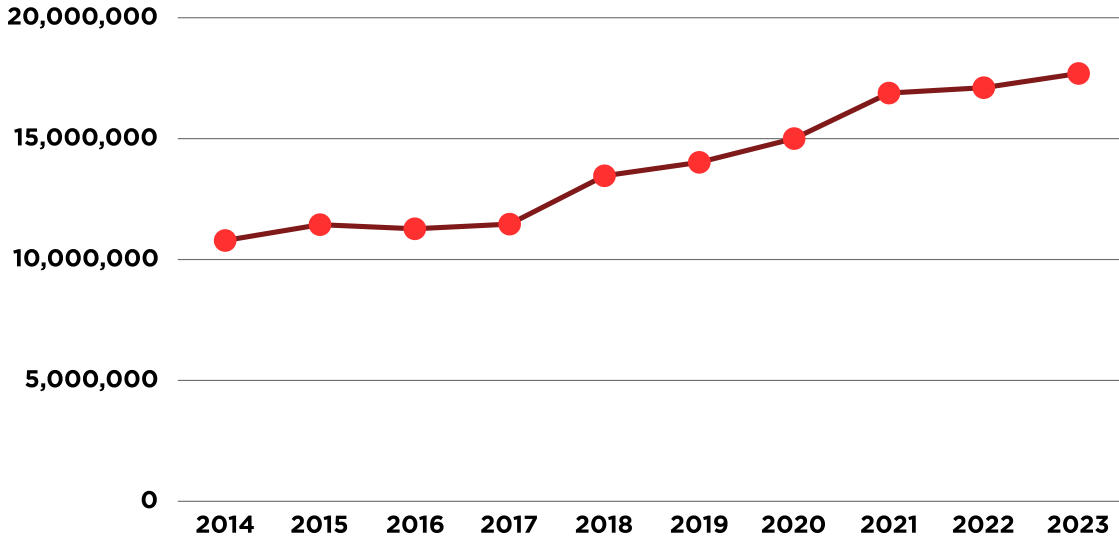


EXPENSES

AMOUNT

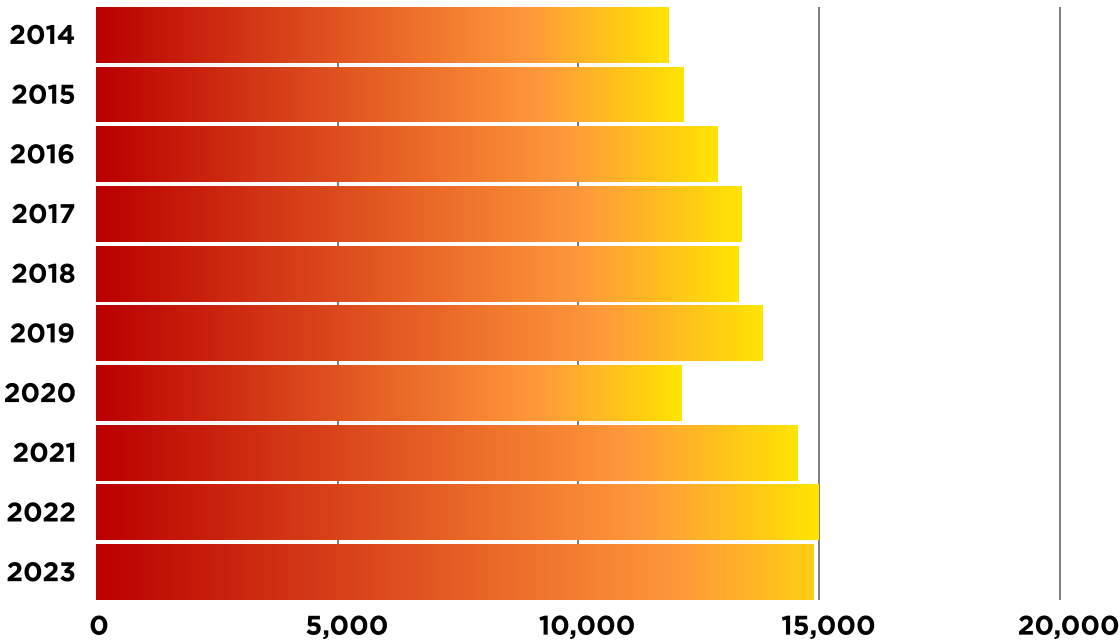
	SALARIES	\$ 14,767,390
	GENERAL INSURANCE	\$ 270,036
	VEHICLE MAINTENANCE	\$ 337,511
	UNIFORMS/PPE	\$ 236,724
	TOOLS & EQUIPMENT	\$ 219,865
	GENERAL INSURANCE	\$ 270,036
	CONTRACT SERVICES	\$ 925,569
	OPERATING	\$ 896,470

