

**BEFORE THE STATE CORPORATION COMMISSION
OF THE STATE OF KANSAS**

DIRECT TESTIMONY OF

CHARLES A. CAISLEY

**ON BEHALF OF
GREAT PLAINS ENERGY INCORPORATED
AND
KANSAS CITY POWER & LIGHT COMPANY**

**IN THE MATTER OF THE JOINT APPLICATION OF GREAT PLAINS ENERGY
INCORPORATED, KANSAS CITY POWER & LIGHT COMPANY,
AND WESTAR ENERGY, INC. FOR APPROVAL OF THE ACQUISITION OF
WESTAR, INC.
BY GREAT PLAINS ENERGY INCORPORATED**

DOCKET NO. 16-KCPE-____-ACQ

1 **Q: Please state your name and business address.**

2 A: My name is Charles A. Caisley. My business address is 1200 Main Street, Kansas City,
3 Missouri 64105.

4 **Q: By whom and in what capacity are you employed?**

5 A: I am employed by Kansas City Power & Light Company (“KCP&L”) and serve as Vice
6 President – Marketing and Public Affairs for Great Plains Energy Incorporated (“Great
7 Plains Energy” or “GPE”).

8 **Q: What are your responsibilities?**

9 A: My responsibilities include GPE’s community and customer strategy, small-scale
10 distributed and renewable generation projects, energy products and services platforms,
11 energy efficiency and demand response portfolio, communications, marketing, economic
12 development, governmental affairs and public relations functions. Many of these areas

1 are responsible for direct interaction with GPE's utility subsidiaries' customers and
2 stakeholders. These areas of direct customer interaction include: online/electronic
3 transactions and portals, social media, community affairs, business customers, customer
4 complaints, city franchises and regulated and non-regulated products and services. In
5 addition to having responsibility for multiple areas with direct customer interaction, I am
6 also responsible for leading a cross-functional team of individuals with responsibility for
7 our overall customer experience and strategy. This includes customer research and
8 segmentation as well as customer data analytics.

9 **Q: Please describe your education, experience and employment history.**

10 A: I graduated from the University of Illinois in Urbana-Champaign with a Bachelor's
11 degree in political science. I earned a Juris Doctorate degree from St. Louis University
12 School of Law and a Master of Business Administration from Washington University in
13 St. Louis. I joined KCP&L in 2007 as Director of Government Affairs. Prior to joining
14 KCP&L, I was employed by the Missouri Energy Development Association (MEDA),
15 the Missouri Industry Association for Missouri investor-owned utilities, as President.
16 Prior to that I was employed as the Chief of Staff to the Speaker of the Missouri House.
17 In both positions, I dealt extensively with utility regulatory issues as well as utility and
18 energy policy.

19 **Q: Are you currently involved with any organizations dealing with customer issues,
20 customer research or utility customer experience?**

21 A: Yes. I currently serve on the J.D. Power and Associates Utility Customer Executive
22 Advisory Board on Customer Experience and have since 2012. I have participated in
23 J.D. Power and Associates working group on Smart-Grid Customer Experience. I have

1 also been active in J.D. Power and Associates Contact Center Working Group—a group
2 that studies best practices for improving the efficiency and customer experience with both
3 utility call centers and electronic transactions. I belong to the Marketing Executives
4 Conference—the oldest organization in the United States dealing with utility customer
5 issues, trends and satisfaction. I am a founding participant in the OPower/Oracle Chief
6 Customer Officer annual meeting for utility executives in charge of customer strategy and
7 experience.

8 **Q: Have you previously testified in a proceeding before the Kansas Corporation**
9 **Commission (“Commission” or “KCC”) or before any other utility regulatory**
10 **agency or legislative committee dealing with utility issues or policy?**

11 A: Yes, I have testified in front of the Kansas Corporation Commission in Docket No. 16-
12 KCPE-160-MIS (Clean Charge Network). In addition, I have also previously testified
13 before the Missouri Public Service Commission (“MPSC”) in Case No. EC-2015-0309
14 (Allconnect). In addition I have also testified multiple times in front of legislative
15 committees in Illinois, Missouri and Kansas.

16 **Q: On whose behalf are you testifying?**

17 A: I am testifying on behalf of Great Plains Energy and KCP&L in this proceeding. KCP&L
18 is the brand name under which all of the utilities owned and operated by GPE do
19 business. It is how we are known and what we are called by our retail customers.

20 **Q: What is the purpose of your testimony?**

21 A: The purpose of my testimony is to: (i) describe ongoing and future community and
22 stakeholder outreach activities GPE is undertaking in support of the Transaction; (ii)
23 provide an overview of KCP&L’s strategy with respect to customer service, customer

1 experience and community involvement; and (iii) highlight key customer satisfaction
2 metrics that KCP&L tracks and summarize our performance in those areas. In these
3 regards my testimony will demonstrate that GPE's offer to purchase Westar Energy, Inc.
4 ("Westar") (the "Transaction) promotes the public interest and will have a positive
5 impact on customer experience and the communities served by Westar in Kansas.

6 **Q: Since the announcement of the Transaction, has GPE communicated with any**
7 **customers or stakeholders in Westar's service territory about the Transaction and**
8 **how it will impact them?**

9 A: In a transaction of this nature, immediate and consistent communication is paramount to
10 success. For communities, customers and employees this Transaction creates uncertainty
11 which can quickly become worry and displeasure in the absence of valid information.
12 The best antidote is communication. In this case, the very first thing that we did
13 immediately prior to and after announcing the Transaction was to tour Westar's service
14 territory to meet with employees, customers and community stakeholders. The evening
15 before and day of the announcement, Terry Bassham, the CEO of GPE, and Mark Ruelle,
16 the CEO of Westar made telephone calls together to elected officials, key customers and
17 community leaders in Westar's service territory. They explained the rationale for the
18 Transaction as well as detailed GPE's commitments to Topeka, Wichita and other
19 communities served by Westar. Then, for the first three days after the announcement,
20 Mr. Bassham, Mr. Ruelle and other GPE and Westar executives and employees travelled
21 to Emporia, Wichita, Gordon Evans Energy Center, Jeffrey Energy Center, multiple
22 locations in Topeka and Lawrence Energy Center to visit Westar facilities, meet with
23 Westar employees and with community leaders and elected officials.

1 It was important to let employees, customers and community leaders know that
2 this was not just an acquisition of territory and assets to us; rather, this Transaction
3 represents the best opportunity for both companies to leverage their unique assets in a
4 combination that would preserve an independent and local electric provider in Kansas.
5 We have adopted the phrase “better together” to describe the core rationale for this
6 Transaction—both companies and their customers will benefit from having the best of
7 both companies’ assets, people and practices combined into one stronger organization
8 dedicated to its customers and communities. This Transaction will combine two strong
9 and customer-oriented companies into one organization that will leverage each other’s
10 strengths to improve customer service and reliability, continue to invest in Kansas
11 communities, serving as a catalyst for Kansas economic development as well as run more
12 efficiently and find greater operational savings than either organization could as a stand-
13 alone entity. As we explained while visiting these stakeholders following the
14 announcement, “This transaction just makes common sense.”

15 **Q: How did employees, customers and community leaders react to this early**
16 **communication by GPE and Westar?**

17 A: As I indicated, any transaction of this nature causes uncertainty for employees, customers
18 and communities. As a result, when these groups had an opportunity to hear directly
19 from Mr. Bassham and Mr. Ruelle about the Transaction and how it would be beneficial
20 for them, there was gratitude and relief for the early and direct communication. Without
21 exception, the stakeholders we met with were all curious about our commitment to the
22 communities Westar serves and employees. Obtaining approval and integrating these
23 two companies is a multi-step and multiple month process. Accordingly, uncertainty and

1 concern will remain throughout this process. And, there are likely to be skeptics, who
2 will remain concerned about the Transaction regardless of outreach and communication
3 efforts. But by talking to employees, customers and community leaders immediately
4 after the Transaction was announced, it was our shared goal to reduce uncertainty and to
5 establish strong and ongoing lines of communication so that questions could be answered
6 and concerns addressed. In addition, we are earnest and sincere about how excited we
7 are as a company to have the opportunity to serve the communities in Westar's service
8 territory. They are served by dedicated employees today, who excel at community
9 involvement and customer service. We want them to know that we will only consider
10 this Transaction successful, if a year, two years or five years from now we have
11 maintained Westar's legacy and the combined company is viewed as improving life in
12 the communities we serve.

13 **Q: Does GPE have a strategy to continue to reach out to customers and communities in**
14 **Westar's service territory to inform them about this Transaction and how it will**
15 **impact them?**

16 A: Continuous communication and open dialogue with customers and communities is a
17 hallmark of GPE. Since the initial tour after the announcement, KCP&L and Westar
18 executives have continued to meet with community leaders, commercial and industrial
19 customers as well as local news media and business organizations in Westar's service
20 territory. These are introductory meetings and allow for questions and the airing of
21 concerns regarding the Transaction. These meetings will continue throughout the
22 approval and integration processes. It is our goal, that once approval for this Transaction
23 is obtained, that customers and communities already have strong relationships with the

1 leaders from GPE and KCP&L. This is consistent with the strong relationships KCP&L
2 has formed over the years with its stakeholders as can be seen from the demonstrative list
3 of awards and recognition KCP&L has received from 2010 – 2015. See Schedule CAC-
4 1.

5 In addition, GPE plans to work with Westar to hold local open houses in
6 communities across Kansas. The purpose of these meetings will be to allow any
7 residential customer, businesses and community leaders a time and place to come and
8 meet GPE leadership and hear about the Transaction and how it will benefit them. We
9 will also answer any questions and address concerns that are raised. Finally, we want to
10 work with Westar to communicate directly with customers using direct mail, email and
11 online platforms throughout the approval and integration process.

