



# ANNUAL REPORT 2024

 **DELIVERING  
MORE**

# OUR CORE PURPOSE



TO **ENRICH** THE **QUALITY OF LIFE** FOR OUR CUSTOMERS AND THE COMMUNITY.

## OUR MISSION

To provide reliable and economical services to our customers while partnering with the community and the environment.

## OUR VISION

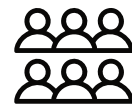
To be the right utility, providing the right services, at the right time.



## KEY RESULT AREAS



**CUSTOMER EXPERIENCE**



**CULTIVATING A GREAT WORKFORCE**

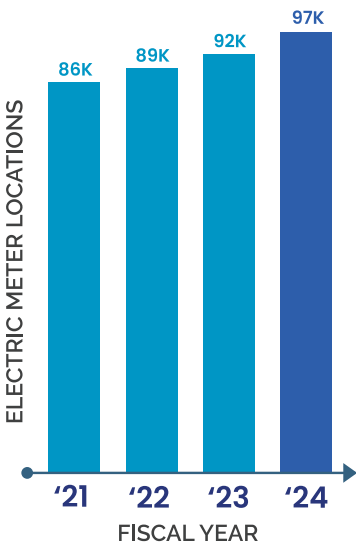


**MAINTAINING EXCELLENT FINANCIAL STRENGTH**

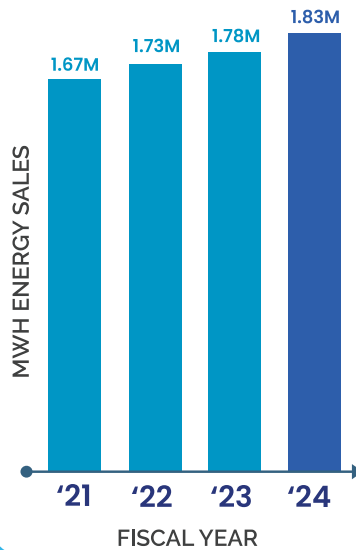


# ABOUT US

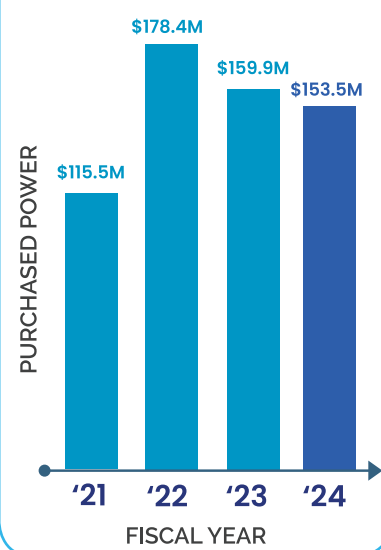
## CUSTOMER COUNT



## ENERGY SALES



## PURCHASED POWER



## TRANSMISSION

Total Overhead **73.26 MILES**  
Total Underground **0.04 MILES**

## DISTRIBUTION

Total Overhead **334.01 MILES**  
Total Underground **825.6 MILES**



# MESSAGE FROM THE CEO




As KUA moves into its 40th year of providing reliable and cost-effective services to our community, we commemorate not only the achievements of this past year but also the many significant milestones throughout our history. From the Hansel plant lakefront site serving 20,000 customers in the mid 1980's to major infrastructure expansion projects and the commissioning of Cane Island supporting 100,000 customers this year, KUA has consistently met its customers' needs. In 2024, we continued to deliver on our commitment to our customers and the community.

In 2024, our operations remained among the most effective and reliable throughout the entire state of Florida. The average distribution system interruption frequency and duration indices both improved in 2024 and remain well below our industry peer utilities. The Cane Island power generation fleet continues to be the primary workhorse for FMPA's All-Requirements Project supplying more than 60 percent of the energy needs for the 13 utility participants. The overall availability of the fleet increased by 8 percent, with Unit 1 running for an impressive 1,712 hours.