BUDGET BY YEAR



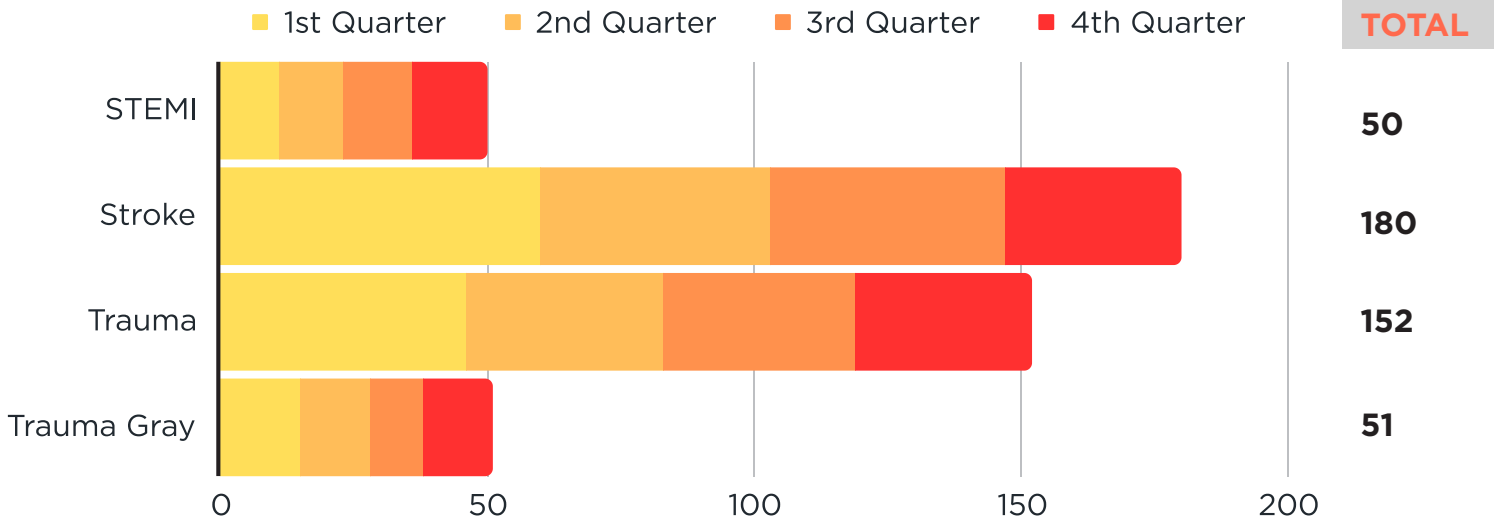
YEAR	AMOUNT
2014	\$ 10,786,677
2015	\$ 11,441,839
2016	\$ 11,271,303
2017	\$ 11,464,213
2018	\$ 13,463,351
2019	\$ 14,019,679
2020	\$ 15,002,489
2021	\$ 16,884,598
2022	\$ 17,107,832
2023	\$ 17,694,800

INCIDENTS BY YEAR

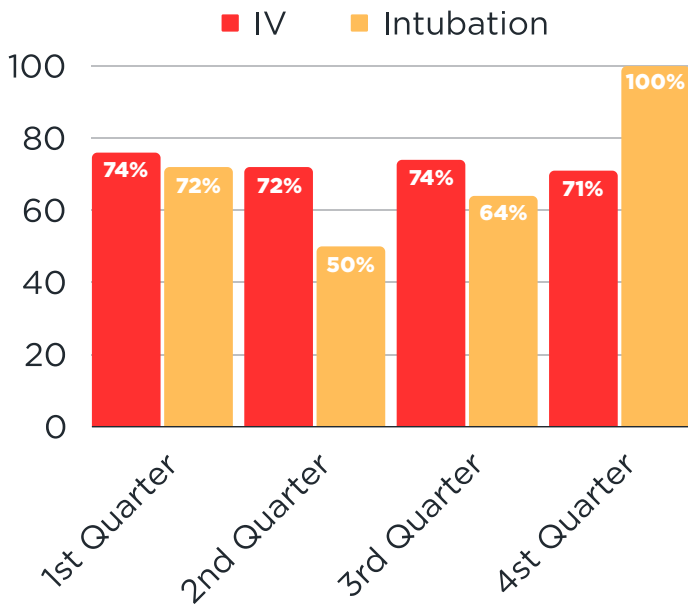


YEAR	AMOUNT
2014	11,875
2015	12,191
2016	12,879
2017	13,394
2018	13,322
2019	13,817
2020	12,131
2021	14,542
2022	14,983
2023	14,549

