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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 Tina Barrington, as well as her Exhibit TB-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 16 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

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

Prepared Direct Testimony of Tina Barrington

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 Tina Barrington. My business address is 208 Wildlight Avenue, Yulee,
4 Florida 32097.

5 **Q. By whom are you employed and in what capacity?**

6 A. I am employed by Chesapeake Utilities Corporation as the Director, Human
7 Resources, in the Human Resources department. I joined the Company in May 2016
8 and have been in this role since January 2022.

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

10 A. I received a bachelor's degree in English education from the University of South
11 Florida and a Master of Arts degree in Human Resources from Rollins College. I have
12 been in the energy industry for sixteen years. I have twenty-five years' experience in
13 human resources ("HR"), and fifteen years of leadership experience.

14 **Q. Have you filed testimony before the Florida Public Service Commission in prior
15 cases?**

16 A. No.

17 **Q. Have you previously provided testimony before other regulatory bodies?**

18 A. No.

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

20 A. When referring to the Florida City Gas, I will refer to it as "FCG" or the "Company."
21 When referring to Chesapeake Utilities Corporation, the parent company, I will refer
22 to it as "Chesapeake" or "CUC" or the "Corporation."
23

1 **II. Statement of Qualifications**

2 **Q. Please describe your current responsibilities.**

3 A. Currently, I am responsible for managing employee relations. I lead the HR Business
4 Partner team to cultivate strategies for positive employer-employee relationships. I
5 also oversee grievance matters, internal investigations, performance management and
6 policy development in alignment with corporate goals and legal standards.

7

8 **III. Purpose of Testimony**

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

10 A. My testimony will discuss the following topics:

- 11 1. Corporate Values and Culture
- 12 2. Employee Engagement
- 13 3. Corporate Philosophy and Compensation
- 14 4. Total Rewards and Benefits
- 15 5. Team Incentive Plan (TIP)
- 16 6. Training and Development
- 17 7. Current Market and Talent Acquisition Challenges

18 **Q. Do you have any exhibits to which you will refer in your testimony?**

19 A. Yes. My Exhibit No. TB-1 is a list of Minimum Filing Requirements (“MFR”) that I
20 am sponsoring and co-sponsoring.

21

22 **IV. Corporate Values and Culture**

23 **Q. Please describe the Corporation’s values and culture.**

1 A. The Corporation has an enterprisewide organizational construct of a “one company
2 approach” that recognizes that our employees perform the most critical role in
3 ensuring that all our business units provide safe, reliable, and efficient service to all
4 our customers. Our culture of safety, customer service, and engagement with a sense
5 of belonging mirrors our corporate values, which are:

6 **CARE:** We put people first, both our customers and our employees. As such, safety
7 is at the core of everything we do. We focus on building trusting relationships, as well
8 as fostering a culture of equity, diversity, and inclusion with a sense of belonging for
9 all employees. We strive to make a meaningful difference everywhere we live and
10 work.

11 **INTEGRITY:** We tell the truth. Moral and ethical principles drive our decision-
12 making every day, and we do the right thing every day, even when no one is watching.

13 **EXCELLENCE:** We know we can achieve great things together. As such, we hold
14 each other accountable to do the work that makes us better every day. Our mindset is
15 to never give up and to strive to achieve excellence in everything we do.

16 Our commitment to cultivating an environment of innovation, embracing varied and
17 diverse perspectives, and nurturing our personnel with a spirit of collaboration has
18 earned us the honor of being recognized as a Top Workplace for twelve consecutive
19 years and Top Workplace USA in 2021, 2022 and 2023. In 2024, Chesapeake began
20 utilizing the Gallup Q12 Survey to measure employee engagement because this survey
21 tool has been scientifically validated to link directly to crucial business outcomes like
22 increased productivity, lower turnover and improved safety. Most recently,
23 Chesapeake scored in the 79th percentile, which means the Corporation is in the top

1 21% of companies, signaling strong employee engagement. Chesapeake develops
2 structured, team-level initiatives used to translate survey feedback into tangible
3 improvements, ultimately fostering higher engagement, building trust, and driving
4 positive workplace changes.

