

# Commission

Hurricane Preparedness Workshop

April 20, 2026

Brian Horton

Kissimmee Utility Authority

President & General Manager



# About KUA

100,640

Meters

- Established in 1901  
(Independent Utility Authority in 1985)

292

Employees

- Serving customers in Kissimmee and Osceola County

Appointed  
Utility  
Board

- 6<sup>th</sup> Largest Public Power community in Florida

35<sup>th</sup>

Largest  
in USA

- 6 Departments

85

Sq. Miles

454.2

MW System  
Peak

# KUA System Overview



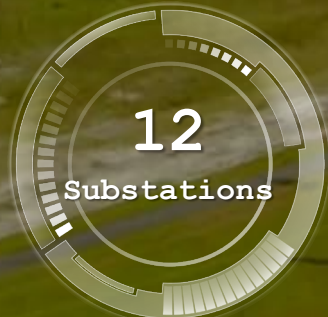
- 73 miles of Transmission

- 230kV – 25 miles
- 69kV – 48 miles



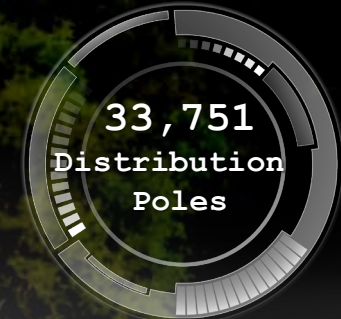
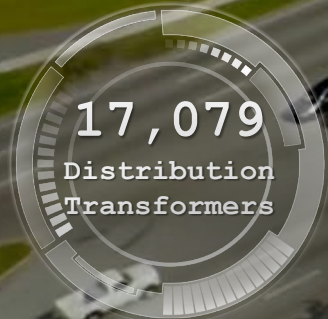
- ~1200 miles of distribution

- 71% is underground facilities



- Co-owns and operates generation with FMPA

- Unit 1 – 35 MW Peaking Unit
- Unit 2 – 115 MW Combined Cycle Unit
- Unit 3 – 250 MW Combined Cycle Unit
- Unit 4 – 310 MW Combined Cycle Unit



# 10 Essential Questions – *Before* Storm Season

- Have employees prepared at home?
- Are mutual aid agreements in place?
- Are logistics support contracts in place?
- Are storm hardening efforts complete?
- Is vegetation management complete?
- Are material inventories sufficient for storm impact?
- Are staff trained on damage assessment?
- Is documentation current?
- Have tabletop exercises been conducted before June 1?
- Are staff trained on FEMA forms and processes?

MILTON 2024



# Severe Storm Preparedness

The background of the slide shows two utility workers in a bucket working on a power line. They are silhouetted against a twilight sky. The workers are wearing hard hats and safety gear. One worker is holding a long pole or tool. The bucket has orange safety flags hanging from it. The power lines and poles are visible in the foreground and background.

- **Year-Round Process**

- Vegetation Management
  - Distribution: 2-3 Year Cycle based on feeder
  - Transmission: Annually
  - Hot Spots before storm season
- Pole Inspections - 8 Year Cycle
- Mutual Aid through FMEA

- **Annual Drill**

- Every April since 1998
- Multiple complications: Storm, Cyber, Hostile Threat
- Company wide participation
- Military style operation
  - Live Drills - stress test equipment and training
  - Spontaneous scenarios

# Engaging the Storm

## INCIDENT

- EOC and ICS (Emergency Operations Center and Incident Command Structure)
- Assess damage to evaluate mutual aid needs
- Develop restoration priorities
- Critical customers
- FEMA Tracking and cost tracking

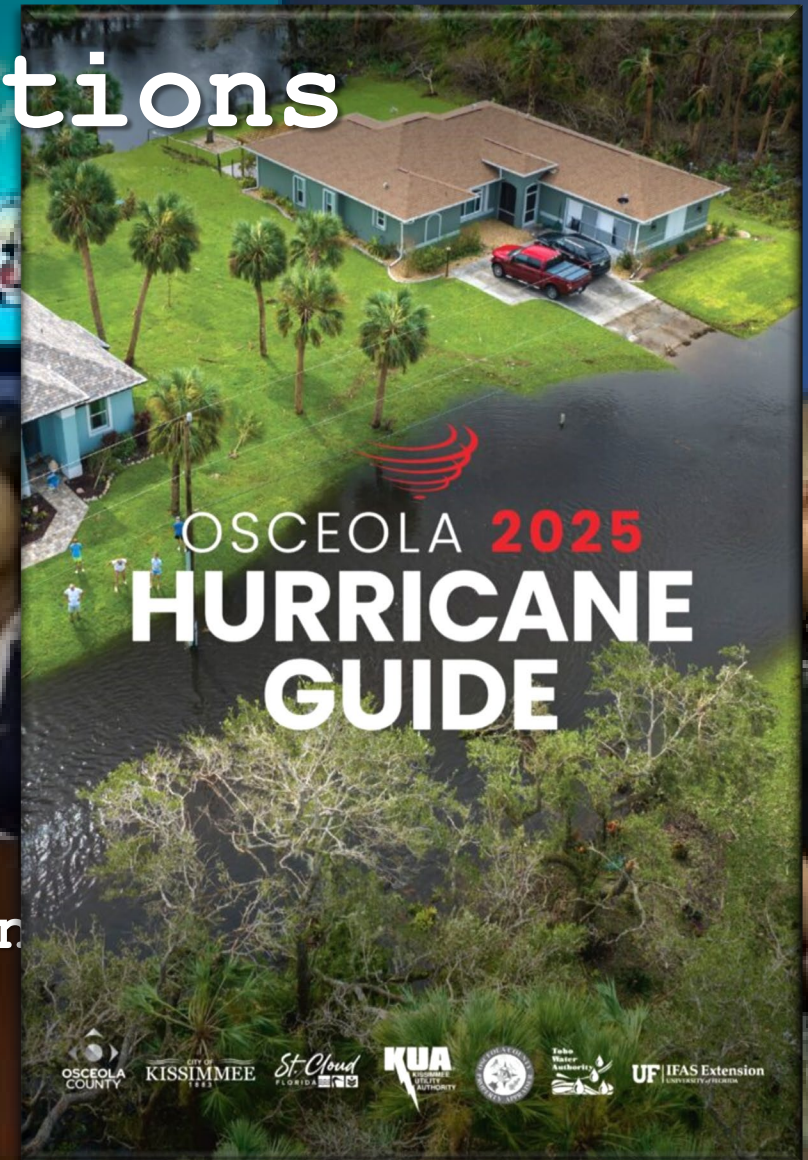
Develop a plan for managing the end of the event. Scattered, isolated outages can cause a storm to "drag on" and lead to frustration.