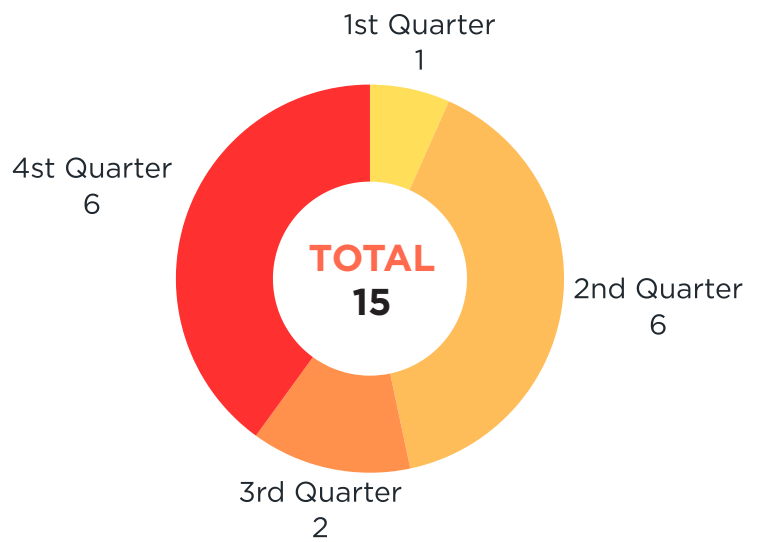
ALERTS



SKILL SUCCESS



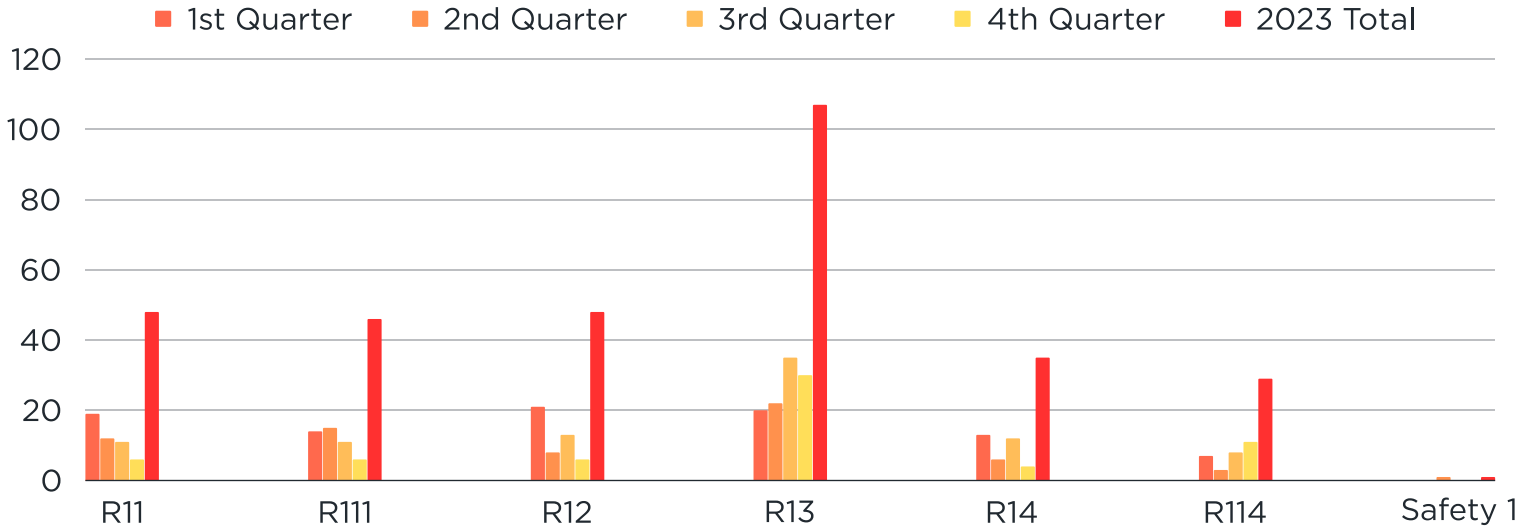
BYSTANDER CPR



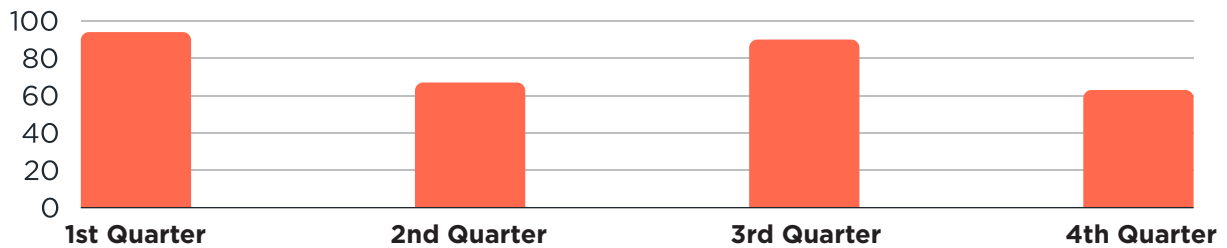
PATIENTS WITH RETURN OF SPONTANEOUS CIRCULATION (ROSC)

	Q1	Q2	Q3	Q4	TOTAL
Number of Codes	40	29	14	21	104
ROSC	11	11	3	3	28
%ROSC	24%	37%	21%	14%	24%