5

6 **V. Employee Engagement**

7 **Q. What are other aspects of the Corporation that contribute to a healthy corporate**
8 **culture?**

9 A. A positive employee experience leads to high levels of employee engagement, which
10 directly impacts our culture and enhances customer experience. Supporting and
11 developing initiatives that strengthen a sense of belonging for all employees is key to
12 achieving this mission at CUC. We embrace a diversity of people and ideas through
13 ongoing collaboration and social engagement across the organization. We promote
14 awareness and inclusion by ensuring all employee voices are heard.

15 We also offer opportunities for all team members to thrive within their roles. We have
16 12 employee resource groups that are open to all employees, based on their interests.

17 **Gratitude**, which is CUC's employee recognition program, offers a digital platform
18 for employees to share appreciation and recognize team members in real-time across
19 the organization. The Gratitude platform is a powerful tool that supports Chesapeake's
20 efforts to foster a positive culture of appreciation, engagement and recognition.

21 The Connections Program pairs new employees with a team member outside of their
22 department for the first few months of employment. This program helps facilitate a
23 smoother, faster and more engaging onboarding experience for new team members

1 and encourages connections and network building. By offering peer-level guidance,
2 cultural integration, and day-to-day operational knowledge, the assigned connector
3 helps the new team member to become more familiar with the Corporation and our
4 culture.

5 Chesapeake Total Wellness is the Corporation's interactive employee wellness
6 program that inspires, informs, and supports our employees in prioritizing their well-
7 being and that of their dependents. The program is inclusive and accessible to all
8 employees regardless of fitness level or personal needs. The program includes a digital
9 platform that provides resources, videos, podcasts, virtual walking challenges and
10 other activities for all employees to fulfill their wellness goals at their pace. Because
11 the CUC Total Wellness program prioritizes physical and mental well-being of our
12 employees, it is also an important component in fostering a culture of safety.

13 Chesapeake is also committed to giving back to the communities where we serve and
14 live. Our Community Affairs department, which manages all of CUC's outreach
15 events, has developed longstanding partnerships with community organizations. This
16 enables various in-person volunteer events in which our employees participate,
17 providing opportunities for team members to come together and learn more about the
18 people and communities in our service territories.

19

20 **VI. Corporate Philosophy and Compensation**

21 **Q. Please describe the Corporation's compensation philosophy.**

1 A. We believe our people are our greatest asset and strength. Our approach to attracting,
2 developing, and retaining a diverse workforce of exceptional talent is anchored in a
3 philosophy that prioritizes personal growth and engagement.

4 The Corporation's compensation philosophy is to reward employees by providing pay
5 and benefits that are competitive in comparison to the rest of the utility industry, as
6 well as general industry (non-utility) employers, in order to attract, retain and motivate
7 employees who are qualified to perform the functions needed by the Company for the
8 ultimate benefit of our customers. This philosophy enables the Company to meet its
9 obligations to provide safe, reliable, and affordable service to its customers.
10 Additionally, we are committed to cultivating a positive relationship with the IBEW
11 System Council U-4 union that covers the FCG operations employees and seek to
12 negotiate with the union in alignment with our values, business objectives and
13 compensation philosophy.

14 **Q. Does CUC provide a pension plan for its FCG employees?**

15 A. The Corporation does not have a pension plan. However, CUC does offer a retirement
16 savings plan through a 401(k) and Roth 401(k) with an employer match to encourage
17 participation. There is also an "automatic deferral feature" in the plan. If the employee
18 does not specifically elect an alternate deferral amount (including zero), the
19 Corporation will automatically withhold 6% from the paycheck each pay period and
20 deposit that amount into the plan as a salary deferral. CUC provides a match to the
21 employee contribution of up to 6% of salary. To be fully vested in the matching
22 contribution, the employee must complete two years of service. The plan also includes
23 the option for CUC to provide a supplemental contribution in the form of CUC stock

1 based on attainment of the Corporation's goals. CUC's 401(k) plan is essential for
2 employees because it provides a disciplined, automated way to build long-term
3 retirement savings through payroll deductions and employee contributions. CUC also
4 has a Stock Purchase Plan that allows employees to buy Chesapeake stock via payroll
5 deductions without paying brokerage fees.