Steady growth continued in 2024 as development continues throughout the service territory. Several distribution expansion and reliability projects took place including two new feeders from the Lake Cecile substation to support growth in the northern portion of the service area. Also of importance to our customers this past year was KUA's involvement in Osceola County's road widening projects. KUA relocated facilities along Boggy Creek, Fortune, Neptune, and Partin Settlement roads to support these critical infrastructure improvements for our community.

“**IN 2024, OUR OPERATIONS REMAINED AMONG *THE MOST EFFECTIVE AND RELIABLE* THROUGHOUT THE ENTIRE STATE OF FLORIDA.**”



KUA maintained its strong financial standing and improved its net financial position in 2024 due to several factors including increased energy sales, renegotiated capacity credits and prudent fiscal management and investments. This helps to provide continued cost-value benefits for our customers in the form of competitive rates and a healthy return on investment for the city of Kissimmee. It also comes at an ideal time as the utility prepares to make substantial capital investments into the transmission system to ensure sufficient capacity to meet increased demand.

As always, our dedicated employees were instrumental in KUA's success, consistently looking for ways to improve efficiencies and deliver on services regardless of the circumstance. Nothing illustrates this point more than their outstanding response during Hurricane Milton. KUA clearly set the tone for response to this event within the region by restoring 99 percent of the 15,000 customers impacted by the storm within 24 hours.

With a greater emphasis on community engagement and outreach, our team continued to educate customers on KUA's service offerings, energy conservation, rebates and utility scams. Improving the dialogue and relationship between the utility and its customers was a board priority in 2024. That direction resulted in the implementation of the new customer outreach program called "Community Connect" that enables us to maintain our high customer satisfaction levels.

**“AS ALWAYS, OUR  
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As we look to the year ahead, there will be plenty of opportunities for KUA and the industry to grow and adapt. From generation resource adequacy concerns, to transmission and distribution system constraints and availability of critical system components, our team is ready to face those challenges head on. We will continue to be diligent and strategic in our approach so that we can maintain the best-in-class utility that our customers deserve.

I am very optimistic about the direction of the utility and its ability to meet the current and future needs of our customers and community. I want to thank our customers, employees and Board of Directors for their confidence and support. I look forward to the work that we will do together building on an already strong legacy ensuring a brighter future for all of Kissimmee.

Brian Horton,  
President & General Manager

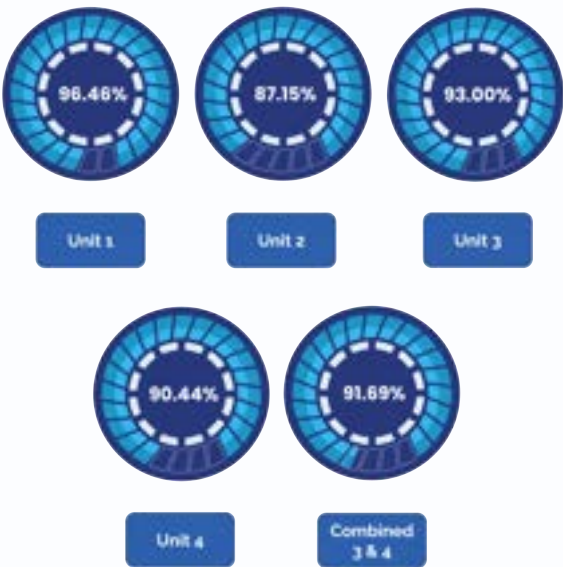
# RELIABILITY

In 2024, KUA achieved a record-low SAIDI (System Average Interruption Duration Index) of just 22 minutes, a significant improvement from 31 minutes the previous year. This milestone reflects our commitment to providing reliable service, with customers experiencing an average of 0.49 service interruptions throughout the year.

Additionally, operational excellence at Cane Island Power Plant remained strong, with Units 3 and 4 achieving a combined availability of 91.69%, ensuring continued efficiency and reliability in power generation.

## CANE ISLAND

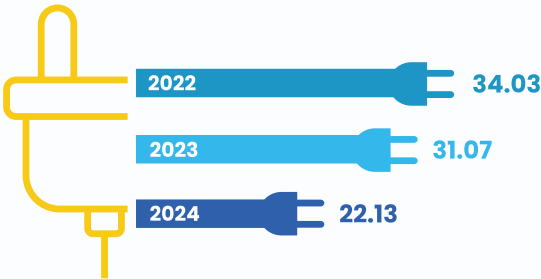
Equivalent Availability Factor (EAF)\*



\*The fraction of a given operating period in which a generating unit is available without any outages or equipment deratings.

