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April 20, 2026

**BY E-FILING**

Mr. Adam Teitzman, Clerk  
Florida Public Service Commission  
2540 Shumard Oak Boulevard  
Tallahassee, FL 32399-0850

**Re: Docket No. 20260026-GU – Application for Rate Increase by Florida City Gas.**

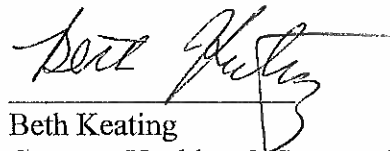
Dear Mr. Teitzman:

Attached, for electronic filing, on behalf of Florida City Gas, please find the Direct Testimony of Kim Estrada, as well as her Exhibit KE-1.

Thank you for your assistance with this filing. As always, please don't hesitate to let me know if you have any questions whatsoever.

(Document 5 of 27)

Sincerely,



Beth Keating  
Gunster, Yoakley & Stewart, P.A.  
215 South Monroe St., Suite 601  
Tallahassee, FL 32301  
(850) 521-1706

BEFORE THE FLORIDA PUBLIC SERVICE COMMISSION

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Docket No. 20260026-GU: Petition for rate increase by Florida City Gas

Prepared Direct Testimony of Kim Estrada

Date of Filing: April 20, 2026

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1 **I. Introduction**

2 **Q. Please state your name and business address.**

3 A. My name is Kim Estrada. My business address is 500 Energy Lane, Dover, Delaware,  
4 19901.

5 **Q. By whom are you employed, and what is your position?**

6 A. I am employed by Chesapeake Utilities Corporation (“Chesapeake” or “CUC”) as  
7 Assistant Vice President (AVP) of Customer Operations. CUC is the parent company  
8 of Florida City Gas (“FCG”). In this role, I am responsible for leading CUC’s regulated  
9 utilities’ customer experience strategy and operations, which include contact center  
10 operations, customer revenue operations, field service management, and customer  
11 experience areas of focus such as strategy, systems, quality, training, workforce  
12 management and overall focus on customer satisfaction.

13 **Q. Please describe your educational background and professional experience.**

14 A. I graduated from Eckerd College in St. Petersburg, Florida, with a Bachelor of Science  
15 in Business Administration. I began my utility career more than 35 years ago with a  
16 Florida investor-owned utility, serving in roles of increasing responsibility across  
17 customer operations, marketing, energy services, new construction, corporate  
18 relations, digital transformation and customer experience. I joined CUC in April 2023  
19 as the Director of Customer Care Operations and, in February 2025, I was promoted  
20 to AVP, Customer Operations.

21 **Q. Have you ever testified before the Florida Public Service Commission**  
22 **(“Commission”)?**

23 A. Yes, in Docket 20240099-EI.

1 **Q. Have you ever testified before any other state Commission?**

2 A. Yes, I have testified for CUC in both Delaware and Maryland rate cases.

3 **Q. How will you refer to the Company?**

4 A. For clarity, when referring to Florida City Gas, I will refer to it as “FCG” or the  
5 “Company.” When referring to Chesapeake Utilities Corporation, the parent company,  
6 I will refer to it as “Chesapeake” or “CUC.”

7

8 **II. Purpose of Testimony**

9 **Q. What is the purpose of your testimony?**

10 A. My prepared direct testimony will provide an overview of FCG’s customer service  
11 operations and outline key initiatives designed to deliver reliable service, strengthen  
12 service quality, improve operational efficiency and enhance the customer experience.  
13 This includes providing context for capital and operating expenditures related to  
14 customer operations, improvements in customer care, satisfaction-driven initiatives,  
15 and the implementation of Chesapeake’s new Customer Information System (“CIS,”  
16 known as 1CX).

17 Additionally, my testimony will highlight how CUC understands customers’ evolving  
18 expectations for natural gas services and the strategies developed to provide excellent  
19 service. CUC has prioritized people, processes, and technology to support consistent  
20 and reliable customer experiences. These improvements encompass the following  
21 areas.