6 **Q. Has CUC conducted a compensation study for FCG since its last rate case and its**
7 **acquisition by CUC?**

8 A. Yes. Each year, we review more than 60 key roles and benchmark them against current
9 market compensation data. We then compare these key roles to similar positions across
10 all business units. Based on that analysis, we adjust salary ranges as needed and update
11 base pay for any employees whose pay falls below the minimum of the applicable
12 range.

13 **Q. Have you seen a change in expected base pay?**

14 A. Yes. For the past decade, CUC has budgeted an approximately 3% annual base pay
15 increase to stay competitive and aligned with the market. For some positions, there
16 were additional increases applied due to job market challenges in filling select roles.
17 Before CUC acquired FCG, FCG's operations employees collectively voted to be
18 represented by the IBEW System Council U-4 union but had not yet negotiated a
19 contract. Soon after the acquisition, CUC successfully negotiated with the union for a
20 three-year union contract that included benefits and established pay rates and increases
21 over the course of the contract as well as rates for the performance of on-call and
22 emergency response work. The contract with the union also established a Labor
23 Management Committee made up of Corporation leaders and employees represented

1 by the union to work together to agree on the job functions, titles and progression
2 requirements including applicable pay increases for each job covered by the contract.

3 **Q. What is the organizational construct of Chesapeake, and how has that impacted**
4 **its approach to compensation?**

5 A. Chesapeake operates under a centralized executive structure where C-suite leadership,
6 including the Chief Executive Officer (CEO), Chief Financial Officer (CFO), and
7 Chief Human Resources Officer (CHRO), is established exclusively at the
8 Corporate/Parent level, rather than within each subsidiary. As such, high-level
9 strategic, financial, and employment policies are determined at the Corporate level. In
10 2019, there was a change in the President and CEO role for Chesapeake. Jeffry
11 Householder was appointed to this position. Under his leadership, Chesapeake
12 instituted an enterprisewide approach to gain efficiency, implement best practices,
13 maintain consistency and compliance, reduce costs, and be the best in class. A key to
14 this approach has been the implementation of structural changes designed to better
15 enable businesses operating on similar platforms to view and leverage best practices
16 implemented by sister entities within the corporation. To accomplish this, Mr.
17 Householder appointed one leader to oversee all the regulated entities and another
18 leader to oversee all the unregulated entities. This enterprisewide concept has allowed
19 Chesapeake to gain standardization, synergies and efficiencies throughout the
20 organization. As a result of these changes, new roles were created and added to the
21 Senior Leadership Team. Additionally, new positions have been created to reflect the
22 over-arching enterprisewide scope of responsibilities. Our ongoing structure helps us

1 better facilitate our ability to accomplish our corporate mission, which is that “We
2 deliver energy that makes life better for the people and communities we serve.”
3 Consistent with these organizational changes to affect enterprisewide efficiencies and
4 the implementation of best practices, we have implemented a holistic approach to
5 compensation to ensure we attract and retain the best employees through a competitive
6 compensation and benefits package. Our employees are our most critical resource
7 when it comes to providing service to our customers. We say that our employees are
8 the creative and powerful heart of our Company.

9 **Q. How does CUC review the level of compensation for its executive officers?**

10 A. The compensation of the Corporation’s named executive officers, including the CEO,
11 Executive Vice Presidents, Senior Vice Presidents, and Vice Presidents reporting to
12 the CEO, is reviewed by the Compensation Committee of CUC’s Board of Directors.
13 The Compensation Committee engages an outside consulting firm, F.W. Cook, to
14 review executive compensation in the market and recommend potential adjustments
15 to the Board of Directors. Annually, each February, the Compensation Committee
16 reviews the base salaries of the named executive officers based on a market analysis
17 prepared by the third-party compensation consultant. If approved by the Board of
18 Directors, any changes recommended in February would be effective in April. This
19 review includes both base salary and incentive compensation. Both are considered part
20 of normal compensation and required for us to be competitive in the market. It is usual
21 and customary in our industry to have a base salary and incentive compensation that
22 is tied to meeting corporate, operational, safety, and financial targets. Our customers
23 benefit from having good leadership that focuses on the safety of our operations,

1 reliability of service, maintaining financial stability, and reaching stakeholder goals.
2 Having fair and competitive total compensation is a critical part of attracting top talent
3 to lead our organization.