12 **Q: How would you describe KCP&L’s approach to customer satisfaction or customer
13 experience strategy?**

14 **A:** KCP&L takes customer experience very seriously and we continually strive to improve
15 our customer satisfaction scores and metrics. We look at five key areas when it comes to
16 our customer experience:

17 1. Reliability Metrics: These are standard metrics in our industry that measure the
18 reliability of the electrical distribution grid. Our goal here is to be in the top
19 quartile of utilities nationwide in reliability and to see continual improvement in
20 these metrics.

21 2. Customer Service Metrics: These are standard metrics that the industry uses to
22 measure and benchmark how utilities interact and transact business with
23 customers. This includes measuring and working to see improvements in our

1 billing, contact center, electronic portals, communications and social media. Our
2 goal is to be top quartile among utilities nationwide and to see continual
3 improvement in these metrics as well as continual streamlining in our customer
4 processes.

5 3. Moments of Truth: KCP&L has done considerable research into the transactions
6 and aspects of customer service that matter most to our residential and business
7 customers. These are “moments of truth” in our relationship with a customer that
8 mean more than other types of transactions. By and large, modern electric
9 customers expect reliability. Customers expect that bills will be accurate and on
10 time. By looking at our customer service touch-points and processes from the
11 customer perspective, it is possible to discern where we are missing opportunities
12 to improve service. There are a variety of transactions that create incremental
13 value and a much better overall experience for customers because they are the
14 “moments of truth” or the most important aspect of an interaction to the
15 customer, rather than the utility. KCP&L has identified many of these key
16 moments, is evaluating current processes, both in operational and
17 communications terms, and is identifying areas for improvement.

18 4. Customer Segmentation: KCP&L recognizes that customers are not all the same.
19 Customers are very diverse and have different needs when it comes to service
20 from their electric utility. While KCP&L has top scores in reputation and
21 customer satisfaction, it is not enough to rely on those scores at an aggregate
22 level. KCP&L routinely watches how our customer service is viewed in different
23 customer groups to ensure we are aware of and actively working to meet the

1 diverse needs of our customers. This includes in the way we communicate with
2 customers. We target our content and the method we use to reach customers by
3 research giving us insight into what groups of customers may be more interested
4 in, and how and where they like to receive communication from KCP&L.

5 5. Community Commitment and Involvement: When the communities that KCP&L
6 serves succeed, so does KCP&L. We are a leader in our community efforts in
7 our service territory. We take community involvement very seriously.

8 Our commitment to customer experience and community service is consistent with
9 Westar's approach today. As a result, customer experience will not suffer or decline
10 from the Transaction. In fact, as a part of the integration process, we will have teams
11 from both KCP&L and Westar working together to take the best practices from both
12 companies to improve the combined company's customer experience more rapidly and
13 better serve communities in Kansas. In addition, as part of the Agreement and Plan of
14 Merger ("Agreement"), which is the primary controlling document for the Transaction,
15 GPE has committed to maintain aggregate Kansas charitable contributions and
16 community support at Westar's 2015 levels for at least five years after the closing of the
17 Transaction. While GPE appreciated the need to document such commitments, those
18 were not difficult commitments to make, as that practice is consistent with our principles
19 and practices today.

20 **Q: How does KCP&L perform on key reliability metrics like frequency and duration of**
21 **outages?**

22 A: I have attached a presentation titled Customer Experience and Commitment to
23 Community (hereinafter referred to as "CX Presentation") (attached hereto as Schedule

1 CAC-2). In the presentation, you will see that key metrics such as System Average
2 Interruption Frequency Index (SAIFI), System Average Interruption Duration Index
3 (SAIDI) and other industry benchmarks see steady improvement. For five of the last
4 seven years, KCP&L has been in tier one of the EEI Reliability Rankings. Like Westar
5 we are very committed to tier one reliability and service. Together, through the
6 integration process, we will leverage the best practices of both companies to maintain and
7 improve in these areas.

8 **Q: You referenced “moments of truth” in your testimony. Can you describe more of**
9 **these moments and how KPC&L uses them to improve customer experience?**

10 A: Yes, on page four of the CX Presentation (Schedule CAC-2), we list many “moments of
11 truth”. In actuality these are simply the most important moments for a customer to
12 interact with their electric utility. For example, restoring power quickly after a storm is
13 important to good customer service. But our research has shown that customers care
14 even more about good communication during an outage. We can restore service quickly
15 and a customer may still not think they received good customer service if he or she had
16 difficulty getting information regarding the status of their outage. In fact, improving
17 communication with customers during an outage will improve their satisfaction
18 significantly more than improving the amount of time it takes to restore them. As a
19 result, we work hard to improve information available to customers in an outage.

20 These improvements include customer contact representatives having access to
21 restoration estimates, a new highly interactive outage map, proactive communication to
22 business customers and we are working to do more proactive outage communication with
23 residential customers. As another example, for business customers, a moment of truth

1 that matters a great deal is meeting construction and connection deadlines. This is an
2 area that is a matter of first impression for business customers and hugely important to
3 them. As a result, we track the percentage of construction deadlines met for our business
4 customers to ensure that we meet our commitments and are always improving in this
5 “moment of truth” for a business customer.

6 Accordingly, this Transaction will have no negative effect on Westar’s customer
7 service processes or metrics. In his direct Testimony, Mark Ruelle notes that KCP&L is
8 committed to customer service and has traditionally received high scores in customer
9 satisfaction. We will bring that same level of commitment to Westar’s customers once
10 this transaction closes and look for any opportunities to improve upon already high levels
11 of customer service that they currently enjoy.

12 **Q: Can you describe KCP&L’s customer service efforts around its online presence,**
13 **including social media and electronic transactions? How does this impact customer**
14 **experience?**

15 A: KCP&L was an early adopter of electronic portals and has seen the importance of a
16 strong digital platform for more than a decade. As stated previously, all customers are
17 different. Some customers prefer talking to a representative on the telephone and paying
18 their bill through the mail. However, a growing segment of customers prefers to find
19 information on the internet and to conduct business online. To accommodate those
20 customers, KCP&L has had a robust digital and online strategy for nearly a decade. Our
21 focus here is to provide online and mobile solutions that work for our customers.

22 Currently, KCP&L has a mobile-optimized public website as well as a highly-
23 utilized authenticated electronic transaction portal for residential customers called

1 MyAccount. At the end of 2015, more than 55% of KCP&L's customer transactions now
2 occur via online sessions within the MyAccount portal. Said another way, more than half
3 of all transactions at KCP&L are occurring online. This is an increasing trend for the
4 electric utility industry, and KCP&L's customer satisfaction with these portals is industry
5 leading (attached hereto as Schedule CAC-2, pages 5-6).

6 KCP&L has also developed multiple social media platforms to serve customers
7 who prefer to contact us via Facebook and Twitter. Currently, KCP&L has YouTube,
8 Facebook and Twitter feeds. Many utilities use social media as a sort of online billboard,
9 a one-way tool to communicate marketing and image-related messages to stakeholders.
10 KCP&L sees social media as a way to engage stakeholders in a low cost medium and
11 provide real-time, updated information to customers as well as respond to customer
12 service issues and questions. The team managing the social media presence works with
13 the contact center to ensure a consistent and integrated customer experience, and has a
14 goal of 100% response to customer questions and inquiries via social media.

15 Westar recently redesigned its corporate website and won significant industry
16 praise as having one of the best websites in the utility industry. Like KCP&L, Westar has
17 a strong online and social media presence. With both companies strongly committed to
18 this emerging customer engagement platform, sharing best practices and leveraging the
19 strengths of both companies we will improve this vital customer experience area. In fact,
20 teams from both Westar and KCP&L have already begun to discuss the integration in this
21 area and are already finding areas that can be leveraged to improve the digital customer
22 experience. Finally, KCP&L is currently undergoing an upgrade to its customer

1 information system (“CIS”). This creates the opportunity to improve Westar’s CIS and
2 provide even more specialized communication and digital content to Westar customers.

3 **Q: How does KCP&L approach customer service with business customers?**

4 A: A separate team of employees works with business customers. Typically, business
5 customers have more complex requirements than residential customers. Their bills are
6 generally more complex. Business customers often have higher voltage service, more
7 complex bills with multiple accounts associated with one customer as well as various
8 adjustments to their tariffed rates, such as an economic development rider.

9 To serve these customers, several groups at KCP&L work together to provide
10 advice and service. Our goal is to be a trusted energy advisor to the businesses in our
11 service territory. KCP&L has a Business Center. This team works with businesses that
12 have an annual electric bill in excess of \$25,000. Instead of going to the Customer
13 Contact Center, these customers have a specialized team trained in handling more
14 complex accounts that they work with. In addition, we have a team of Energy
15 Consultants. This group handles KCP&L’s largest customers—the top two hundred
16 customers by revenue. This group also works with critical infrastructure customers, even
17 if they are not in the top two hundred customers from a revenue perspective. In addition,
18 the KCP&L Economic Development team works with existing customers to help them
19 expand their business throughout our service territory in Kansas and Missouri. All of
20 these groups work hand-in-glove with our team in Delivery to make sure reliability issues
21 are quickly addressed, that the customers are fully informed regarding their bill and that
22 they take advantage of programs that can reduce their energy use and save them money.