NARCAN DOSES ADMINISTERED BY UNIT



TOTAL BY QUARTER

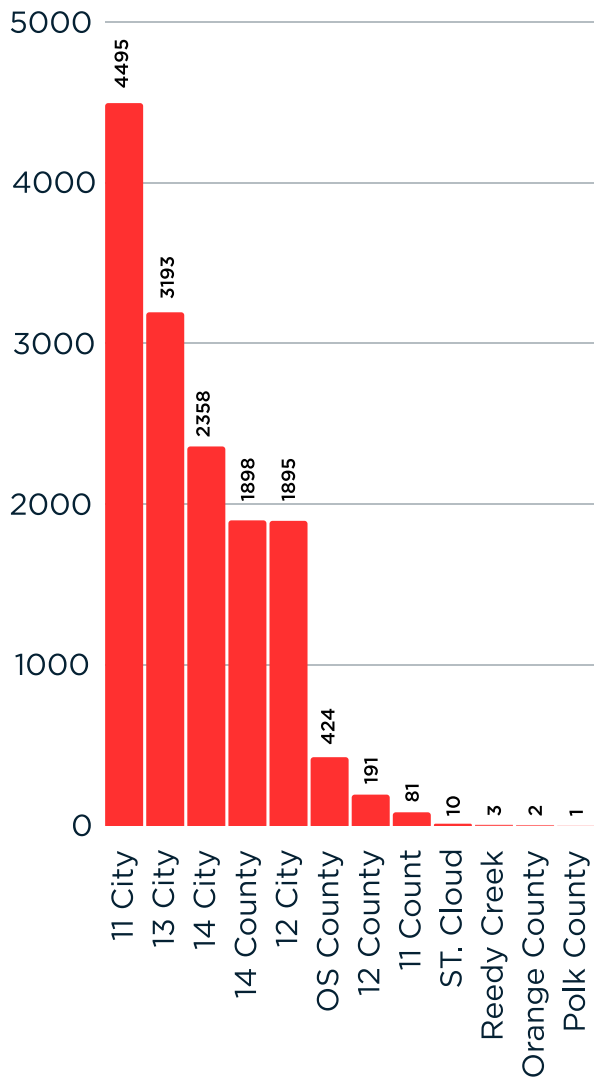


UNIT	Q1	Q2	Q3	Q4	TOTAL
R11	19	12	11	6	48
R111	14	15	11	6	46
R12	21	8	13	6	48
R13	20	22	35	30	107
R14	13	6	12	4	35
R114	7	3	8	11	29
Safety 1	0	1	0	0	1
TOTAL	94	67	90	63	314

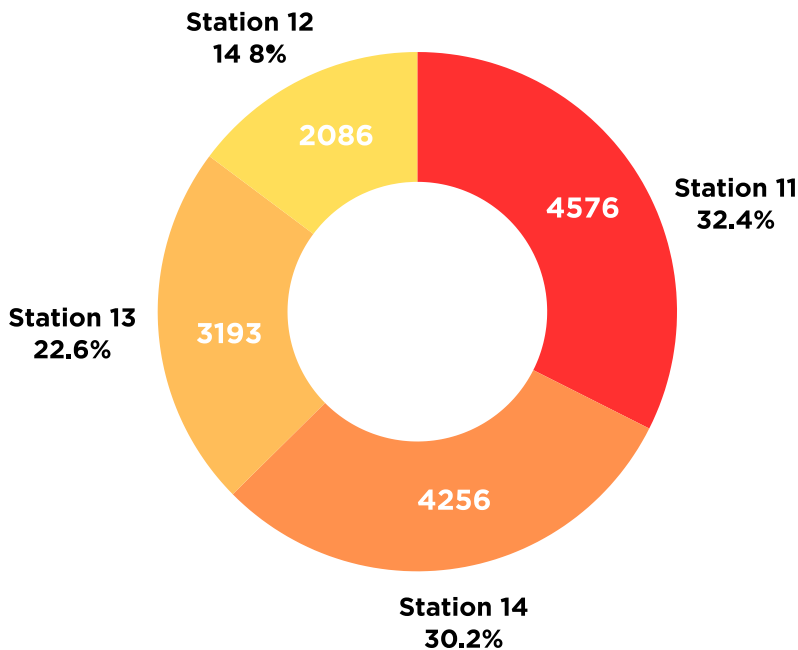
AED APPLIED BY FIRE RESCUE

	Q1	Q2	Q3	Q4	TOTAL
No Shock Indicated	9	3	2	9	23
Shock Indicated	2	0	0	1	3

CALLS BY DISTRICT



CALLS BY ZONE



Fire Call Types

Outside rubbish, trash or waste fire	42
Building fire	39
Brush or brush-and-grass mixture fire	36
Passenger vehicle fire	30
Cooking fire, confined to container	29
Dumpster or other outside trash receptacle fire	20
Unauthorized burning	15
Trash or rubbish fire, contained	13
Grass fire	8
Natural vegetation fire, other	6
Forest, woods or wildland fire	5
Fires in structure other than in a building	4
Outside equipment fire	3
Road freight or transport vehicle fire	1
Water vehicle fire	1
Special outside fire, other	1
Outside storage fire	1