4 Our compensation philosophy recognizes that our employees perform the most critical
5 role in ensuring that our business units, including FCG, are providing safe, reliable,
6 and efficient service to our customers. The safety of our employees and customers is
7 our number one priority. Consistent with this philosophy, the plan has been designed
8 to reward employees by providing pay and benefits that are competitive in comparison
9 to the utility industry, as well as general non-utility employers. Even in being
10 competitive, the Corporation takes a conservative approach relative to its peers and
11 other companies with whom we compete for talent. The compensation package,
12 including incentive compensation, represents a cost that is prudent and reasonable for
13 purposes of attracting, retaining and motivating employees who are qualified to
14 perform the functions necessary to safely and efficiently run our business for the
15 benefit of our customers. As part of the governance processes regarding compensation,
16 the Corporation utilizes independent, third-party compensation specialists, such as
17 Willis Towers Watson and, as previously mentioned, F.W. Cook, to review
18 compensation across various levels of the Corporation. These specialists evaluate our
19 compensatory components and overall design relative to benchmarking data when
20 assessing the appropriateness of our total compensation relative to the market and
21 industry trends. As stated earlier, while we are within the appropriate utility
22 benchmarks, we are also conservative in our approach. Second, incentive
23 compensation is an important part of the total compensation package offered by the

1 Corporation to attract, retain, and motivate qualified employees. This is a highly
2 competitive workforce market. We also want the best from our employees in terms of
3 providing excellent service to our natural gas customers and being able to continuously
4 adapt to changing regulatory requirements and market conditions. The Corporation
5 therefore seeks to achieve an appropriate balance of “at-risk” pay that is only
6 recognized if the Corporation’s goals of safety, prudent cost management, and the
7 provision of safe and reliable natural gas service, are met. If we did not offer incentive
8 compensation - or if the Commission disallows associated costs - we would need to
9 consider increasing base salaries to remain competitive with other companies also
10 trying to attract and retain qualified employees. This would serve to increase overall
11 costs to the customers regardless of the performance of the Corporation.

12 Third, there is no distinction between how incentive compensation benefits customers
13 and shareholders. The strong financial performance of the Corporation is good for both
14 and is in the best interests of our customers. A strong, financially sound utility is better
15 able to ensure safe and reliable service to its customers and meet the ever-changing
16 customer service expectations of its customer base.

17

18 **VII. Total Rewards and Benefits**

19 **Q. What are the components of the Corporation’s total compensation package?**

20 A. A comprehensive benefits and compensation package is vital to attract top talent, boost
21 engagement, enhance productivity and promote strong retention. CUC offers the
22 following components as part of our total compensation package: health, dental and
23 vision plans, 401(k) plans, flexible spending accounts, paid time off and sick leave,

1 Employee Assistance Program, tuition reimbursement, volunteer opportunities, our
2 Aspiring Scholars scholarship program and our rewards and recognition programs.
3 We offer competitive salaries, annual incentive performance plans, sign-on bonuses,
4 driver incentives, relocation assistance, CUC-provided life insurance (with optional
5 supplemental life insurance), CUC-provided Short-Term and Long-Term Disability
6 Insurance, and voluntary hospital indemnity insurance and critical illness insurance
7 along with flexible hybrid work schedules.

8 Our medical plan options include three different plan options, Flexible Spending
9 Accounts (FSA), a Health Savings Account (HSA) and a prescription plan, with mail
10 order pharmacy benefits for maintenance medications along with access to virtual
11 medicine that provides convenient, 24/7 access to healthcare for our employees and
12 their covered family members. The medical plans provide free in-network preventive
13 and routine care as well as additional offerings to support long-term wellness, chronic
14 condition management, as well as a diabetes prevention program.