1 KCP&L has a very strong relationship with its business customers and we
2 continue to try and improve those relationships. In 2015, KCP&L was named a Most
3 Trusted Business Partner by Cogent reports and placed number two in the 2016 JDP
4 Business Study, one point out of first place (Schedule CAC-2, page 11-12). While rules
5 do not allow us yet to operate as one company, in planning the integration process,
6 executives from both KCP&L and Westar, as well as KCP&L Energy Consultants and
7 Westar Business Managers have already started to introduce KCP&L to these customers
8 and to answer questions they may have about the transaction and begin developing
9 relationships with KCP&L personnel. These meetings have been welcomed by business
10 customers and are demonstrative of KCP&L's commitment to make the integration
11 process as smooth as possible for business customers. We want to ensure that Westar's
12 largest customers and the service territory's largest employers are comfortable with who
13 KCP&L is and that we are committed to serving them at the highest level possible.
14 Accordingly, this Transaction will have no negative effect on Westar's customer service
15 processes or metrics. We will bring that same level of commitment to Westar's business
16 customers once this transaction closes and look for any opportunities to improve upon
17 already high levels of customer service that they currently enjoy.

18 **Q: How does KCP&L use residential customer research and demographic information**
19 **to improve customer service and experience?**

20 A: While our aggregate customer satisfaction scores are high, research often points out
21 groups of customers that are underserved or areas where we can improve our processes.
22 Sometimes special programs are created to address these situations. A more complete list

1 of these types of programs are listed on pages 16 and 17 of the CX Presentation
2 (Schedule CAC-1), but I would like to discuss a few examples in particular.

3 During the recession in 2008, customer research showed us that a higher number
4 of people were having a difficult time paying their bills. It became clear as the recession
5 progressed that there were many people who were having financial difficulty for the first
6 time. This group of customers was not educated on how to access financial aid programs,
7 and frequently did not qualify for aid. Essentially, many programs are not designed for
8 the working poor.

9 As a result, KCP&L developed a couple of programs to assist customers. First,
10 we developed and implemented the Connections Campaign (which eventually turned into
11 an ongoing program). This program was an aggressive effort to educate customers on
12 programs that KCP&L has to assist with bill payment. We partnered with relief agencies
13 and other community groups and went all over the service territory conducting
14 educational meetings and educating people on how to access, not just KCP&L programs,
15 but a range of assistance programs.

16 From research we learned that many customers could pay their bills, but they
17 were in need of temporary timing flexibility. As such, we increased the amount of time
18 customers had to pay bills and created more flexible billing options. We also developed
19 the Economic Relief Program, which targeted working poor families and seniors who
20 might not be eligible for financial assistance from the state or other aid agencies, but were
21 in need of help.

22 These efforts were well received by customers and we learned a great deal from
23 the Connections efforts. Out of that program, we learned that many customers, especially

1 seniors and those who live in underserved and poorer areas, really appreciate being able
2 to meet in person with KCP&L personnel to discuss billing and service issues. There is
3 also a large knowledge gap around renewable energy, energy efficiency and other
4 emerging energy programs with residential customers. As a result, KCP&L is partnering
5 with the Urban League of Kansas City, the Full Employment Council and other civic
6 groups to start KCP&L Connect—a storefront where people can go to pay their bills, talk
7 to a service representative, learn about energy efficiency and other programs and access a
8 variety of community services. In addition, we have created two vehicles to be able to go
9 into other neighborhoods and rural areas and take the same customer service and
10 experience to other regions of our service territory (Schedule CAC-2, pages 20-25).

11 Finally, KCP&L is in a leading group of utility companies who are extensively
12 utilizing customer demographic information paired with our own customer usage data
13 and research to develop a robust content strategy for our residential customers (Schedule
14 CAC-1, page 18). The goal of this effort is to understand what information different
15 groups of residential customers routinely need or look for, and to deliver it to them in a
16 timely fashion and on the platform (mail, email, telephone, online, social media) that they
17 would like to receive it. The more effectively we can target customers with information
18 relevant to them, on the platform through which they want to communicate, the more
19 likely it is we can penetrate the information clutter to deliver useful information
20 effectively. This effort, underway now for nearly two years is starting to foster
21 noticeable improvement in our communications scores.

22 These are just a few examples of programs and initiatives specifically designed to
23 meet a distinct need of a group of customers. It is demonstrative of KCP&L's

1 perspective in this area and a strength of ours that will help to maintain and improve
2 customer experience for Westar customers once this Transaction is complete.

3 **Q: How does KCP&L see customer experience developing in the future?**

4 A: Customer expectations continue to evolve and increase. Customers do not judge our
5 customer service relative to other utilities, but by what is commonplace in the market.
6 For example, if a credit card company can send an email alert when a person's credit card
7 is used to make a high dollar purchase or is outside the geographic area that the card is
8 typically used, they do not understand why a utility cannot send a high bill alert or notify
9 a person via text message when their power is out and when it is expected to be back on.
10 We want to use customer research and data to continue to expand how we interact with
11 customers and meet their growing expectations—whether on the phone, in field
12 operations, online or on their phones. We have made a lot of progress over the last five
13 years, but will continue to work diligently to improve. Having the best customer
14 experience possible is one of the pillars of how KCP&L believes we create value for our
15 customers and we will bring that experience and commitment to Westar customers as a
16 part of this Transaction.

17 **Q: Does that conclude your direct testimony?**

18 A: Yes it does

BEFORE THE CORPORATION COMMISSION
OF THE STATE OF KANSAS

In the Matter of the Application of Great)
Plains Energy Incorporated, Kansas City)
Power & Light Company, and Westar) Docket No. 16-KCPE-_____
Energy, Inc. for approval of the Acquisition of)
Westar Energy, Inc. by Great Plains Energy)
Incorporated)

AFFIDAVIT OF CHARLES A. CAISLEY

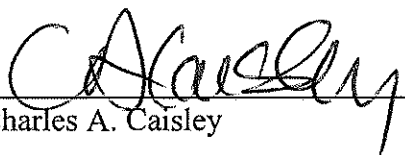
STATE OF MISSOURI)
) ss
COUNTY OF JACKSON)

Charles A. Caisley, being first duly sworn on his oath, states:

1. My name is Charles A. Caisley. I work in Kansas City, Missouri, and I am employed by Kansas City Power & Light Company as Vice President – Marketing and Public Affairs.

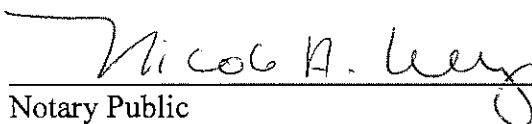
2. Attached hereto and made a part hereof for all purposes is my Direct Testimony on behalf of Great Plains Energy Incorporated and Kansas City Power & Light Company consisting of seventeen (17) pages, having been prepared in written form for introduction into evidence in the above-captioned docket.

3. I have knowledge of the matters set forth therein. I hereby swear and affirm that my answers contained in the attached testimony to the questions therein propounded, including any attachments thereto, are true and accurate to the best of my knowledge, information and belief.



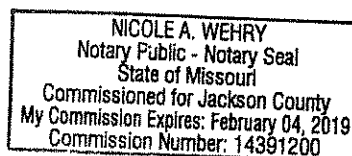
Charles A. Caisley

Subscribed and sworn before me this 28th day of June 2016.



Notary Public

My commission expires: Feb. 4, 2019



**Awards to KCP&L
Community, Customer, Stakeholder Leadership
2010 – 2015**

2010

- ReliabilityOne™ Award ~ Plains Region
- JD Power Business Customer Satisfaction ~ Top Midwest Utility
- Business Philanthropist of the Year ~ NonProfit Connect
- Bronze Quill Awards ~ KCIDC
- Good Neighbor Award ~ American Red Cross Midland Empire
- Keep Kansas City Beautiful Sponsor Award ~ Bridging the Gap
- Second Harvest Humanitarian Award to KCP&L
- MORE² Equity Partner of the Year Award to KCP&L

2011

- Southern Christian Leadership Conference Black Achievers Award
- Big Brothers Big Sisters Community Partner Award
- Northeast Johnson County Chamber Corporation of the Year Award
- Bronze Quill Awards ~ KCIDC
- ReliabilityOne for the Plains Region~ PA Consulting Group
- Power Plant of the Year ~ Power Magazine

2012

- Higher MPact Corporation of the Year
- GreenWorks of Kansas City -- Corporation of the Year
- KC Zoo Paws of Approval – Corporate Environmental Stewardship
- Downtown Council – 100/100 to KCP&L for dedication to city and Downtown for past 100 years.

2013

- EDC – KC Award for Downtown Retention to KCP&L
- Salvation Army ‘Others’ Award to KCP&L
- Bronze Quill Best of Show – Midwest Transmission Project / Stakeholder Outreach
- United Way of St. Joseph Outstanding Partner Award
- UMKC School of Engineering STAR Award for Scholarship Support

2014

- EDC of KC– Energy Award for Outreach & Enhancements / Crosstown Substation to KCP&L
- Platte City Chamber EDC – Corporation of the Year to KCP&L
- MCC Business & Technology Industry Partner of the Year Award to KCP&L
- Boy Scouts Distinguished Citizen Award to KCP&L to KCP&L
- Asian American Chamber of Commerce Corporation of the Year Award to KCP&L
- INROADS Corporate Partner Award to KCP&L
- Hispanic Chamber Corporation of the Year for Hispanic Business Development
- Kansas Department of Commerce, Office of Minority & Women Business Development Corporate of the Year

- Friends of Alvin Ailey Founding Partners Award
- Central Exchange STEMMY Award
- PA Consulting ReliabilityOne™ Award to KCP&L for the region

2015 (through June)

- EDC of KC – Sustainability Award for KCMO Solar Project to KCP&L
- Missouri Western State University – Literacy Advocate Award to KCP&L
- Ad Hoc Group Against Crime – Community Guardian Award to KCP&L
- Rose Brooks Volunteer Corporation of the Year Award to KCP&L



Customer Experience & Commitment to Community

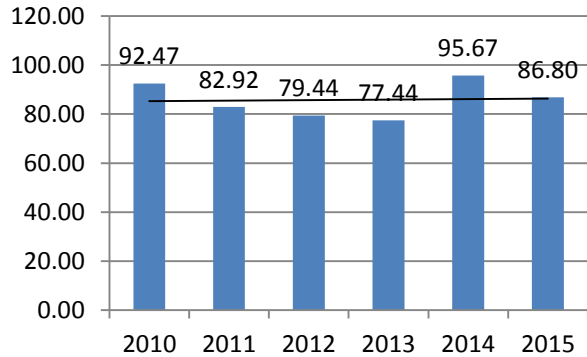


Key Service Reliability Metrics

Our electric service reliability is tier one in the industry and we are always seeking to improve.