- 22 • Customer Care
- 23 • Customer Revenue Operations

- 1           • Field Service Management
- 2           • Customer Experience and Strategy

3   **Q.    Are you sponsoring any exhibits in this proceeding?**

4   A.    Yes. I am sponsoring Exhibit KE-1 which is the list of MFRs that I am sponsoring.

5

6   **III.   Customer Service Operations**

7   **Q.    What services are provided within CUC's Customer Operations organization,**  
8           **and does this structure support FCG?**

9   A.    Yes. CUC provides all major customer-facing operational functions – including  
10       customer care, customer revenue operations, field service management, and customer-  
11       experience strategy – through a model that supports all regulated natural gas  
12       subsidiaries, including FCG. The structure centralizes the core functions that directly  
13       influence the customer's experience, enabling streamlined processes, consistent  
14       service delivery, and more efficient scaling across CUC's footprint.

15       At a high level, the department includes the following key functional areas:

16       1. Customer Care

17           • Utilizes a hybrid model, which combines a third-party partner that handles  
18           daily interactions with an internal Resolutions Team that manages complex  
19           interactions and escalations.

20           • Ensures skilled routing, quality oversight, and scalability.

21       2. Customer Revenue Operations

22           • Oversees bill generation, accuracy checks, exception handling, collections, and  
23           payment processing.

- 1           • Maintains billing data integrity, reporting, and compliance.
- 2           3. Field Service Management
- 3           • Oversees customer and field coordination, scheduling and dispatching.
- 4           • Ensures alignment between field operations and customer commitments,
- 5           improving visibility of work orders and workflow efficiency.
- 6           4. Customer Experience and Strategy
- 7           • Focuses on multichannel communication, customer journey design, customer
- 8           satisfaction measurement, Voice of the Customer (VOC) programs, training,
- 9           quality, and workforce management.
- 10          • Ensures that operational decisions are informed by data, insights, and evolving
- 11          customer expectations.

12 **Q. What are CUC's goals with respect to customer operations of FCG and its other**  
13 **subsidiaries?**

14 A. CUC's customer experience primary goal is to serve its customers with excellence at  
15 every touchpoint, which will ultimately result in becoming a top quartile customer  
16 service organization. CUC has prioritized people, process and technology to transform  
17 the business into a best-in-class, customer-centric organization, with these standards  
18 applied consistently to FCG customers.

19 **Q. What capabilities did FCG have prior to joining CUC, and what improvements**  
20 **followed the acquisition?**

21 A. Prior to joining CUC, FCG operated on a legacy system inherited from its prior owner  
22 and did not have access to the modern CIS, contact center technology, integrated field

1 service platform or VOC insights that are now available. These capabilities were added  
2 after FCG became part of CUC.

3 Following the acquisition, FCG customers gained:

- 4 • The enterprise wide 1CX CIS platform, replacing the legacy billing system (2025  
5 went live).
- 6 • Five9 cloud-based contact center with improved call routing, monitoring, and  
7 insights.
- 8 • Modern field service management system, which enables improved visibility,  
9 centralized dispatch, and more reliable service timing.
- 10 • A redesigned customer portal with expanded digital self-service.
- 11 • Customer assistance programs, including agency assistance, not previously  
12 available.

13 These enhancements improved the customer's experience relative to the legacy  
14 systems and processes FCG previously used.

15 **Q. What has CUC done to improve the customer billing and payments systems?**

16 A. In May 2023, CUC launched a major business transformation to integrate its customer  
17 information system into the enterprise wide 1CX platform. 1CX for FCG went live in  
18 April 2025, replacing FCG's legacy billing system with a modern, unified platform  
19 that improves billing accuracy, timeliness, efficiency, and overall customer  
20 experience. Since implementation, 1CX has transformed customer service by  
21 eliminating outdated processes and delivering faster, more accurate, and more  
22 convenient interactions; setting a new standard for customer care and providing a  
23 foundation for future enhancements.

1 **Q. What are the current benefits and the expected benefits of future enhancements**  
2 **to the customer billing and payments system?**

3 A. This upgrade replaced the legacy system with a more robust, scalable solution  
4 designed to improve efficiency and deliver superior customer experience. A key  
5 achievement was the launch of the new customer portal, providing enhanced digital  
6 engagement for all residential and commercial customers. The portal offers convenient  
7 self-service features, including:

- 8 • Bill Management: View and download bills, track usage and payment history, and  
9 make payments at any time.
- 10 • Service Management: Start or stop service with ease.