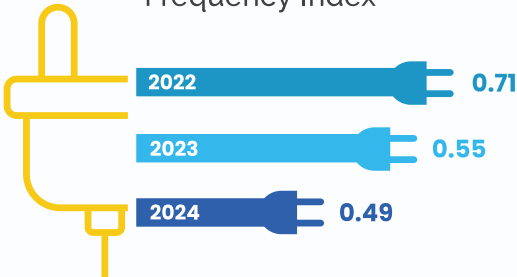
## SAIDI

System Average Interruption Duration Index (Minutes Per Year)



## SAIFI

System Average Interruption Frequency Index





# HURRICANE MILTON

The utility's collective response to Hurricane Milton was remarkable. During the community's time of need, skillful staff members stepped up without hesitation, and the result was a record response time that allowed customers to quickly return to their daily lives.

At the peak of the storm, the utility had roughly 15,000 customers without power. Within only 24 hours, power was restored to nearly 99% of those customers. From logistics to customer service to restoration efforts, our workforce responded with extraordinary speed, skill and expertise.



# INFRASTRUCTURE INVESTMENT

In 2024 the utility took significant steps to meet the evolving energy needs of the service territory's growing community by extending two feeders at the Lake Cecile Substation and installing a new transformer at the Marydia Substation, further strengthening KUA's infrastructure to handle increased demand.

The aged underground cable replacement program continues to thrive. This year the utility replaced more than 56,000 feet of aged cable and invested more than \$20 million dollars last fiscal year in extending distribution lines as our communities continue to grow.



## 2024 CAPITAL EXPENDITURES

	FY 2022	FY 2023	FY 2024	TOTAL
Infrastructure Capital Expenditures*	\$ 20.1 M	\$ 19.8 M	\$ 29.1 M	\$ 69 M
Line Extension Contributed Capital	(\$ 3.4 M)	(\$ 4.4 M)	(\$ 6.7 M)	(\$14.5 M)
Net Infrastructure Capital Expenditures*	\$ 16.3 M	\$ 15.4 M	\$ 22.4 M	\$ 54.1 M

\*Excludes expenses in Cane Island paid directly by FMFA



## AGED UNDERGROUND CABLE REPLACEMENT

2021	2022	2023	2024
9.8 miles \$ 396K	10.4 Miles \$ 472K	10.9 Miles \$ 386K	10.7 Miles \$ 474K