## ONGOING

- First focus on life / safety
- Assess access to impacted area
- Develop restoration times
- AMI - GIS - SCADA Notifications
- Logistics
- Communicate

# Customer Communications

- Vibrant communication channels.
  - Call Center · Chat · Text · Website · Social Media
  - Personalized bilingual status texts by address
  - Live Outage Map for latest progress
  - Dedicated resource page [KUA.com/STORM](http://KUA.com/STORM)
- Set the expectations early:
  - Joint Agency Hurricane Guide
  - Downed lines, storm preparedness and generator usage
  - Safety first, assessment then repair
- Coordinate with emergency management agencies
  - Representative on the EOC
  - EOC Press Conference
  - Work priorities as they develop



OSCEOLA COUNTY EMERGENCY OPERATIONS CENTER

CITIZEN INFORMATION HOTLINE 407-742-0000 • TEXT ALERTOSCEOLA TO 888777

# Storm Clock

72

Weather Watch  
Internal Preparation  
Internal  
Communications  
Begin Checklists

48

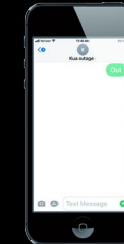
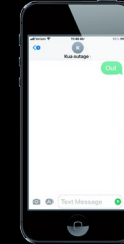
Weather Watch  
Staffing Changes  
Materials in Place  
Mutual Aid  
Finalized  
Begin Customer  
Comms  
Prepare Backup  
Locations  
Extra Data Backups  
Continue Checklists

24

Weather Watch  
Text All  
Customers  
Implement Shifts  
Top Off Vehicles  
Prep for Impact  
Customer Comms  
Prepare Backup  
Locations  
Extra Data  
Backups  
Continue  
Checklists

0

Weather Watch  
Assessment  
Recovery  
Text Updates  
Outage Map  
Documentation  
Ready to Pivot



# Annual Drill Day

- Everyone participates unless tasked with live ops
- Evaluators present scenarios to be solved
  - Experts are eliminated early
    - Remove resources
    - Creative problem solving
    - Coaching not "Gotcha!"
- Act out the solution
  - Go get the first aid kit or fire extinguisher
  - Show the process
  - Inventory the supplies



# What We drill

- **Communications**

- Mass Texting
- Press Releases
- Social Media
- Local News
- Drill Signage on Site

- **Executive**

- Plans and Procedures
- Order of attrition

- **Customer Service**

- Alternate locations
- AMI resilience
- Cross train with operations

- **Finance and Accounting**

- Emergency cash and cards
- FEMA documentation
- Emergency meals for crews
- Mutual Aid crew accommodations

# What We drill



## • Information Technology

- Full failover of primary systems
- Cyber attack
- Customer Communications
- Remote workforce
- Alternate sites
- Physical and Cyber security
- Drill coordination

## • Human Resources

- Manpower Pool
- Safety across company

## • Power Production

- Tabletops
- Live scenarios
  - Fuel Spill
  - Injured worker
  - Safety

# What We Drill

## Operations

- Safety, First Aid, Hurtman rescue
- Fuel and Fleet
- Damage assessment/Restoration procedures
- Critical Customers
- Communications
- Weather Impact on Operations
- Outage Reporting Local and State
- Substation and Warehouse Materials
- Alternate Locations

## Staffing

- System Operators
- Line Crew and Mutual Aid
- Tree and Fiber Crews
- Automated Metering
- EOC Representative

# Wrapping up the Drill

- Evaluators submit findings and recommendations
  - Short term needed before storm season
  - Long term refinement or improvements
- Countdown to storm season
  - Resolve all issues – Training, Resources
- Postmortem with executive team
- Annual report presented to board of directors

# Why a Multi Focus Drill?

## Advantages

- New employees, vendors, process
- Mentality of workforce already in drill mode
- Resiliency from storm, cyber attack or hostile threat
- All use similar communication channels
- Companywide mindset rather than just line ops or IT
- Adds complexity and creative solutions
- Note: Drill documentation could reveal sensitive information
  - Mark and store accordingly



# Why We Prepare

*"Our customers  
deserve our best  
when things are  
at their worst."*



# KUA Drill Day Completed

April 9, 2026



READY

**Brian Horton**

President & General Manager  
Kissimmee Utility Authority

Corp. Communications · Operations · Information Technology · Customer Service  
Executive · Finance & Accounting · Human Resources · Power Production