False Calls and False Alarms

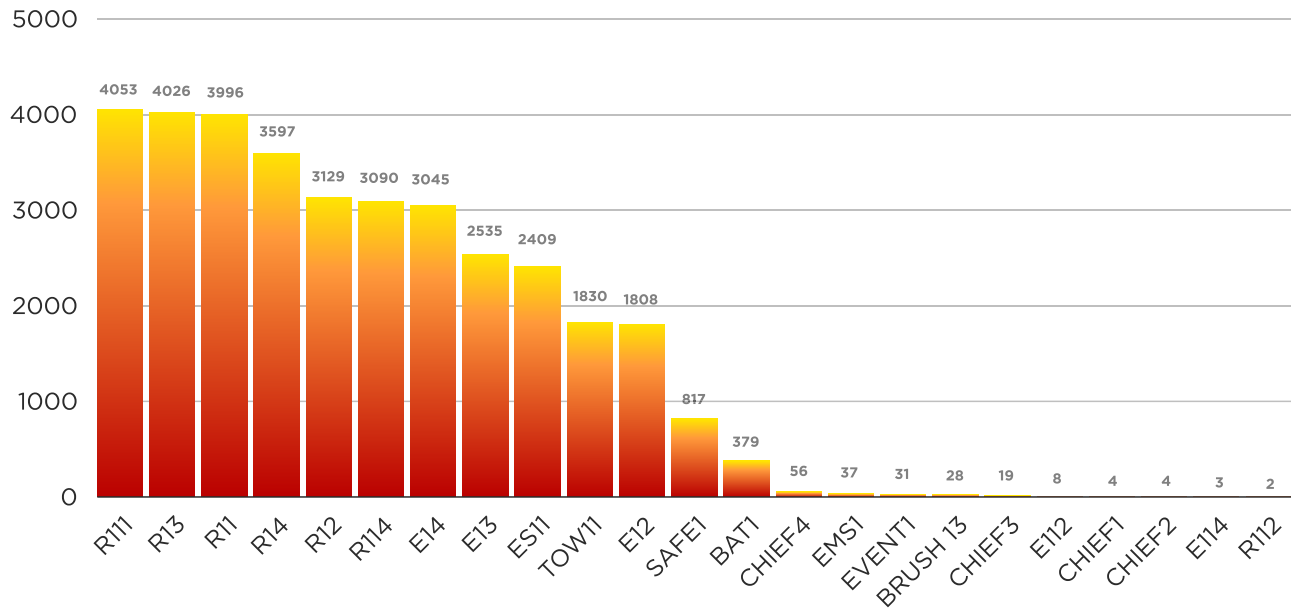
Dispatched & canceled en route	621
No incident found on arrival at dispatch address	362
Alarm system activation, no fire - unintentional	242
Alarm system sounded due to malfunction	139
Smoke detector activation, no fire - unintentional	124
False Alarm - Medical	74
Central station, malicious false alarm	59
Smoke detector activation due to malfunction	47
Detector activation, no fire - unintentional	46
Municipal alarm system, malicious false alarm	29
Local alarm system, malicious false alarm	25
False elevator alarm, no occupants & emerg found	18
Good intent call, other	9
False alarm or false call, other	8
Unintentional transmission of alarm, other	8
Malicious, mischievous false call, other	6
Bomb scare - no bomb	2
Wrong location	1
Telephone, malicious false alarm	1

EMS Calls

EMS call, excluding vehicle accident with injury	10,525
Motor vehicle accident with injuries	809
Assist invalid	276
Motor vehicle accident with no injuries.	159
Motor vehicle/pedestrian accident (MV Ped)	90

2023 RESPONSE COUNTS

(UNITS THAT WENT EN ROUTE)



CALL DISPOSITION

Transported No Lights/Siren	8070
Transported Lights/Siren	975
Patient Refused Evaluation/Care (Without Transport)	818
Patient Treated, Released (AMA)	666
Patient Evaluated, No Treatment/Transport Required	352
Patient Lift Assist (Without Transport)	317
Patient Treated, Released (per protocol)	141
Patient Deceased on Scene - No Resuscitation Attempted (Without Transport)	70
Assist, Public	50
Patient Treated, Transferred Care to Another EMS Professional/Unit	36
Transported No Lights/Siren, Upgraded	33
Cancelled on Scene/No Patient Found	27
Patient Treated, Transported by Private Vehicle	20
Cancelled (No Patient Contact)	13
Patient Treated, Transported by Law Enforcement	13
Patient Dead on Scene - Resuscitation Attempted (Without Transport)	10
Cancelled (Prior to Arrival at Scene)	8
Patient Dead on Scene - Resuscitation Attempted (With Transport)	6
Transported Lights/Siren, Downgraded	3
Patient Refused Evaluation/Care (With Transport)	1