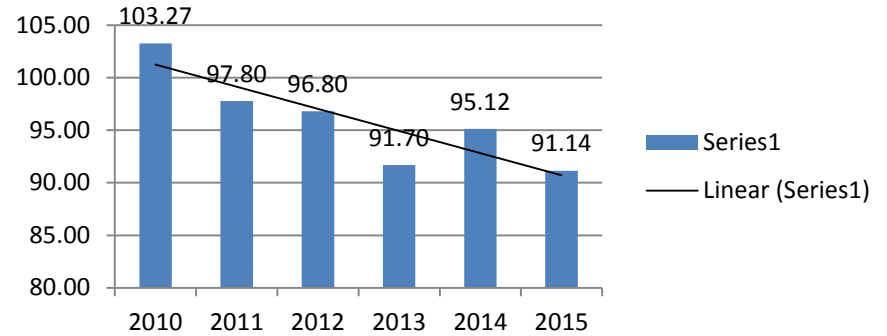
SAIDI Year-end

Delivery



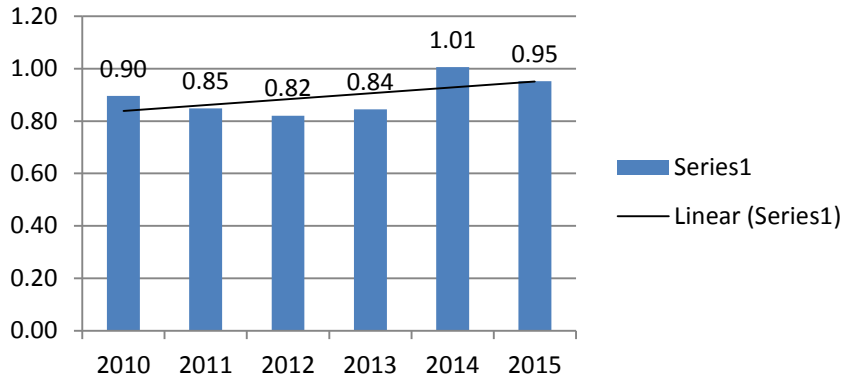
CAIDI Year-end

Delivery

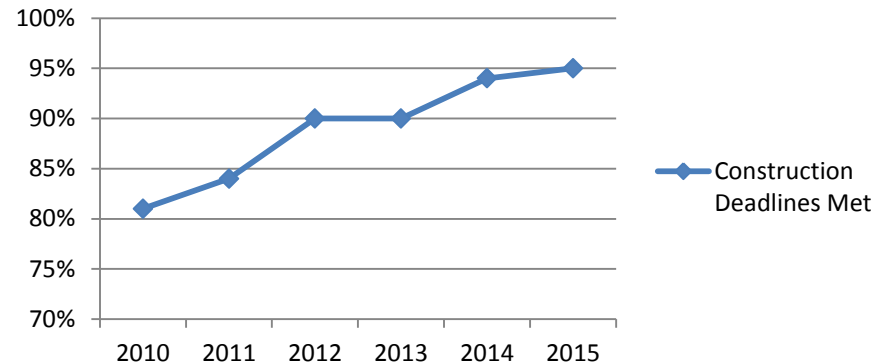


SAIFI Year-end

Delivery



Construction Deadlines Met



Reliability Benchmarking

In addition to top tier reliability, we have multiple programs designed to improve overall performance and improve service wherever there are problem areas on our system.

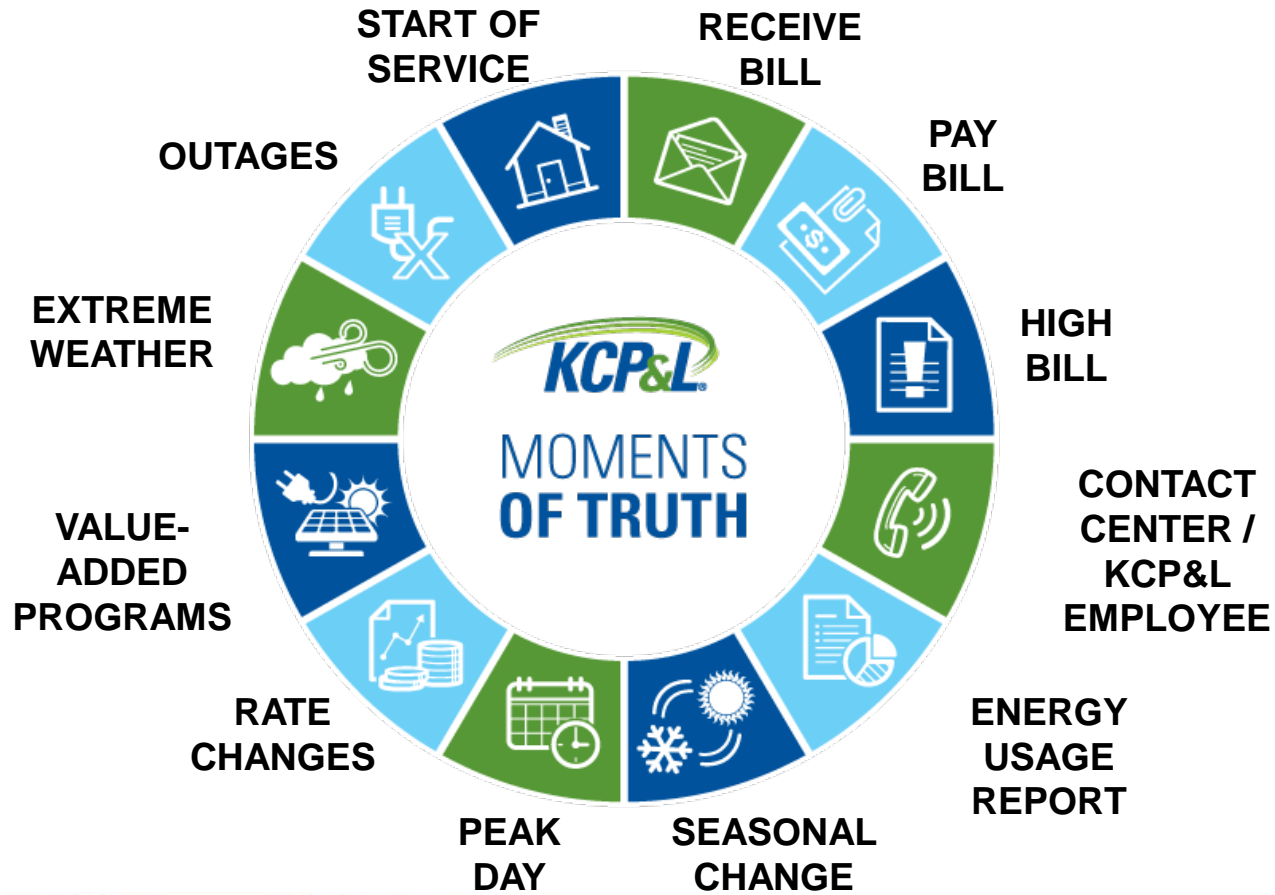
EEI Electric Utility Reliability Ranking (SAIDI)

KCP&L	2008	2009	2010	2011	2012	2013	2014
Quartile Rank	1	2	1	1	1	1	2

Every year the independent consulting firm **PA Consulting** ranks overall utility reliability in the United States. KCP&L has been awarded the **most reliable utility in the Plains Region for eight of the last nine years**. One of those years, KCP&L was named the most reliable utility in the United States.

Focused Improvements in Customer Service

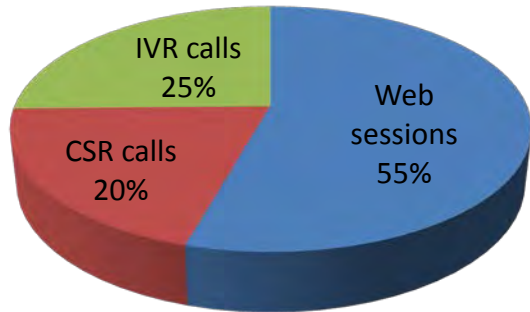
KCP&L is focused on improving customer interactions in the areas and at the times that matter most to customers. Through a focus on improving our digital platform and innovative customer programs, we work to excel at serving our customers when they need us the most.