11 The platform establishes a foundation for ongoing innovation, with future  
12 enhancements planned to expand self-service capabilities:

- 13 • Move-in/Move-out and Service Transfers: Greater convenience for customers  
14 changing service or relocating.
- 15 • Notification and Preference Management: Customers can control how and when  
16 they receive communications regarding billing, payments, and marketing.
- 17 • Virtual Assistant Support: A 24/7 interactive chatbot for non-transactional  
18 inquiries.
- 19 • Payment Enhancements: Digital wallet options and flexible arrangements.

20 These advancements will deliver a more personalized, efficient, and customer-centric  
21 experience, positioning FCG for continued innovation and improved service delivery.

22 **Q. What customer outreach was provided regarding the billing system changes?**

1 A. Customers received advanced communication about the new portal, billing changes,  
2 and expected transitional impacts; additional messaging was provided pre-and post-  
3 launch to support customer adaptation. This outreach helped set expectations and  
4 improve understanding during the conversion period.

5 **Q. Has CUC implemented any improvements to FCG's field service management**  
6 **system?**

7 A. Yes, as part of its operational modernization, CUC implemented an advanced field  
8 service management system designed to improve FCG's service order processing,  
9 increase visibility into work status, and provide more timely exception reporting. The  
10 system consolidates relevant customer and service information and supports field  
11 operations in scheduling, dispatching, and completing customer work.  
12 In parallel, CUC established a field services organization focused on delivering  
13 excellent customer experience. By aligning field service goals with overall business  
14 strategies, CUC has created a structure that enables better planning, coordination, and  
15 execution. This alignment ensures that each visit is efficient and customer focused.  
16 FCG customers benefit from improved communications, streamlined processes, and a  
17 more reliable service experience from scheduling to completion.

18 **Q. Are there other miscellaneous improvements that have been scaled to include**  
19 **FCG that you would like to share?**

20 A. Yes. Two key new improvements are:  
21 • In 2022, CUC implemented a Voice of the Customer (VOC) program that gathers  
22 direct customer feedback via post-call surveys. This program helps identify trends  
23 and informs improvement plans in areas customers identify as most important.

- 1           • In 2023, CUC began a service excellence strategy that provides a framework for  
2           improving service quality across customer touchpoints. This framework supports  
3           consistent training, quality monitoring, workforce management improvements,  
4           and continuous improvement initiatives.

5           Together, these initiatives help CUC better understand customer experiences and use  
6           customer feedback and operational insights to guide improvements.

7   **Q.    Do these improvements impact FCG's customers directly?**

8   A.    Yes, all the benefits described above benefit FCG's customers directly.

9   **Q.    How have the technology and operational transformations delivered for FCG?**

10 A.    FCG has been recognized by Escalent's Cogent syndicated study as Customer  
11    Champion for three consecutive years (2023, 2024, and 2025). This recognition  
12    reflects strong unwavering performance across areas measured by the study, including  
13    customer experience-related attributes.

14    In addition to this recognition, FCG has also earned honors such as:

- 15           • Most Trusted Utility Brand  
16           • Easiest Utility to Do Business With

17    These awards underscore Chesapeake's culture of caring and its dedication to service  
18    innovation.

19   **Q.    Has the technology and operational transformation created challenges?**

20 A.    As part of the modernization efforts, customer inquiries have increased due to  
21    transitional factors associated with significant technology and operational changes. As  
22    described earlier in my testimony, FCG and CUC implemented multiple large-scale  
23    improvements, including the implementation of the 1CX CIS platform, an updated

1 customer portal, enhancements to field service management, and upgrades to contact  
2 center technology. These transformational changes, while ultimately beneficial to our  
3 customers, created challenges as both customers and employees adapted to new tools,  
4 and process workflows.

5 A key component of this transition has been the use of Business Process Exception  
6 Management (“BPEMs). Exception management plays an important role during and  
7 following transformations such as the 1CX implementation. Clarification cases are  
8 intentionally generated to protect billing accuracy and ensure exceptions are reviewed  
9 rather than incorrectly auto processed. Over time, a structured approach to  
10 configuration tuning and process refinement is expected to reduce inquiry volumes  
11 and improve cycle times, appropriately balancing short-term operational effort with  
12 long-term billing accuracy and customer trust.