15 Our 401(k) retirement plan has a Roth 401(k) Savings Plan option. Offering both
16 traditional pre-tax and Roth options in the 401(k) provides vital tax diversification,
17 allowing employees to manage future tax liability regardless of whether tax rates rise
18 or fall. Additionally, the Corporation provides WellCents, a comprehensive employer-
19 provided financial wellness program designed to boost financial confidence through
20 personalized, end-to-end guidance. Providing financial planning as an employee
21 benefit is crucial to reducing employee financial stress, which directly improves
22 productivity, and fosters a culture of safety and care, aiding in retirement readiness
23 and building overall employee loyalty.

1 We provide competitive base pay and short-term incentive pay through CUC's Team
2 Incentive Plan, also known as TIP. This reward structure is comparable to what is
3 available in the utility and non-utility industry and is tied to safety and team
4 operational goals. CUC offers a reasonable total rewards package, along with the
5 opportunity to develop and grow within the Corporation.

6 In addition to TIP, there are many other offerings for our employees, such as flexible
7 work hours, hybrid/remote-eligible roles, candidate referral incentives, career
8 advancement and growth opportunities, a mentorship program, and talent development
9 offerings, along with twelve (12) employee resource groups and a stock purchase
10 program.

11 Our experience has shown us that investing in the overall health and well-being of our
12 employees is an imperative that directly enables a safer, more engaged and productive
13 workforce. When employees feel rewarded and supported physically, mentally and
14 emotionally, they can better focus on performing their work safely and efficiently.

15

16 **VIII. Team Incentive Plan**

17 **Q. Please describe the Team Incentive Plan (TIP).**

18 A. TIP is our established bonus program based on overall team performance of achieving
19 operational goals. These goals reflect our desire to prioritize safety, operational
20 excellence and continuous improvement across all CUC businesses. It is a multitiered
21 program paid out in March if certain operational objectives are met in the previous
22 year. These objectives included completion of National Incident Management Systems
23 (NIMS) safety training in 2025 and completion of assigned OSHA courses in 2026;

1 participation in the Gallup Q12 employee engagement survey; awarding a target
2 number of recognitions through our Gratitude platform; total community volunteer
3 activities served Companywide; identifying cybersecurity phishing campaigns
4 important to our network security; and completing training hours completed in The
5 Grove, our learning management system.

6 We have found that linking our incentive plans to safety has resulted in an enhanced
7 focus on safety and a decrease in incidents. Safety is a priority for CUC, and our goal
8 is to ensure the safety of our customers, our employees, and the communities we serve.
9 Completion of two NIMS training programs promotes a safe organizational culture by
10 providing a standardized framework for managing emergencies and fostering a culture
11 of preparedness, coordination, and accountability. Employees are also encouraged to
12 attend monthly safety meetings and log safety “near misses” and submit them so that
13 we all can learn from them and prevent accidents and injuries. The TIP bonus program
14 fosters a culture of safety and accountability where safety is a shared, collective
15 priority.

16

17 **IX. Training and Development**

18 **Q. Please describe CUC’s approach to training and development opportunities and**
19 **how that applies to FCG.**

20 A. To address the challenge of enhanced job turnover in the market, as well as an aging
21 workforce, we have rolled out an enterprisewide learning management system
22 (“LMS”) that we call The Grove and “Safety Town,” two state-of-the art, operational
23 training facilities designed to provide hands-on training to equip our employees and