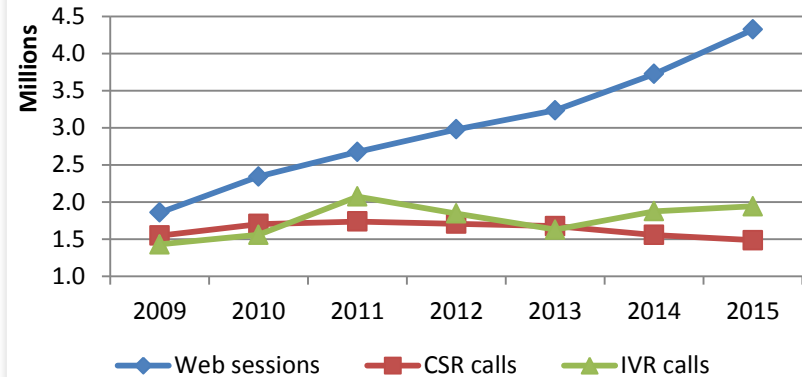
Focused On Our Digital Platform

KCP&L has been focused on our digital platform for nearly a decade. This includes the KCP&L website, social media platforms and most importantly authenticated electronic transactions portals.

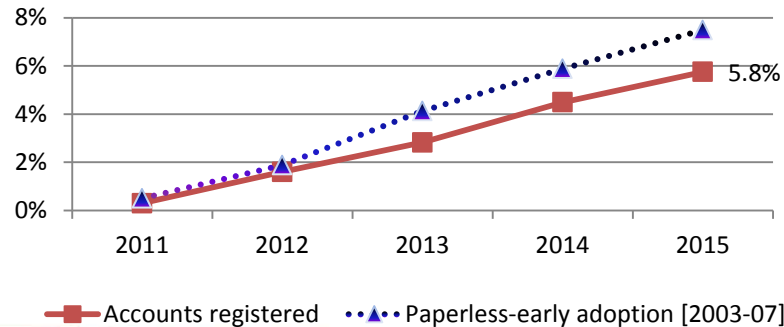
**Customer Contacts
2015 Year End**



Annual Trend: Customer Contacts

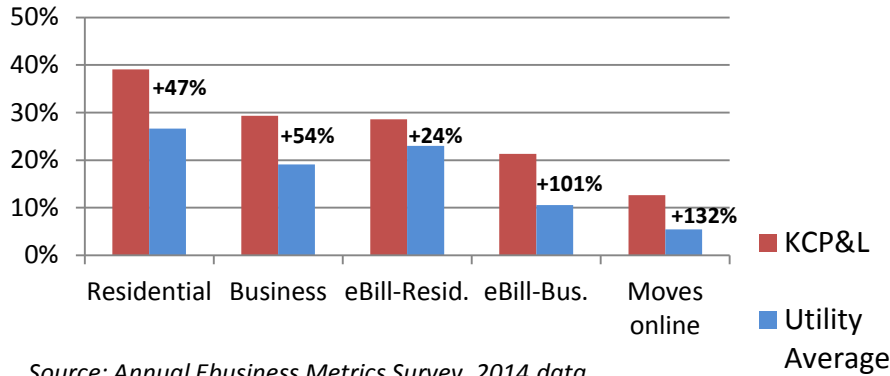


Annual Trend: Text Messaging



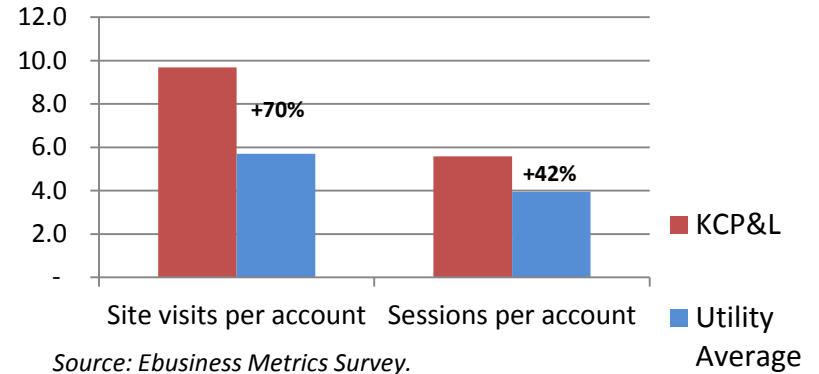
Industry Leading Digital Portals

KCP&L Adoption Advantage vs. Utility Averages



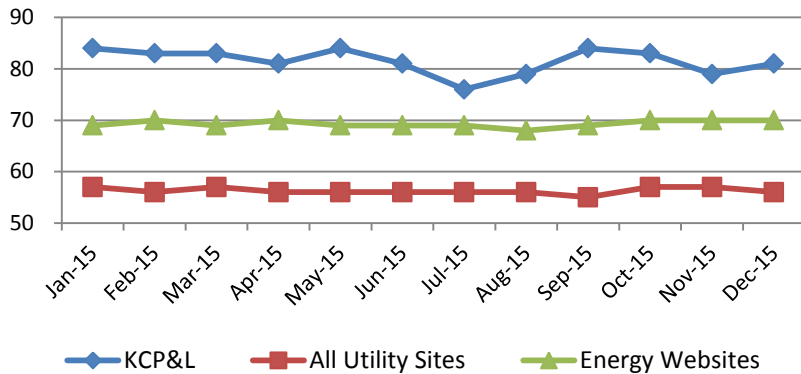
Source: Annual Ebusiness Metrics Survey, 2014 data.

Annual Site Activity per Customer Account

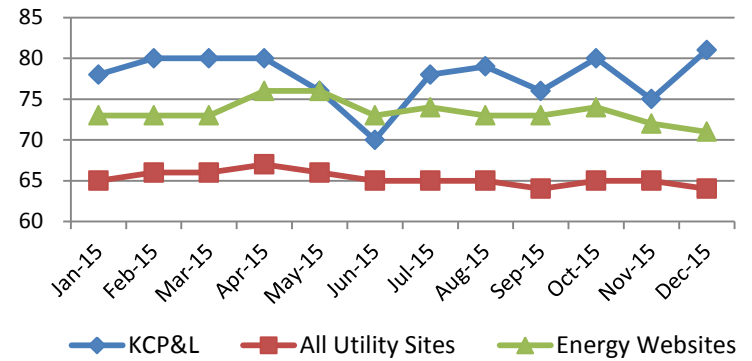


Source: Ebusiness Metrics Survey.

Website Satisfaction - Desktop



Website Satisfaction - Mobile



KCP&L On Social Media: Facebook

KCP&L: Kansas City Power & Light Energy/Utility

3,140 Post Reach

246 Post Engagement

0 Website Clicks

100% Response Rate

9 minutes Response Time

- 2015 Engagement Ratio (percentage of people who like, share or comment on our proactive posts: 3.2%. To put this in perspective, a page the size of KCP&L's Facebook page can be expected to have an engagement ratio of .65%. Most utilities our size average an engagement ratio of 1%.
- KCP&L responded to 100% of direct customer inquiries on Facebook.
- In 2015, KCP&L received more than 400 inquiries from customers on Facebook.
- Our average response time on Facebook remained under an hour in 2015, earning us a rapid response badge from Facebook.
- KCP&L has active YouTube and Twitter pages also, although Facebook is the longest and most active social media platform employed by KCP&L.

KCP&L Contact Center Voice of the Customer

KCP&L tracks key contact center metrics and uses the information to constantly look for opportunities to improve customer service. This is a cross-functional effort involving multiple areas of the company.

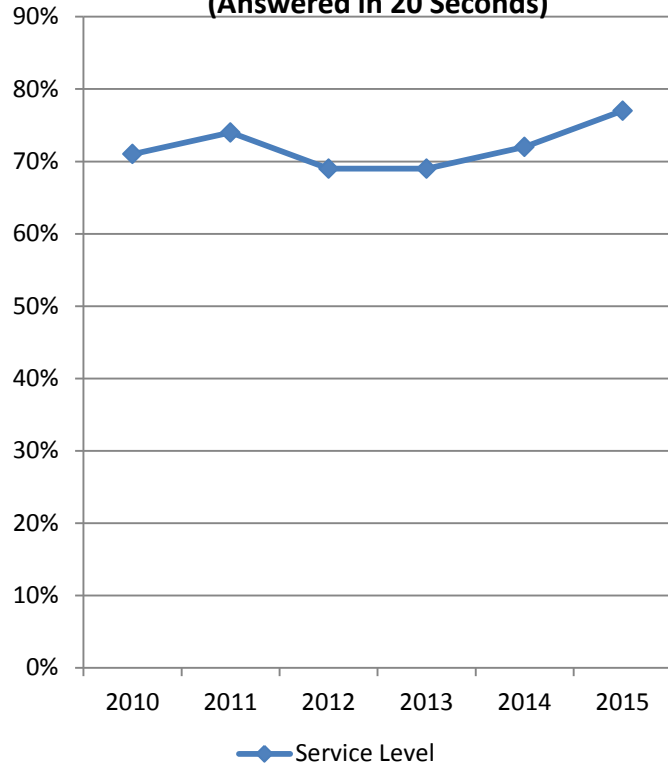
	YE '10	YE '11	YE '12	YE '13	YE '14	YE '15
KCP&L Electric Service						
How would you rate the electric service that KCP&L provides? (Average)	8.6	8.7	8.7	8.7	8.4	8.7
The CSR						
Average rating - Listening attentively to your unique personality and situation	9.0	9.1	9.0	9.0	8.9	9.1
Average rating - Their ability to answer your question or resolve your problem on the first call	8.8	9.0	8.9	8.9	8.8	9.0
Average rating - Their ability to provide caring and individual attention to you	8.9	9.1	9.0	8.9	8.9	9.1
Average rating - Having sufficient knowledge	9.0	9.1	9.1	9.1	9.0	9.1
Average rating - Overall	9.0	9.1	9.1	9.0	8.9	9.1
Issue Resolution						
% Problem/issue resolve during the <u>first</u> call	86%	86%	86%	87%	86%	87%
Overall Call Experience						
Average rating - Overall customer service experience	8.7	8.8	8.8	8.8	8.5	8.9