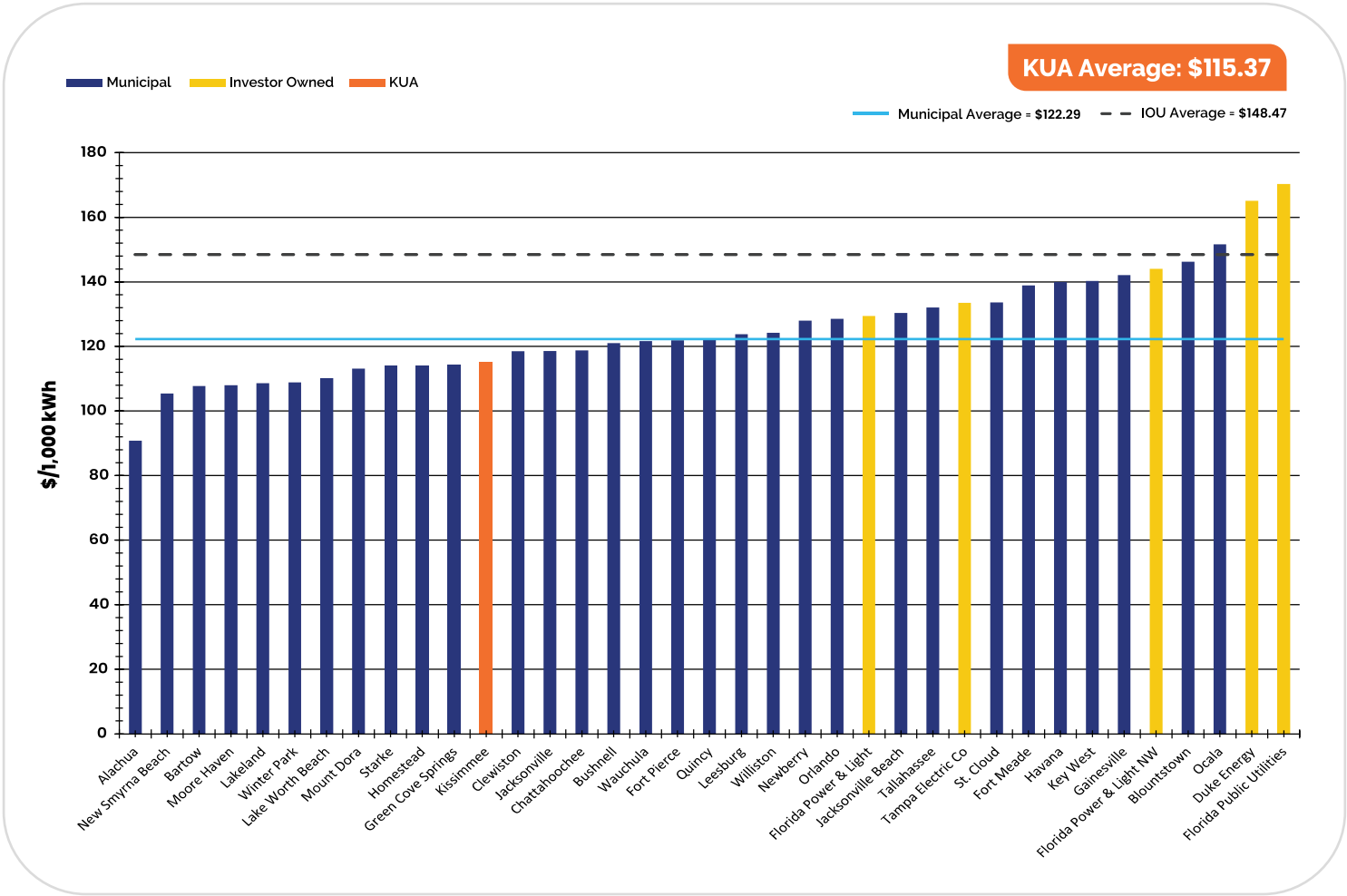


# AFFORDABILITY

KUA maintained a competitive 1,000 kWh residential rate in 2024, with the 12th lowest average in the state, out of 37 utilities from January to December 2024. The utility maintains rate stabilization funds to ensure that rates remain below the state average.

## 1,000 KWH RESIDENTIAL BILL COMPARISON: JANUARY 2024 - DECEMBER 2024

Municipals & Investor-Owned Utilities, Lowest to Highest



# CUSTOMER EXPERIENCE

## SURGE PROTECTION

KUA began promoting its Surge Protection Program in 2024, now safeguarding more than 175 customers. This new service provides peace of mind for customers, as the surge protector diverts high energy surges that enter through the electric lines. Even the most powerful surges and spikes, when passing through the meter-based surge protector, are reduced to levels that a plug-in surge strip can easily handle.



## HOME EV CHARGER PROGRAM

In 2024, KUA proudly launched its Home EV Charger Program, bringing convenient and affordable electric vehicle (EV) charging solutions directly to our customers. To date, this program has successfully electrified 16 homes, further advancing our commitment to sustainability.

Through this initiative, customers can purchase a KUA Home EV Charger, receive a \$200 rebate, and choose between installation by KUA staff or direct home delivery. The program provides an accessible and cost-effective pathway for homeowners to embrace EV technology while benefiting from expert service and support.



# THE GREEN TEAM

The utility's Green Team remains committed to helping customers reduce energy consumption and lower their bills through expert guidance and innovative tools. In 2024, the Green Team introduced a new online energy assessment tool, designed to give customers deeper insights into their electric usage.