1 first responders with the knowledge, skills and confidence they need to perform their
2 duties. By providing dedicated space for training, our Safety Town facilities serve as
3 a critical investment in workforce development, designed to enhance safety,
4 operational efficiency and technical proficiency. There are many leadership
5 development and training opportunities in The Grove. CUC offers virtual live events,
6 on-site and in-person training events, and recorded on-demand training sessions to
7 accommodate various learning styles and preferences. In addition to mandatory
8 curricula, such as leadership curriculum, compliance training, and harassment
9 awareness, there are many elective training opportunities, including the We Speak -
10 Public Speaking Academy. We also host monthly employee engagement sessions,
11 leadership development and competency courses, emotional intelligence training and
12 coaching courses. Another class offering illustrates how to communicate more
13 effectively by understanding the Taking Flight with DISC behavior styles, which
14 stands for the four primary behavioral styles: dominant, interactive/influencing,
15 steady/supportive and compliant/conscientious. In addition, we have partnered with
16 other vendors and agencies, such as OSHA, Southern Gas Association and McLean to
17 put some of their training curricula on our LMS platform so that employees have a
18 single source for their training needs and do not have to log into various websites. We
19 continue to add to our learning library in The Grove. In addition to training and
20 development opportunities, every employee utilizes The Grove to attend their monthly
21 safety meetings. The monthly safety meetings focus on providing education on topics
22 such as operational safety, environmental/seasonal safety updates, safe driving
23 behaviors, procedural guidance, safe lifting techniques, and situational awareness

1 strategies. The safety meetings promote education while reinforcing incident reporting
2 and a positive safety culture.

3

4 **X. Current Market and Talent Acquisition Challenges**

5 **Q. What is the current job market like for the Corporation?**

6 A. Hiring a skilled workforce is a critical business imperative for utility companies to
7 maintain system reliability, prioritize safety and maintain infrastructure. As the natural
8 gas industry shifts toward modernization, specialized technical talent is essential to
9 prevent operational disruptions. The labor market is highly competitive, particularly
10 in the utility sector, where demand for skilled workers outpaces supply and it continues
11 to evolve. Nationwide, industries like ours are grappling with skilled worker shortages,
12 increased competition for talent, and changing workforce expectations. We have had
13 to adjust to these new expectations to remain competitive. In addition, roles that were
14 once easy to fill are now much more difficult and costly to fill. There are some roles
15 for which we have difficulty finding qualified applicants. We have had to be creative
16 and proactive in our recruiting strategies to find top talent. For instance, we are
17 reaching out to potential candidates who are not actively seeking a new position.
18 Additionally, with remote work opportunities so prevalent during the pandemic,
19 employees have become accustomed to not traveling to an office every day for their
20 jobs. We are seeing this expectation from external candidates, some of whom will
21 simply not apply if the Corporation considers it a requirement for them to be in an
22 office setting more than one or two times a week.

1 In response to these challenges, our organization has taken a multifaceted approach to
2 ensure we meet our workforce needs while fostering a safe, inclusive, and
3 development-oriented culture. We have structured a Talent Acquisition department
4 and hired recruiters who have adopted innovative recruitment methods, including
5 targeted digital campaigns and community-based initiatives. We have expanded our
6 outreach by building partnerships with technical schools, universities, and community
7 organizations to build a pipeline of skilled workers. We have a great team that hired
8 286 positions across the entire corporation in 2023, 274 positions in 2024 and 205
9 positions in 2025. Maintaining a skilled, engaged workforce is critical to our ability
10 to provide safe, reliable, and efficient natural gas service to our customers. The
11 challenges of the current job market require a proactive and innovative approach, and
12 we remain committed to investing in our employees and future workforce. We have
13 found that, in this evolving job market, the candidates need timely job offers with
14 competitive pay and benefits from an employer of choice that offers an engaging
15 culture with career growth opportunities. As such, we continue to pivot and adjust to
16 the market and currently have a historic low average time-to-fill vacancies of only 38
17 days.

18

19 **XI. Headcount Additions**

20 **Q. Are there any headcount additions related to Human Resources?**

21 A. Yes. I support headcount additions in the test year. These are included in the payroll
22 category in MFR Schedule G2-12 to G2-19. To be clear, only the allocated cost to
23 FCG is included in MFR Schedule G2-12 to G2-18.

1 **Q. Please summarize headcount additions.**

2 A. CUC is adding eight (8) headcount additions enterprise-wide that are required to
3 support the expanding needs of the HR Department, which provides HR services to all
4 companies under the CUC umbrella, including FCG. To be clear, only a portion of
5 the costs related to these employees are allocated to FCG based on the CAM allocation
6 methodology.

