



The Power Source

Igniting the Future of Florida



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Kim, with the complexities of energy delivery, what are the priorities for you in managing the customer experience?

In an industry as complex and essential as energy, my priorities in managing customer operations center on trust, consistency and clarity. These principles ensure a seamless, genuine, transparent and easy to navigate customer experience. Customers want clear communication, timely information and confidence that their utility understands their needs, especially during critical moments.

Our values, care, integrity and excellence, guide how we deliver that experience. Care shows up in how we listen, respond and remain attentive to what matters most to our customers. Integrity is reflected in transparent, honest communication, especially during moments that matter most. Excellence is achieved when we consistently deliver on our promises, regardless of how or where a customer engages with us. As our organization continues to grow, aligning our people, processes and technology around these values ensures that service excellence remains not just an aspiration, but a defining part of who we are.

With over 30 years of utility experience, elaborate on the changes you have seen over the years that result in more customer awareness and participation.

Over the course of my career, I've witnessed a meaningful evolution in the relationship between utilities and customers. Today's customers are far more informed, engaged and empowered. They expect transparency, timely and proactive communication and opportunities to actively participate in decisions that impact their service.

This shift has required utilities to move beyond transactional service models and toward relationship-driven engagement. Technology has certainly accelerated this change, but the most significant transformation has been cultural. Customers now expect us to anticipate their needs, communicate with clarity and integrity and deliver consistent experiences across every channel. They are no longer passive recipients of service. This increased awareness has raised expectations and, in turn, has driven our industry to continually raise the bar for service excellence.

In your role with Chesapeake Utilities, how have you ensured consistency in the customer experience among all the subsidiaries and customers?

Consistency is foundational to trust, especially in a growing organization like Chesapeake Utilities Corporation. As we have expanded our footprint and customer base, it has become even more important that customers experience us as a unified company. Our One Company, One Customer Experience (1CX) mindset ensures that service excellence is delivered consistently and intentionally across the organization.



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While our subsidiaries serve diverse communities and operate within different regulatory environments, our commitment to service does not change. The Service Excellence Strategy provides a framework that aligns our teams, service standards and expectations across the organization. By embedding care, integrity, and excellence into our culture, processes and decision making, we foster collaboration, shared accountability and continuous improvement. The result is a customer experience defined by professionalism, responsiveness and respect at every touchpoint, strengthening our brand and reinforcing who we are as a company.

What advice would you give a third-year university student or second-year state college student looking to work in energy customer or external relations?

I would encourage students to see the energy industry as a place where purpose, service and impact truly intersect. Customer and external relations roles offer the opportunity to build trust, strengthen communities and make a meaningful difference in people's everyday lives.

My advice is to stay curious, adaptable, self-motivated and committed to learning the business holistically. Develop strong communication, problem-solving and relationship-building skills, but just as important is the understanding of the responsibility that comes with serving customers in a critical industry. Seek mentors, ask thoughtful questions and be willing to learn from every role, whether on the front lines or behind the scenes. Service excellence is a shared effort, and when you engage with care, act with integrity and strive for excellence, you build a foundation for a rewarding and lasting career.

Is there a role for artificial intelligence and advanced technology in your field, and is that a good investment for students interested in an energy career?

There is absolutely a role for advanced technology, including artificial intelligence, in customer operations and across the energy industry. These tools allow us to better understand customer needs, identify trends, improve response times, streamline processes and proactively address issues, ultimately enabling a more consistent and responsive experience.

For students interested in an energy career, building skills in data analytics and digital platforms is a smart investment. However, technology creates value when it is paired with understanding of the business it supports. Data becomes meaningful when professionals know how to interpret it, apply it thoughtfully and connect insights to real customer and operational outcomes.

Equally important, technology must be guided by strong values. Care ensures it enhances the customer experience rather than replaces human connection. Integrity ensures data is used responsibly and transparently. Excellence drives continuous improvement and innovation. Students who combine technology and data skills with business acumen, critical thinking and service-driven mindset will be well-positioned to lead as the energy industry continues to evolve.



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Personal Closing Statement

Having spent over 30 years in this industry, I've seen firsthand how every role, whether customer-facing or behind the scenes, contributes meaningfully to the experience we deliver and the trust we build. While my professional journey shaped my perspective on service and leadership, my commitment to living by the Golden Rule was instilled in me long before that. The foundation of treating others with the same respect, care and fairness we would expect for ourselves has been a guiding principle for how I lead. As leaders, our responsibility is to model care in how we support our teams and customers, integrity in every decision we make and excellence in how we show up every day. When we lead with purpose, align around shared values and treat others with respect, we don't just deliver energy, we build lasting relationships, strengthen communities and create a culture of service excellence that endures.