This tool serves as a valuable complement to the free home energy audits conducted by the Green Team, further enhancing our mission to support sustainable energy use and customer savings.

Additionally, KUA's Community Solar Program is fully subscribed, with commercial customers comprising more than half of participating members.



## ENERGY CONSERVATION

Energy Audits	745	Amount Disbursed \$105,872
Rebates	373	

## THE GOOD NEIGHBOR FUND

Round-Up Customers	8,567	Amount Disbursed \$126,652
Customers Assisted	335	

## COMMUNITY SOLAR PROGRAM

Residential	255 (42%)
Commercial	346 (58%)

# CUSTOMER SATISFACTION SURVEY

Responding promptly to customer concerns, maintaining high system reliability, and having knowledgeable and courteous employees helped Kissimmee Utility Authority to continue earning high marks for overall customer satisfaction in 2024, according to the results of a third-party survey. In 2024, 91.5 % of residential customers reported being satisfied with KUA overall, exceeding the utility's strategic goal of 87%.



# COMMUNITY INVOLVEMENT

## DAY OF GIVING

As part of KUA's annual Day of Giving, employees proudly dedicated their time and efforts to supporting local organizations and residents in need. Team members assisted with food distribution at the Osceola Council on Aging Food Pantry, helping to provide essential resources to the community. Additionally, staff volunteers took part in a revitalization project at Oakleaf Landings Senior Housing Facility, painting and refreshing common areas to enhance the living environment for its residents.

Giving back to the valued residents of Kissimmee and Osceola County is a heartfelt reminder of the importance of community support and the positive impact the workforce can make together.



## KUA SCHOLARSHIP PROGRAM

KUA remains committed to supporting education and fostering the next generation of leaders in Osceola County through its Scholarship Program. In partnership with the Education Foundation of Osceola County, KUA awarded scholarships to seven local students, helping them pursue their academic and career goals. This initiative reflects the utility's dedication to investing in the community's future and empowering young minds to succeed.



## COMMUNITY CONNECT

This past year KUA launched its first Community Connect event—a new initiative that expands our customer engagement. These biannual community engagement meet and greet events hosted by KUA give customers a rare opportunity to meet utility leadership and board members, learn about various departments within the utility, ask questions about their accounts, and learn about energy conservation. Community Connect allows utility staff and leadership to engage with the community in meaningful ways, extending the utility's reach beyond KUA's traditional events.



## IN THE COMMUNITY



3

Community Blood Drives



5

City of Kissimmee Events



6

Movie in the Park



7

Scholarships



15

Expos, Fairs and Festivals



31

Big Grill Reservations



150

Community Sponsorships





# OUR WORKFORCE

## SAFETY

For the first time in KUA history, the utility was awarded the American Public Power Association diamond level safety award for achieving the lowest incidence rate ever recorded—an achievement that was reached due to the efforts of the entire company.

**FULL-TIME  
EQUIVALENT**  
289



**EMPLOYEE  
TURNOVER**  
9%



**WORKPLACE  
INCIDENCE RATE**  
3.19%



## TOP WORKPLACE

For the second year in a row, KUA has been named a Top Workplace thanks to employee reviews of workplace culture, support, and leadership reflecting an organization where they feel valued.

## WELLNESS

KUA was proud to be recognized with several prestigious wellness awards, including being named one of the Top 100 Healthiest Employers in America, as well as being recognized as one of the Healthiest Employers in Central Florida along with earning Cigna's healthy workforce designation. These honors highlight the dedication of our Wellness Team to fostering a happy, healthy work environment.





# ANSWERING THE CALL

## MUTUAL AID

KUA's line crews demonstrated exceptional dedication and service over the past year, providing critical mutual aid to municipal partners across the state. In May, a KUA crew embarked on a seven-day deployment to assist the City of Tallahassee after three tornadoes caused widespread power outages and significant damage in Leon County. And in September, KUA provided support to Gainesville Regional Utilities in the aftermath of Hurricane Helene.