13 While the changes have led to increased customer inquiries and complaints, they do  
14 not reflect a reduced commitment to customer service. Rather, it is a common short-  
15 term impact associated with major technology conversions and operational  
16 transformation. FCG expects complaint volumes and related contacts to improve as  
17 processes mature and customers become more familiar with available digital tools.

18 As part of the normal maturation process for large-scale system implementations, the  
19 Company continues to evolve the systems through incremental upgrades and  
20 enhancements to support system functionality and overall performance.

21 Q. **What actions are being taken to resolve customer inquiries and complaints timely**  
22 **and accurately?**

1 A. FCG is committed to addressing customer inquiries and complaints thoroughly,  
2 accurately, and in a timely manner. The Company uses a multilayered approach that  
3 includes monitoring, root-cause analysis, and prevention including:

- 4 • Enhanced monitoring through Insights and VOC.
  - 5 ○ Our Insights tool leverages contact center and speech analytics to quickly
  - 6 identify why customers are reaching out and what is driving their
  - 7 experiences. It measures key indicators such as customer sentiment,
  - 8 satisfaction, and issue resolution status, enabling FCG to prioritize the most
  - 9 impactful inquiries and address emerging trends.
  - 10 ○ Additionally, the VOC program provides post-call surveys that help the
  - 11 Company identify recurring themes, pinpoint issues, and implement
  - 12 targeted improvements to enhance service quality and prevent repeat
  - 13 concerns.
- 14 • Customer Experience Excellence Team
  - 15 ○ This team performs root-cause analysis by reviewing complaint categories,
  - 16 investigating underlying drivers, and working cross-functionally across the
  - 17 enterprise, to prevent repeat issues. Additionally, this information is
  - 18 leveraged by the service excellence strategy, which supports consistent
  - 19 training, quality monitoring, workforce management, and continuous
  - 20 improvement initiatives intended to improve employee readiness,
  - 21 consistency and responsiveness.

22 **Q. Is FCG taking any other actions to improve customer satisfaction?**

23 A. Yes. FCG is advancing additional initiatives to strengthen customer satisfaction:

- 1           • Affordability and Financial Assistance
- 2           • Contact Center Staffing Enhancements
- 3           • Customer-centric Community Engagement

4           Affordability and Financial Assistance

5           The Company's focus on affordability and improved access to financial assistance is  
6           centered on helping customers have the information and support needed to manage  
7           their utility bills. To support this objective, FCG established a dedicated Customer  
8           Assistance Programs team responsible for expanding and coordinating financial  
9           assistance options for income constrained customers. This includes extending CUC's  
10          SHARE program to FCG customers by the end of 2026 and identifying additional  
11          local, state, and federal resources available to eligible households.

12          A key component of this work is the modernization of the SHARE program. Funded  
13          through corporate, customer, and employee contributions, SHARE provides direct  
14          financial assistance to vulnerable customers. To improve accessibility, clarity, and  
15          program governance, CUC is implementing several enhancements, including:

- 16          • Consolidating SHARE information into an updated, centralized website with clear,  
17             step-by-step application guidance.
- 18          • Strengthening partnerships with assistance agencies and developing an agency  
19             support model to improve communication and efficiency, including more timely  
20             promise to pay processing.

21          These improvements support FCG's commitment to mitigating affordability  
22          challenges during a period of rising costs the energy industry is currently facing. By  
23          reducing customer confusion, expanding access to assistance, and enhancing program

1 oversight, FCG helps ensure vulnerable customers remain supported and that service  
2 is provided in a manner that is just, reasonable, and in the public interest.

3 Contact Center Staffing Enhancements

4 In 2025, FCG enhanced its contact center support model by working closely with  
5 Chesapeake’s third-party partner to increase staffing levels. Additional representatives  
6 were onboarded and trained, improving customer access to timely assistance, and  
7 reinforcing FCG’s ability to address inquiries efficiently.