CALLS BY HOUR AND DAY

Day/Hr.	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23
Sunday	44	57	54	43	29	32	33	39	57	73	65	86	68	85	89	91	99	72	69	72	76	74	79	46
Monday	46	47	31	24	31	25	38	66	65	99	95	102	110	120	94	103	111	97	89	78	64	70	64	50
Tuesday	33	39	23	30	22	34	46	56	62	106	107	112	99	116	110	113	92	102	89	83	56	63	61	51
Wednesday	33	31	26	22	32	23	35	40	89	90	110	112	102	118	117	100	91	103	80	88	69	69	50	52
Thursday	38	49	36	27	41	24	48	47	69	92	101	125	92	111	113	109	119	92	86	77	69	56	58	39
Friday	30	39	33	25	25	29	39	49	53	96	103	110	119	119	116	112	97	97	97	74	82	90	75	58
Saturday	44	48	36	33	34	14	35	50	36	67	88	92	86	82	81	79	73	86	89	76	85	61	76	55

90TH PERCENTILE

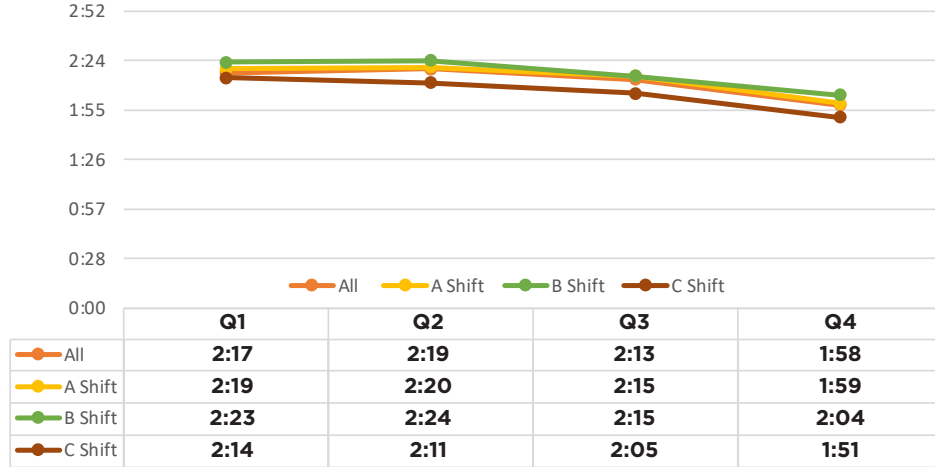
90TH PERCENTILE (RESPONSES NOT REQUIRING TURNOUT GEAR)

	ALARM HANDLING	TURNOUT	TRAVEL	TOTAL RESPONSE
All Shifts	2:47	2:15	8:01	11:38
A	2:46	2:10	8:07	11:35
B	2:45	2:22	8:08	11:57
C	2:50	2:11	7:51	11:25

AVERAGE TIMES (RESPONSES NOT REQUIRING TURNOUT GEAR)

	ALARM HANDLING	TURNOUT	TRAVEL	TOTAL RESPONSE
All Shifts	1:43	1:07	4:56	8:04
A	1:42	1:05	5:01	8:05
B	1:43	1:11	4:59	8:14
C	1:45	1:05	4:48	7:53

90TH PERCENTILE TURNOUT TIMES (NO GEAR)



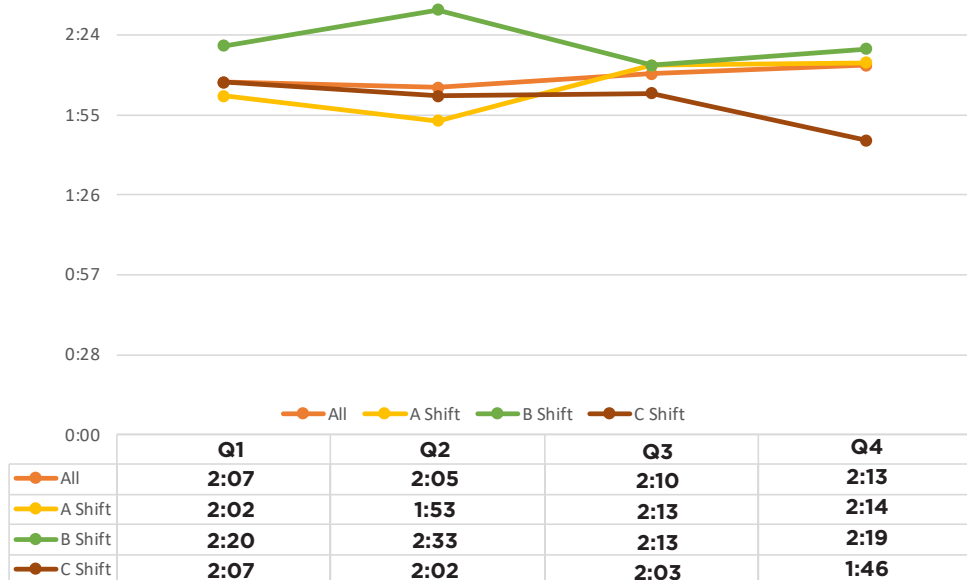
90TH PERCENTILE (RESPONSES REQUIRING TURNOUT GEAR)