7 **Q. What was the basis for determining that CUC needed these additional positions?**

8 • Three (3) Change Management Specialists and Analysts. Chesapeake engaged an
9 independent third-party consultant to conduct a comprehensive assessment of the
10 Human Resources (HR) function's capabilities, capacity, and structure. The
11 consultant's analysis identified that to successfully implement Chesapeake's
12 strategic goals — including capital projects and modernization efforts — the
13 current HR structure lacked dedicated change management and organizational
14 design functions. As a result, the analysis deemed these functions "missing" and
15 essential for managing employee preparedness, mitigating productivity risks
16 during transitions, implementing workforce analytics, implementing self-service
17 system capabilities, and ensuring regulatory compliance. Adding these capabilities
18 was necessary for supporting the workforce through essential infrastructure
19 initiatives and improving overall business performance, rather than just adding
20 headcount. The Corporation began building its change management capabilities in
21 2025 and added three (3) incremental headcounts in 2026 to continue efforts to
22 build the change management capabilities within HR.

- 1 • One (1) incremental position for Payroll Manager added in 2026. The payroll
2 function has been realigned to HR to take advantage of synergies by placing
3 payroll with the same team that handles onboarding, benefits and compensation.
4 This realignment ultimately enhances the employee experience and strengthens
5 communication and compliance. It also removed the split focus of the Manager,
6 Financial Services, who was overseeing AP and Payroll, as well as acting as a SME
7 for the ERP project.
- 8 • One (1) incremental position for Technical Instructor. Similarly, the operations
9 technical function previously reported into the safety team and has shifted to report
10 to HR. One additional Operations Technical Instructor role has been added because
11 this is a critical role in bridging the gap between complex, high-risk operational
12 procedures and the practical skills required by personnel to perform their work.
13 The Operations Technical Instructors are central to creating a culture of safety by
14 teaching personnel how to safely and appropriately perform their duties. This role
15 shifted into HR to align with the workforce development and regulatory
16 compliance training aspects of the role.
- 17 • One (1) incremental position for a Director, Training role. This role is essential to
18 addressing a critical, industrywide challenge — a rapidly aging workforce — with
19 roughly 25% of utility employees projected to retire within five years, creating a
20 high-stakes demand for accelerated knowledge transfer and onboarding. As
21 utilities shift toward modernizing infrastructure and integrating complex
22 technologies, this role ensures regulatory compliance with training standards,

1 improves operational safety, and minimizes the high costs associated with training
2 deficiencies ultimately ensuring safe, reliable service for ratepayers.

3 • One (1) incremental position for a Training Coordinator role. This role supports
4 and coordinates the formalized, high-quality training programs that reduce
5 compliance risks, minimize operating errors, and accelerate the proficiency of new
6 staff. This role is critical to support business goals and employee growth by
7 organizing logistics for training, creating tailored learning materials, and tracking
8 performance metrics to ensure effective training.

9 • One (1) incremental position for an HRIS Analyst. This position is responsible for
10 providing accurate, evidence-based data regarding labor costs, headcount, and
11 benefits administration. This role is crucial for optimizing HR technology,
12 managing employee data integrity, and providing actionable analytics to drive
13 data-driven decision-making. This position bridges HR and IT, automating
14 processes to improve efficiency, ensuring legal compliance with data privacy laws,
15 and supporting strategic workforce planning.

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

17 A. Yes, it does.

18

19

20

21

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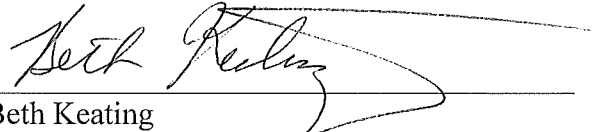
Florida City Gas
Witness Tina Barrington's Co-Sponsored MFRs

SCHEDULE	TITLE	WITNESS
C-33	Wage & Salary Increases Compared to C.P.I.	N. Russell, T. Barrington, J. Baugh

CERTIFICATE OF SERVICE

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

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