Key Contact Center Metrics

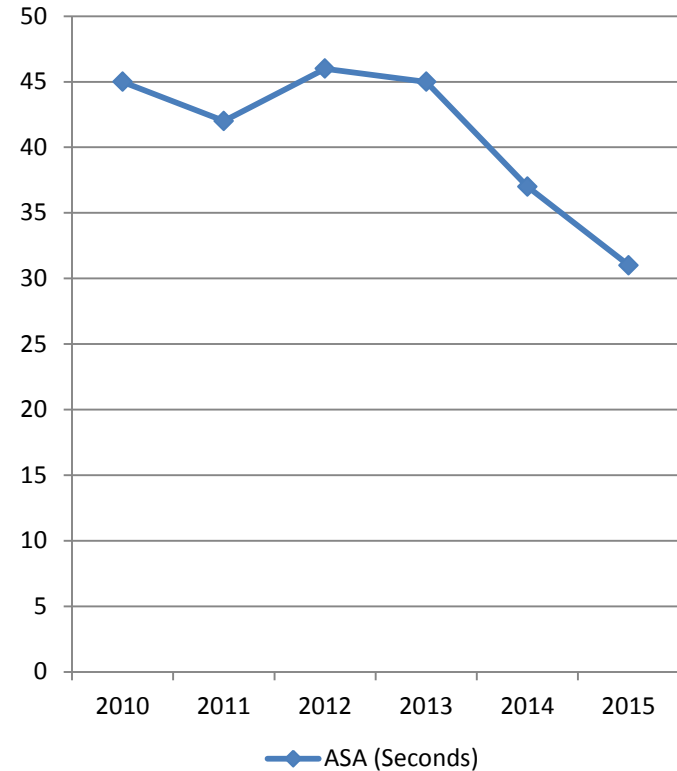
In 2015, the KCP&L Contact Center responded to nearly 3.6 million phone calls and almost 45 thousand emails from our customers.

Service Level

(Answered in 20 Seconds)

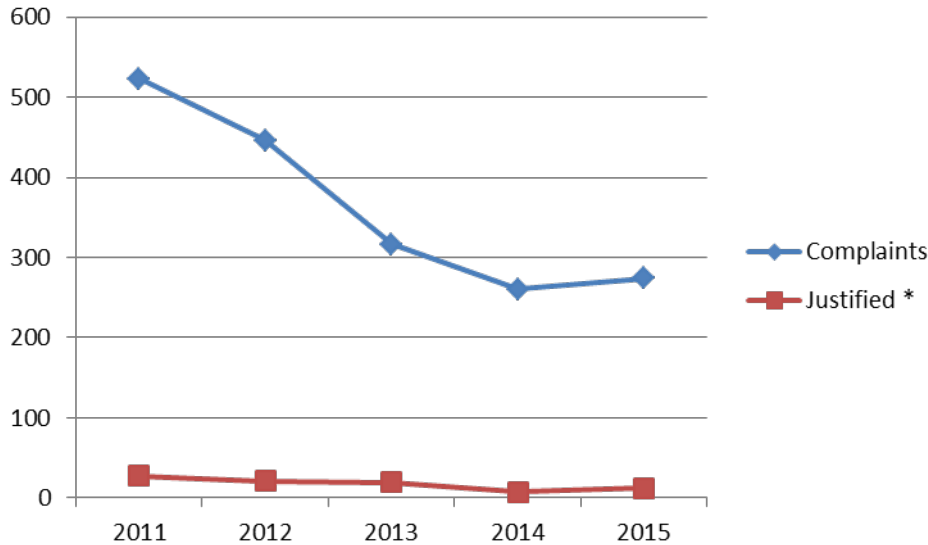


Average Speed of Answer



KCP&L Customer Complaints To Regulators

KCP&L has a cross-functional team dedicated to resolving formal and informal Commission complaints. This team also tracks and responds to escalated complaints through other elevated channels.



Focused on Resolving Customer Issues:

- A 48% decrease in complaints over a five year period
- A 56% decrease in justified complaints over a five year period
- A dedicated team of employees who work to resolve irregular customer situations and complaints
- Resolution of all complaints filed with the Better Business Bureau
- 100% response to “Call for Action” inquiries with less than 1% ever being broadcast

* Indicates an internal designation for KCP&L where a determination is made that the proper procedure was not followed or the situation could have been resolved in a much more positive manner.

Focused On Business Customers

Business and commercial customers have a dedicated team of people to serve their needs. This team works to streamline and expedite billing and service issues.

2015 Most Trusted Business Partners

The Most Trusted Business Partner designation was awarded to the utilities in the top quartile in each region that score above the industry average.

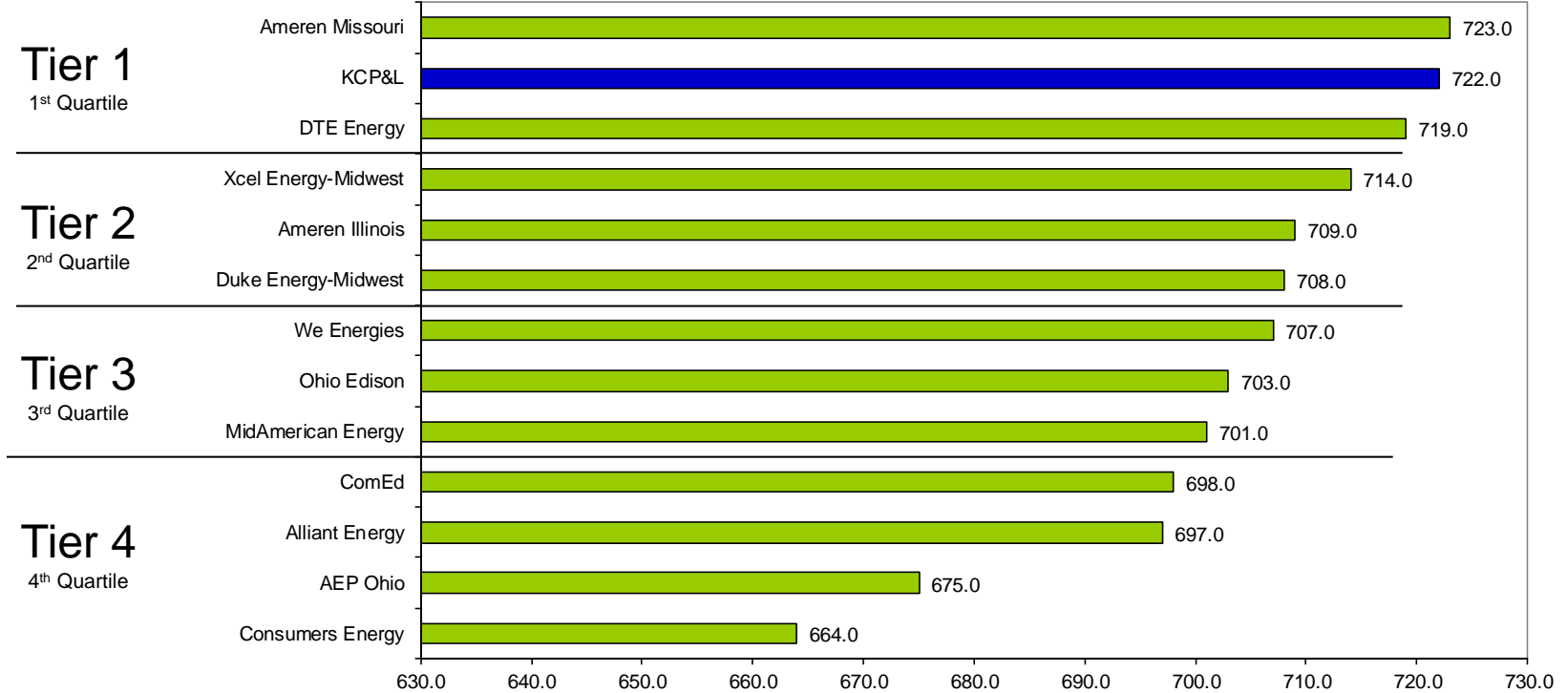
Utility	Region	Brand Trust Index
AEP SWEPCO	South	802
APS	West	768
Salt River Project	West	766
Rocky Mountain Power	West	765
Idaho Power	West	764
Alabama Power	South	763
DTE Energy	Midwest	762
Georgia Power	South	762
CPS Energy	South	757
Florida Power & Light	South	756
Pacific Power	West	756
Ameren Illinois	Midwest	754
KCP&L	Midwest	751
MidAmerican Energy	Midwest	751
Portland General Electric	West	747

Cogent Reports™ names the 20 Most Trusted Business Partners among utilities based on results from its 2015 Commercial Utility Trusted Brand & Customer Engagement study. This study surveyed more than 6,000 business customers of the 59 largest electric and combination utilities in the US.

J.D. Power & Associates on Business Customers

Business and commercial customers have a dedicated team of people to serve their needs. This team works to streamline and expedite billing and service issues.