8 Customer-Focused Community Engagement

9 FCG is also preparing to broaden its community engagement activities in 2026 to  
10 create more opportunities for direct, customer-focused interaction. This evolving  
11 initiative is designed to bring information, resources, and support directly into the  
12 communities FCG serves – enhancing transparency, improving trust, and ensuring  
13 customers have accessible channels to ask questions and receive guidance.

14 **Q. Will these efforts improve customer outcomes going forward?**

15 A. Yes, as systems, processes, and service delivery models mature, FCG expects  
16 continued improvements in customer experience outcomes. Investments in technology  
17 modernization, field service enhancements, digital self-service, and customer  
18 experience programs provide a foundation for building long-term customer value.

19

20 **IV. Non-Payroll Adjustments for Projected Costs Over Inflation and Customer**  
21 **Growth**

22 **Q. Please explain the adjustment to operating expenses for annualization of outside**  
23 **services on Schedule G-2 page 19g.**

1 A. The adjustment reflects annualization of increased outside service expenses to ensure  
2 the projected test year costs represent a full twelve-month level for ongoing expenses.  
3 The Company onboarded additional customer contact center resources through its  
4 existing third-party partner to provide an improved and more sustainable level of  
5 customer service. FCG estimates the total annualization of outside services is  
6 \$659,456.

7 **Q. Please explain the adjustment to operating expenses for annualization of PNC  
8 lockbox on Schedule G-2 page 19g.**

9 A. The adjustment reflects the annualization of PNC lockbox expenses to ensure that the  
10 projected test year costs represent a full twelve-month level of ongoing expense.  
11 Under the prior owner, payment processing was completed in-house and continued  
12 temporarily following the acquisition under a Transition Services Agreement (TSA).  
13 As part of exiting the TSA, the Company migrated payment processing from the  
14 legacy in-house model to its standardized enterprise process, which utilizes a banking  
15 institution for payment processing, including PNC lockbox services. FCG estimates  
16 the total annualization of PNC lockbox is \$117,622.

17 **Q. Please explain the adjustment to operating expenses for the customer portal on  
18 Schedule G-2 page 19g.**

19 A. The adjustment reflects the annualization of the customer self-service portal expenses  
20 discussed earlier on page 8, ensuring that projected test year costs represent a full  
21 twelve-month level of ongoing expense. FCG estimates the total annualization of the  
22 customer portal is \$21,870.

23 **Q. Does this conclude your testimony?**

1 A. Yes.

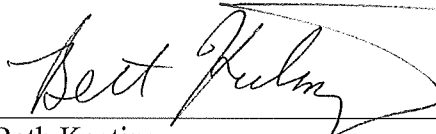
**Florida City Gas**  
**Witness Kim Estrada's Co-Sponsored MFRs**

<b>SCHEDULE</b>	<b>TITLE</b>	<b>WITNESS</b>
G2-15	Projected Test Year - Calculation of Customer Account Expenses	J. Baugh, G. Navo, K. Estrada, M. Galtman
G2-19f	Projected Test Year - Over and Under Adjustments - Historic Base Year	G. Navo, A. Bhatwadekar, K. Estrada, J. Baugh
G2-19g-h	Projected Test Year - Over and Under Adjustments - Projected Years	A. Bhatwadekar, B. Gilliam, G. Navo, J. Husted, K. Estrada, M. Everngam, M. Galtman, N. Russell, W. Haffecke

**CERTIFICATE OF SERVICE**

I HEREBY CERTIFY that a true and correct copy of the foregoing Testimony and Exhibit of Kim Estrada have been furnished by Electronic Mail to the following parties of record this 20<sup>th</sup> day of April, 2026:

Jennifer Crawford Florida Public Service Commission 2540 Shumard Oak Boulevard Tallahassee, FL 32399 <a href="mailto:jcrawfor@psc.state.fl.us">jcrawfor@psc.state.fl.us</a>	Office of Public Counsel Walter Trierweiler/Charles Rehwinkel c/o The Florida Legislature 111 West Madison Street, Room 812 Tallahassee, FL 32399-1400 <a href="mailto:Trierweiler.walt@leg.state.fl.us">Trierweiler.walt@leg.state.fl.us</a> <a href="mailto:Rehwinkel.Charles@leg.state.fl.us">Rehwinkel.Charles@leg.state.fl.us</a>
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