In recognition of these efforts, KUA received a Mutual Aid Commendation from the American Public Power Association and the Restoring Communities Award from the Florida Municipal Electric Association. These honors underscore KUA's commitment to restoring power, strengthening partnerships, and supporting communities in times of need.



# FINANCIAL STRENGTH

## GRANT UTILIZATION

In October, Congressman Darren Soto (FL-09) announced that KUA will receive a \$6.2 million investment from the U.S. Economic Development Administration (EDA) for utility infrastructure improvements to support the semiconductor manufacturing industry in Central Florida. This EDA investment will be matched with \$7.5 million in local funds. Maintaining a reliable power grid is essential to creating opportunities for economic development in Osceola County for generations to come. The utility intends to utilize this significant investment to further enhance power capabilities to support the innovation that's positioned the region as a growing tech hub.

## 2024 FINANCIAL HIGHLIGHTS

### NET POSITION

Increased by **\$39.6 million** or **11.7%**



### CAPITAL ASSETS

Net utility plant increased by **\$14.4 million** or **5.4%**



### OPERATING REVENUES

Increased to **\$257 million** or **7.0%**



### OPERATING EXPENSES

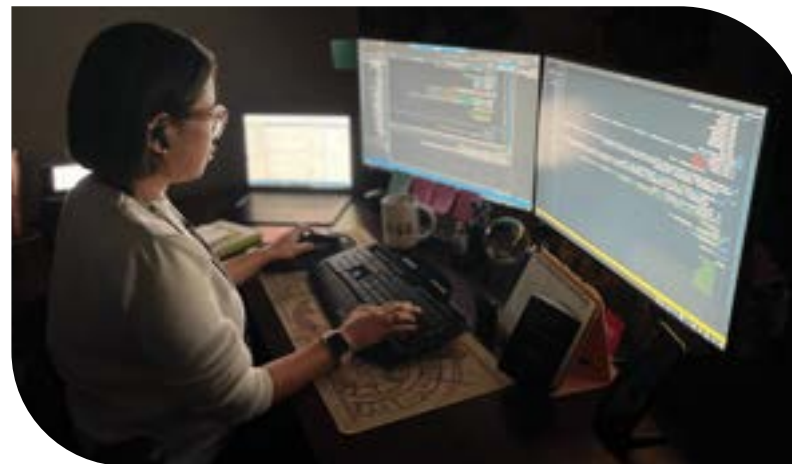
Decreased to **\$227.6 million** or **3.6%**



## OPERATING HIGHLIGHTS

	FY 2023	FY 2024	CHANGE
TOTAL OPERATING REVENUE	\$240.3 M	\$256.9M	TOTAL OPERATING REVENUE \$16.7 M 6.9%
TOTAL OPERATING EXPENSES	\$236.2 M	\$227.6M	TOTAL OPERATING EXPENSES (\$8.5 M) (3.6%)

KUA's cybersecurity expertise has earned national recognition, positioning the team as a trusted leader in the field. The department was selected to host the Osceola Cybersecurity Practitioners Workshop for government IT professionals last October. This collaborative initiative not only highlighted the utility's leadership but also fostered regional partnerships that enhance cybersecurity resilience across the community.





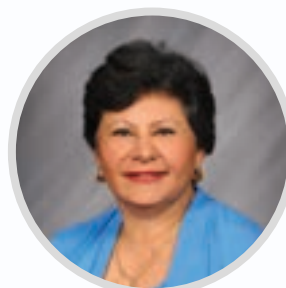
# BOARD OF DIRECTORS



**MANUEL ORTEGA**  
Chairman



**RAE HEMPHILL**  
Vice-Chairman



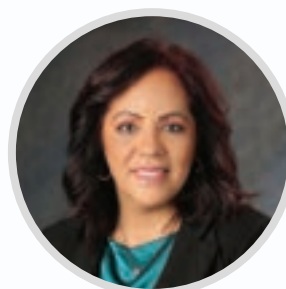
**ETHEL URBINA**  
Secretary



**REGINALD HARDEE**  
Assistant Secretary



**MELISSA THACKER**  
Director



**JACKIE ESPINOSA**  
Ex Officio Director





# MOMENTS & MILESTONES





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