2016 – JD Power Business Study

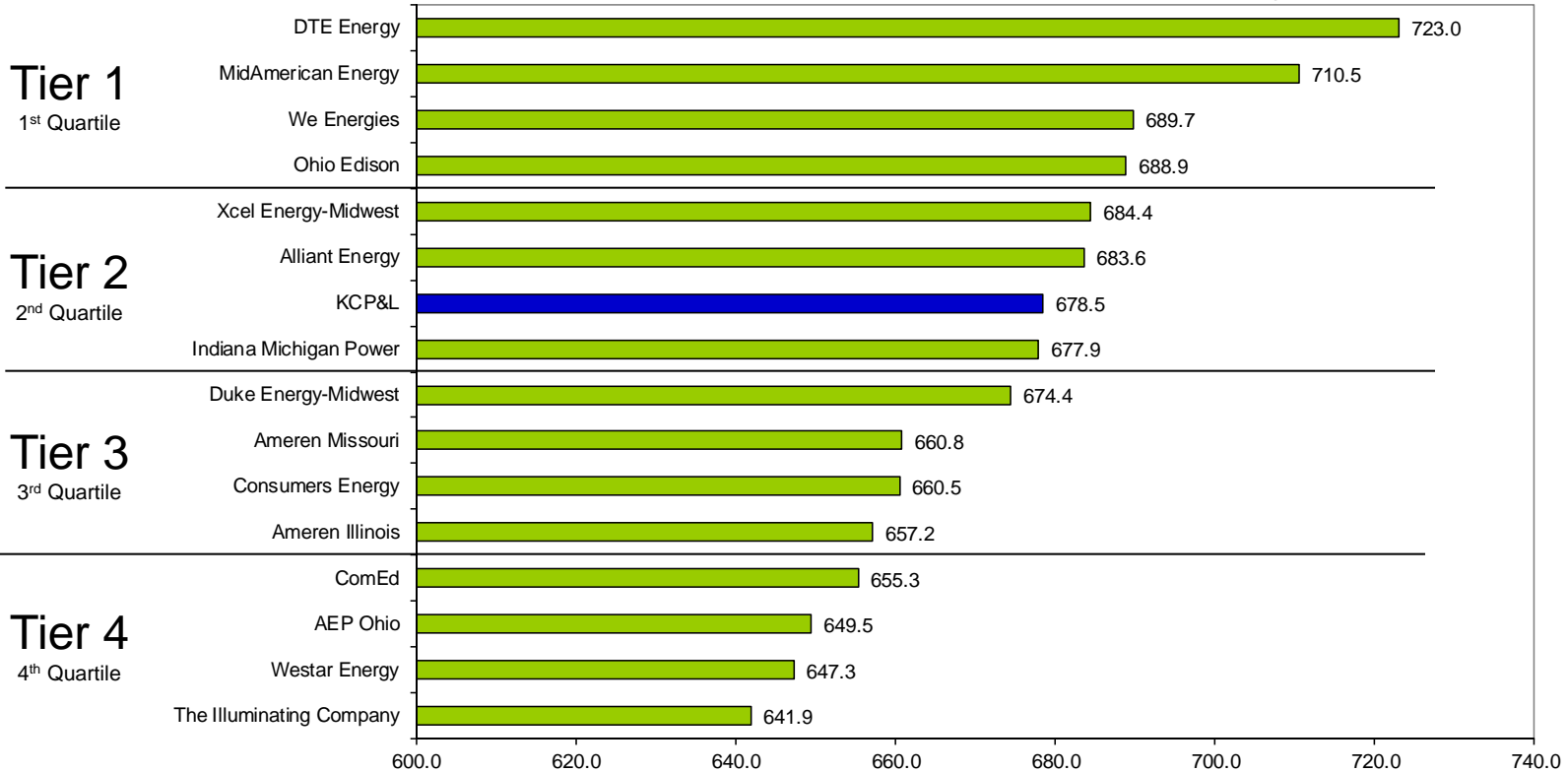


Source: 2016 JD Power Business

JD Power & Associates

KCP&L's Overall Customer Satisfaction Index is ranked 7th out of 16 Midwest Large utilities and is up one position from the previous quarter.

4Q15 – JD Power Residential Study



Special Customer Initiatives

KCP&L has a variety of customer programs designed to handle special circumstances or situations. Customer service is not “one size fits all” and these initiatives are designed to address special circumstances or unique customer needs.

- **Issues Management Team:** tracks hundreds of special community and customer circumstances
- **Gatekeeper and Medical Programs:** elderly, disabled and customers with medical needs
- **Community Agency Initiative:** training and funding for community agencies to maximize LIHEAP
- **Economic Relief Program:** partnership with Salvation Army, providing a monthly bill credit for working poor and elderly
- **Connections Campaign / Program:** Started in recession, now permanent outreach to connect customers to programs and services
- **Family Relief Program:** activated during extended extreme heat or cold situations, provides a one time bill credit with customers to help them not fall behind on their bill
- **Mobile Outreach Units:** used to meet customers where they live for information and during storms
- **Light Source Program:** mentorship and resources for diverse business customers
- **Critical Customer Team:** a proactive and dedicated team that tracks and proactively addresses concerns with any critical infrastructure
- **Frequent Outage Program:** a dedicated team and process to address problem areas for service reliability

Special Customer Initiatives

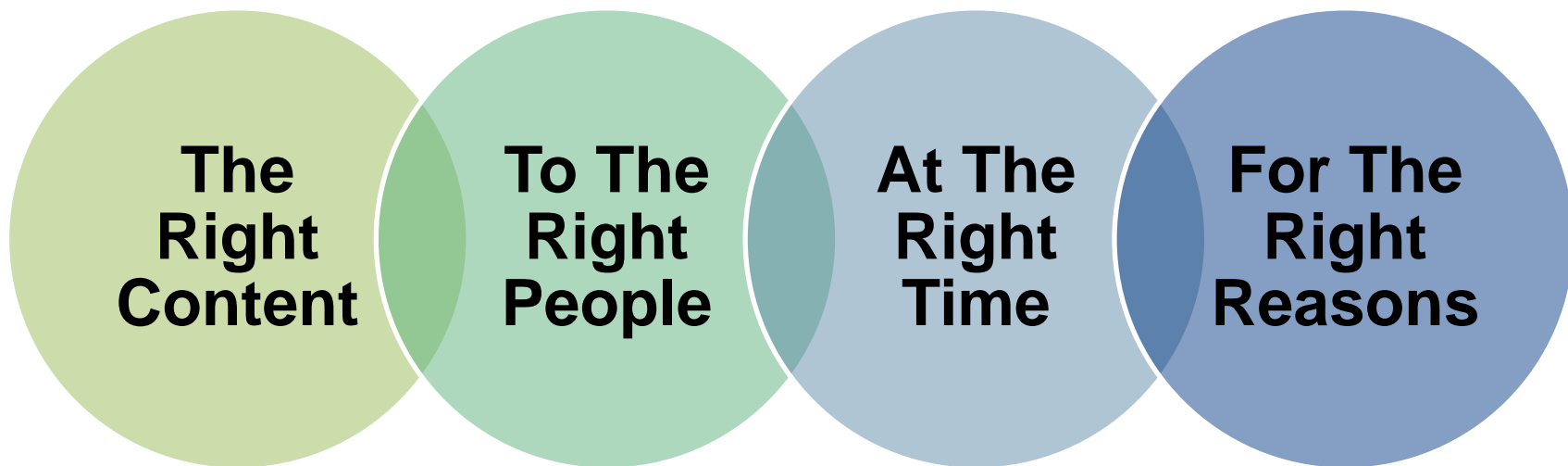
KCP&L has a variety of customer programs designed to handle special circumstances or situations. Customer service is not “one size fits all” and these initiatives are designed to address special circumstances or unique customer needs.

- **Distribution Community Roundtable Events:** district community affairs managers engage with key governmental and business leaders to ensure awareness around electric utility industry changes and potential impacts
- **Hallmark Customer Touch Point:** empowering our customer service representative to strengthen connections, mend fences and show gratitude through an innovative partnership with Hallmark
- **ERTs / Enhanced Outage Map:** system-generated estimated restoration times to better advise customers, offered proactively to commercial customers and is also available to contact center personnel
- **Smart Receipts via Automated Telephone System (IVR):** enhanced self-serve payment reporting through automated telephone system
- **Credit Card Acceptance at Door:** credit card acceptance for field collection of payment across entire service territory

Trusted Energy Partner For Customers

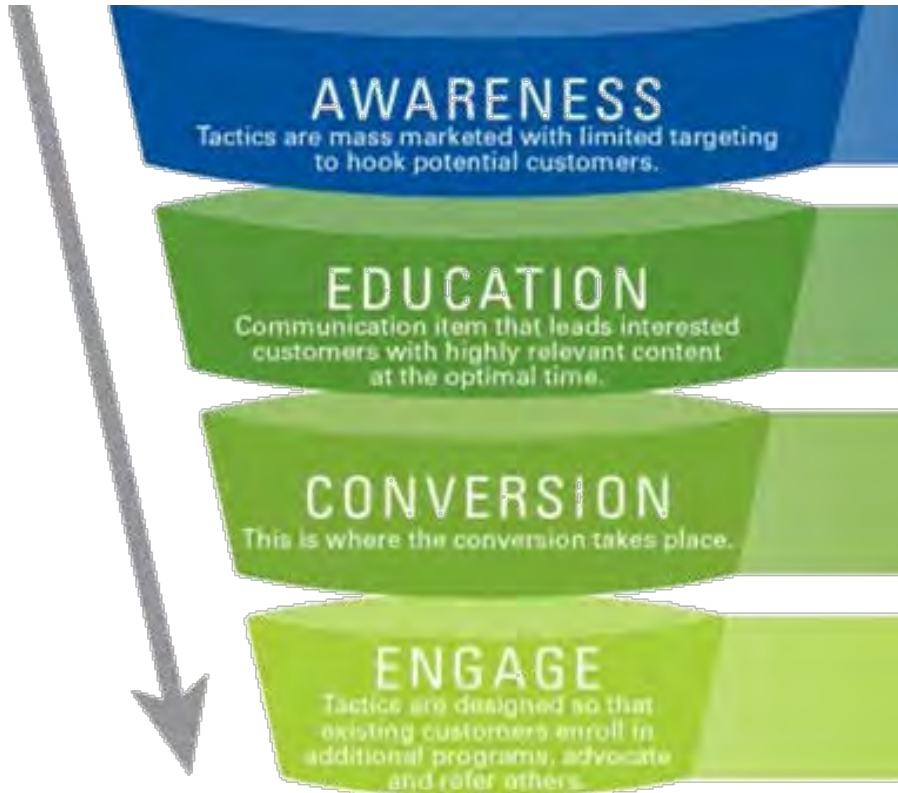
We increase customer satisfaction through a content strategy that empowers our employees to be ambassadors and delivers more relevant, consistent and coordinated communications to customers.