	ALARM HANDLING	TURNOUT	TRAVEL	TOTAL RESPONSE
All Shifts	2:51	2:32	7:34	10:34
A	2:54	2:35	8:07	11:09
B	2:53	2:41	7:35	10:10
C	2:45	2:21	7:03	9:50

AVERAGE TIMES (RESPONSES WITH TURNOUT GEAR)

	ALARM HANDLING	TURNOUT	TRAVEL	TOTAL RESPONSE
All Shifts	1:41	1:22	4:39	7:13
A	1:44	1:18	4:53	7:31
B	1:41	1:28	4:36	7:13
C	1:37	1:15	4:26	6:53

90TH PERCENTILE TURNOUT TIMES (WITH GEAR)



TRAINING

ANNUAL TRACKER COMPLETIONS

Officer - 96% • Engineer - 96% • Firefighter - 97%

QUARTERLY TRAINING HOURS

	1ST QUARTER	2ND QUARTER	3RD QUARTER	4TH QUARTER	TOTAL
In-House	6,863	2,983	1,339	1,472	12,657
Outside Vendors	495	640	206	206	1547

DEGREES COMPLETED

	1ST QUARTER	2ND QUARTER	3RD QUARTER	4TH QUARTER	TOTAL
Associates	1	1	1	3	6
Bachelors	1	0	0	1	2
Masters	0	0	1	0	1

PROMOTIONS

	1ST QUARTER	2ND QUARTER	3RD QUARTER	4TH QUARTER	TOTAL
Engineer	0	0	1	0	1
Lieutenant	1	0	2	0	3

PROBATIONARY MEMBERS

	1ST QUARTER	2ND QUARTER	3RD QUARTER	4TH QUARTER	TOTAL
Started Probation	8	3	0	0	11
Completed Probation	5	0	0	0	5

CERTIFICATIONS

	2023 TOTAL
Advanced Cardiac Life Support (ACLS)	26
ACLS Instructor	1
Aerial Apparatus Operations	6
Confined Space Technician	2
Command Class I	2
Fire Officer I	7
Fire Officer II	2
HAZMAT Tech	1
Health & Safety Officer	2
Incident Safety Officer	2
Inspector I	3
Instructor I	3
Instructor II	3
Live Fire Training Instructor I	5
Live Fire Training Instructor II	2
Pump Operator	3
Rope Rescue Operations	1
Rope Rescue Technician	1
Trench Rescue Technician	1
Truck Company Operations	1
State Pump Operator	2
Vehicle Machinery Rescue Technician	1
Total Certifications	77

OTHER ACCOMPLISHMENTS

	1ST QUARTER	2ND QUARTER	3RD QUARTER	4TH QUARTER	TOTAL
Completed Paramedic School	0	0	6	4	10
Participation in Engineer's Promotional Process	0	0	21	0	21
Cadets Completed Fire Academy	0	0	0	7	7

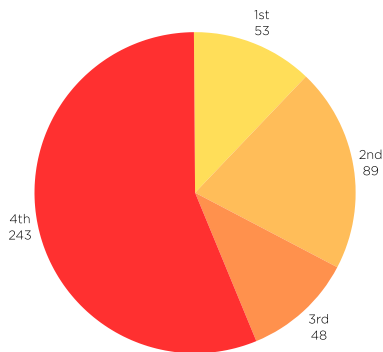
FIRE PREVENTION

Quarter	Property Loss	Civilian Injuries	Civilian Deaths	Firefighter Injuries	Arsons	Incident Type
1st	\$70,000	1	0	1	0	Structure, water damage
2nd	\$590,900	0	0	0	0	Structure, brush, vehicle, other
3rd	\$1,355,000	2	0	0	0	Multifamily, 1 or 2 family, vehicles
4th	\$3,470,240	1	0	0	0	Structures, boat, outside, vehicles
Total	\$5,486,140	4	0	1	0	Multiple incident types

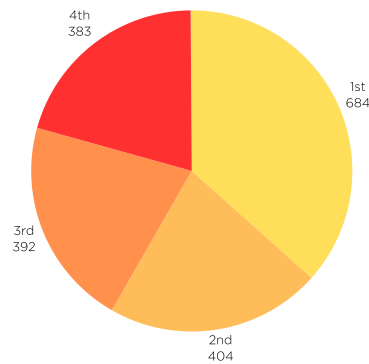
TOTAL PROPERTY SAVED 2023
\$19,870,800

RISK MANAGEMENT

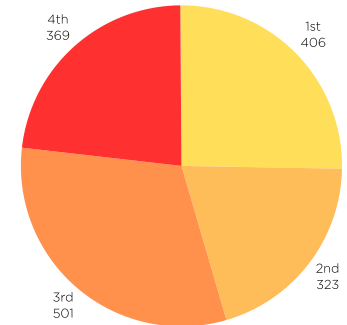
Maintenance Inspections



Permitted Inspections



Plan Reviews



■ 1st Quarter
 ■ 2nd Quarter
 ■ 3rd Quarter
 ■ 4th Quarter

WORK RELATED INJURIES/EXPOSURES

Workers Compensation Claims	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	FY 2023 Total
Injury / Exposure Report Only	8	11	4	5	28
Received Medical Treatment Only <i>(no time lost)</i>	1	2	0	3	6
Lost Time	1	0	0	0	1