KCP&L Content Strategy Delivers



The KCP&L Marketing Funnel

We have a very deliberate strategy for introducing and engaging with our customers on energy efficiency and other products and services.



Awareness

- Need high level, basic information that KCP&L offers a program & what's in it for them (money savings)

Education

- Want more information on high-level qualifications, how much investment it requires (time & money) & how much it will save them

Conversion

- Seeking full details:
 - How complicated is the process
 - What are the restrictions
 - How long will it take to pay me back

Engagement

- Once they have participated in one program, they are able to retain more detailed program information for others, even if not a current need

Community Investments Snapshot

Company Community Contributions

Charitable \$2.1 million
Dues \$700,000-\$900,000
Total: \$2.8-\$3 million

Employee Donations:
\$1,050,000

Employee Giving Campaigns

68% Employee Giving Participation (Target 60%)

- ✓ Harvesters
- ✓ REACH
- ✓ Dollar Aide
- ✓ United Way
- ✓ Holiday & General Match

Volunteerism & Leadership

26.5% Employee Involvement (Target 26%)
18,000 Hours / \$294,300 Value
150+ Representatives on Boards



- Employee Giving Co. Match 34%
- Capital / Program Campaigns 13%
- Charitable / Operations 11%
- Sponsorships 42%

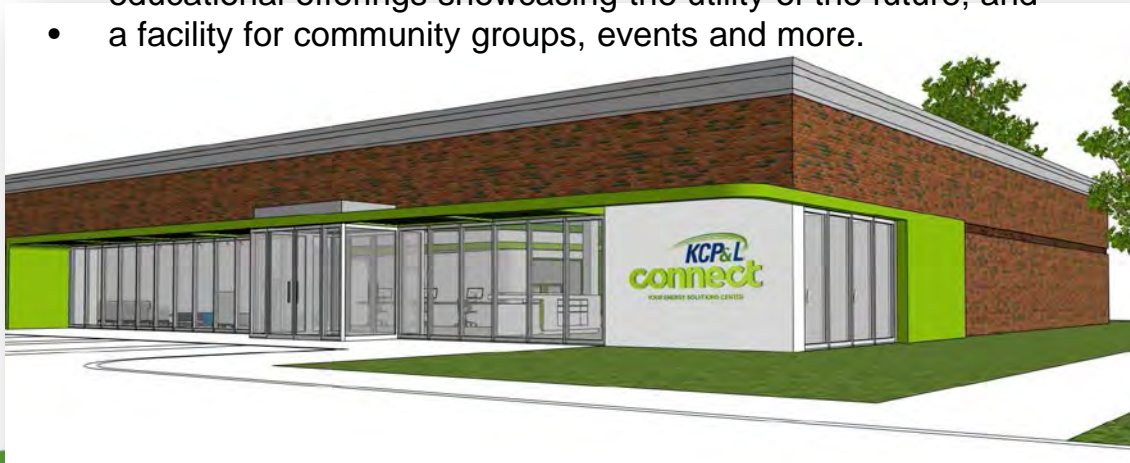
KCP&L Connect Overview



Transforming how we serve our customers and their image of KCP&L through...

A warm, inviting customer-focused 'hub' offering:

- KCP&L's full portfolio of customer payment options and services;
- linkages to resources, at KCP&L and externally;
- energy saving ideas and products;
- educational offerings showcasing the utility of the future; and
- a facility for community groups, events and more.



KCP&L Connect Customer Services

Account Services and Payment

- Self-serve account access, payments
- Self-serve cash/check payment kiosk
- Account review and discussion
 - Payment options / cash, check, debit, credit
 - Start – Stop service / Reconnections
 - Billing inquiries / Metering concerns
 - Payment plans / budget billing, seasonal, long and short term arrangements
 - Initiate field inspections / alterations, vegetation, new construction
- Budget Billing enrollment
- Economic Relief Program
- Linkages to other resources
- Energy usage information & energy savings tips
- Weatherization
- Energy Efficiency Products / Thermostat, Rebates, Appliance Recycling
- Home Protection Products / Surge, Wiring, Hot Water Heater

Renewables Information

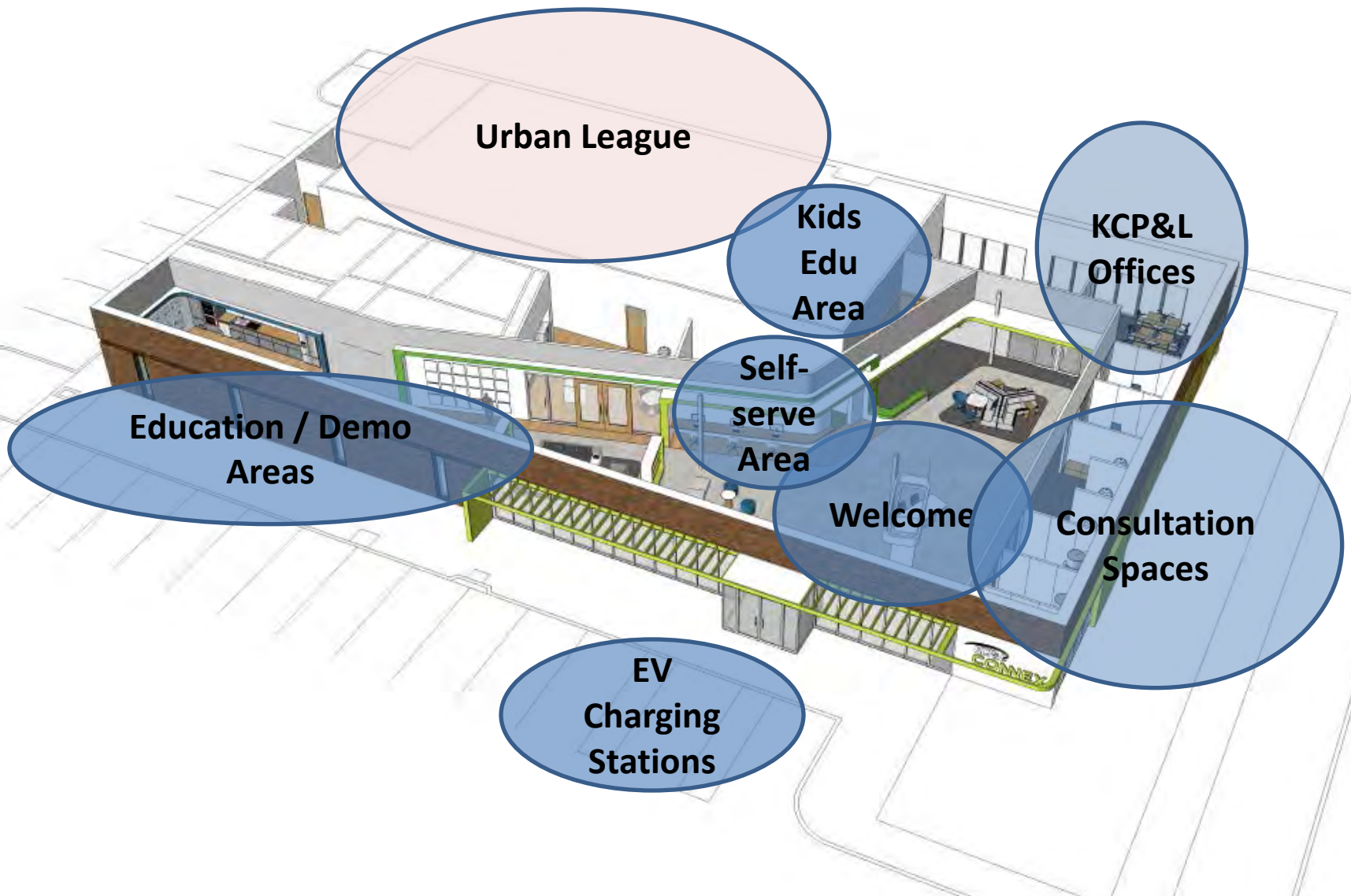
- Solar / Information and Vendors

Education

- Home Demo areas (garage, living, kitchen)
- Smart appliances
- Children's area with energy 101, safety information and more...



KCP&L Connect Layout



KCP&L Connect ~ On the Go



Transforming how we serve our customers and their image of KCP&L through...

An innovative 'mobile' approach for reaching our customers right in their own neighborhoods; where they live, work, shop and play and offering:

- two mobile units with the ability to customize services and messages to our customer audiences
- payment and options information
- energy saving ideas and products
- customized modules on community, safety, careers and more...