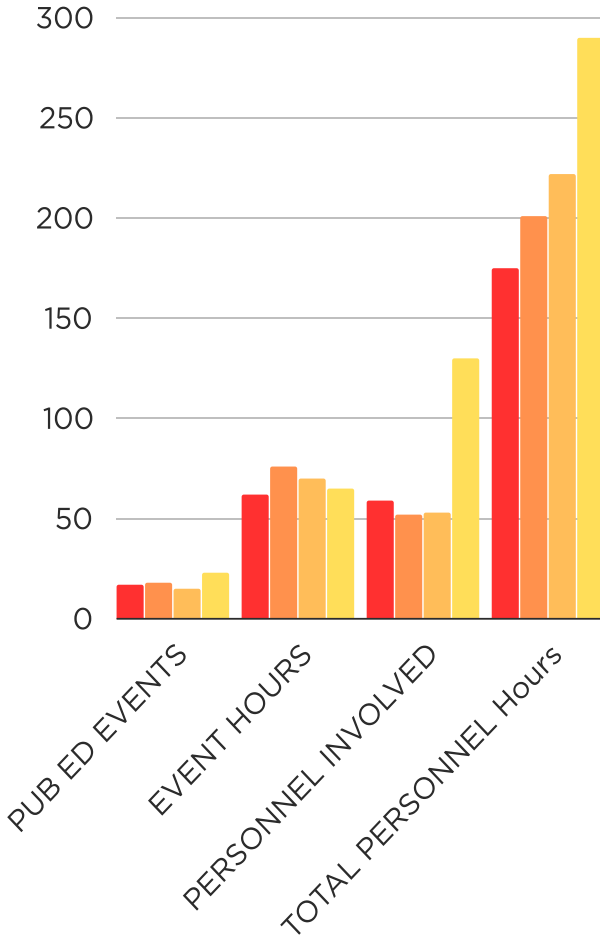


KISSIMMEE

SUTPHEN

TOWER 11

PUBLIC EDUCATION



DATA

	Q1	Q2	Q3	Q4
PUB ED EVENTS	17	18	15	23
EVENT HOURS	62	76	70	65
PERSONNEL INVOLVED	59	52	53	130
TOTAL PERSONNEL HOURS	175	201	222	290

PARTNERSHIPS







DEPARTMENT GOALS

EMS & SAFETY BUREAU

Enhance the safety, health, and wellness of Department personnel and maintain a strong EMS program.

LOGISTICS BUREAU

Distribute/maintain tools and equipment, personal protective equipment (PPE), and uniforms.
Continue to improve all fire facilities.

OPERATIONS DIVISION

Improve emergency response operations while maintaining the Department's ISO Class 1 status through a highly skilled workforce that is continuously training for high-risk/low-frequency events.

ADMINISTRATION DIVISION

Increase organizational effectiveness, accountability, and communications while maintaining fiscal responsibility.

TRAINING BUREAU

Provide an effective department-wide training program. Recruit and promote the best possible candidates.

PUBLIC EDUCATION BUREAU

Expand the Department's public outreach and education program.

ACCREDITATION TEAM

Achieve and maintain international accreditation through the Center for Public Safety Excellence (CPSE).

FIRE PREVENTION BUREAU

Develop a comprehensive Fire Prevention Bureau that encompasses fire safety inspections and public education to ensure customer safety.



ACKNOWLEDGMENTS



OLGA GONZALEZ

**MAYOR
COMMISSIONER
(SEAT 5)**



OLGA CASTAÑO

**VICE-MAYOR
COMMISSIONER
(SEAT 1)**



ANGELA EADY

**MAYOR PRO-TEM
COMMISSIONER
(SEAT 2)**



CARLOS ALVAREZ III

**COMMISSIONER
(SEAT 3)**



JANETTE MARTINEZ

**COMMISSIONER
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MICHAEL H. STEIGERWALD

CITY MANAGER



DESIREE S. MATHEWS

**DEPUTY
CITY MANAGER**



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JAMES F. WALLS

FIRE CHIEF



JOSEPH LEONE

DEPUTY FIRE CHIEF



JEREMY DONOVAN

DEPUTY FIRE CHIEF





“In the Finest Tradition - Courage, Compassion, and Community”

CITY OF
KISSIMMEE
1883