

Exhibit No.:  
Issue: Generation Operations  
Witness: F. Dana Crawford  
Type of Exhibit: Direct Testimony  
Sponsoring Party: Great Plains Energy Incorporated and  
Kansas City Power & Light Company  
Case No.: EM-2007-\_\_\_\_  
Date Testimony Prepared: April 2, 2007

**MISSOURI PUBLIC SERVICE COMMISSION**

**CASE NO.: EM-2007-\_\_\_\_**

**DIRECT TESTIMONY**

**OF**

**F. DANA CRAWFORD**

**ON BEHALF OF**

**GREAT PLAINS ENERGY INCORPORATED**

**AND**

**KANSAS CITY POWER & LIGHT COMPANY**

**Kansas City, Missouri  
April 2007**

**DIRECT TESTIMONY**

**OF**

**F. DANA CRAWFORD**

**Case No. EM-2007-\_\_\_\_\_**

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

2   A:   My name is F. Dana Crawford. My business address is 1201 Walnut, Kansas City,  
3       Missouri 64106.

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

5   A:   I am employed by Kansas City Power & Light Company ("KCPL") as Vice President,  
6       Plant Operations.

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

8   A:   My responsibilities include the direction of the operation and maintenance of KCPL's  
9       fossil-fuel generating stations, including their support and construction services.

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

11  A:   I graduated from the University of Missouri-Columbia with a degree in Civil  
12       Engineering. I also have a Master of Business Administration degree from DePaul  
13       University. I joined KCPL in 1977 as a Construction Engineer on the Wolf Creek  
14       Nuclear Plant project. In 1980, I was promoted to Manager, Nuclear and promoted to  
15       Director, Nuclear Power in 1983. Following completion of Wolf Creek, I became  
16       Manager, Distribution Construction & Maintenance, in 1988 and Manager, Customer  
17       Services, in 1989. In 1994, I became Plant Manager of the La Cygne Generating Station.  
18       I was promoted to my current position in March of 2005.

1 **Q: Have you previously testified in a proceeding at the Missouri Public Service**  
2 **Commission (“MPSC”) or before any other utility regulatory agency?**

3 A: Yes, I testified before the MPSC in KCPL’s rate case concerning the Wolf Creek Nuclear  
4 Generating Station. I also submitted testimony in KCPL’s 2006 rate cases before the  
5 MPSC and the Kansas Corporation Commission (“KCC”) and I have submitted pre-filed  
6 testimony in the 2007 rate cases before the MPSC and KCC.

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

8 A: The purpose of my testimony is to describe the integration process between the supply  
9 departments of KCPL and Aquila, Inc. (“Aquila”) and how Great Plains Energy  
10 Incorporated (“Great Plains Energy”) plans to maintain top-tier performance of the  
11 KCPL/Aquila generation fleet. I will also address the issue of jointly dispatching the  
12 generation fleets and Great Plains Energy’s long-term plan for its operations.

13 **Q: Please describe Great Plains Energy’s plan to integrate Aquila’s generation fleet.**

14 A: Great Plains Energy is in the process of establishing a Plant Operations Integration Team.  
15 The team will be made up of employees in leadership positions from both the KCPL and  
16 Aquila Supply divisions. The Plant Operations Integration team will have two  
17 (2) primary functional teams; an Operations team and a Maintenance team. The  
18 Operations and Maintenance teams will be supported by several sub-teams that will  
19 include Training and Safety, Workforce, Supply Chain, Benchmarking, Environmental  
20 and Information Technology. The Teams will address key issues in the area of Capital  
21 requirements, Systems and Processes, Workforce Alignment and Organization, and  
22 Operations/ Maintenance philosophy. Team goals and objectives include the following:

- 23 • Conduct asset life assessment;

- Define and deliver key best practice operation and maintenance strategies to achieve top-tier performance;
- Develop an appropriate post-merger organizational structure;
- Identify optimum ongoing staffing requirements and necessary employee skill levels; and
- Integrate key data streams.

**Q: Please describe how Great Plains Energy plans to maintain top-tier performance of the KCPL and Aquila generation fleets?**

A: KCPL had previously identified two primary objectives to maintain the success of its generation assets. The first objective identified was effectively managing the work force. Great Plains Energy has introduced a corporate-wide “winning culture” initiative to improve employee engagement and accountability in the business. This has involved efforts such as leadership development and additional training programs in safety, maintenance and operations. We have also increased emphasis on communication throughout the organization and encouraged learning and growth opportunities at all levels.

The second objective KCPL identified was performance improvement projects on its generation assets. Under this second objective, projects were identified in four key areas: process improvement, outage planning and work execution, the use of technology, and asset component upgrades or retrofits. One example of a process improvement project would be the Electric Power Research Institute (“EPRI”) Plant Reliability Optimization (“PRO”) process. The purpose of the PRO process is to facilitate moving plant maintenance work from a reactive mode to a proactive (or planned) maintenance

1 strategy. The PRO process also provides a means to communicate and share best  
2 practices on a consistent basis between plants. For example, by using the PRO  
3 maintenance basis and root-cause analysis, equipment breakdown information at one  
4 location can easily be discussed with the other plant sites. A key strategy in this process  
5 improvement effort is the increased utilization of industry collaboration opportunities to  
6 share experiences and operating practices with other utilities.

7         The second major area of asset performance improvements relates to outage  
8 planning and work execution. The goal is to minimize the outage durations while still  
9 accomplishing all the work necessary to operate the unit until the next scheduled outage.  
10 KCPL continues to focus on developing more comprehensive integrated outage schedules  
11 that it can analyze to determine the shortest schedule well in advance of the outage.  
12 Another major component of maintenance planning is the development of standardized  
13 work packages. Having pre-planned work packages greatly improves crew productivity  
14 by having all the information and material necessary to do the maintenance task ready  
15 when the work is assigned.

16         The use of technology is the third significant area of asset performance  
17 improvement initiatives. KCPL has installed a new technology application called “Smart  
18 Signal” on each KCPL generating unit. “Smart Signal” is a proprietary process that takes  
19 real-time plant operating data and feeds it into a model that compares it to “normal”  
20 conditions. Any deviation can be an indication of an equipment problem needing  
21 attention. “Smart Signal” is also a “backup” tool that can assist new or inexperienced  
22 employees during trouble-shooting activities. Each KCPL unit has a plant-specific  
23 operations simulator for operator training. Evaluations are underway to expand the use of

1 these simulators to accomplish increased operator training during off-shifts. The  
2 simulators are also proving valuable in allowing “trial” runs of proposed changes in  
3 operating procedures or practices.

4 The fourth major area of plant asset improvements involves upgrades or retrofit  
5 projects to the existing stations. These projects may be necessary for a number of reasons  
6 such as aging plant components reaching the end of their useful life and projects to  
7 increase the efficiency of the plant. These change-outs could be for safety reasons or to  
8 maintain the existing output and reliability of the plants. This is a very beneficial  
9 opportunity from both an economic and an environmental viewpoint.

10 Through the KCPL/Aquila integration team process we will take a collaborative  
11 look at these performance improvement projects and evaluate the potential  
12 implementation strategies for the current Aquila generation fleet. We will also evaluate  
13 additional performance improvement projects that are identified through the integration  
14 process and look for opportunities to implement them where appropriate throughout the  
15 KCPL/Aquila generation fleet.

16 **Q: Will KCPL and Aquila jointly dispatch their generating units following the merger?**

17 A: We currently do not anticipate jointly dispatching the KCPL and Aquila generating  
18 resources, although we will continue to evaluate the potential benefits and feasibility of  
19 joint dispatch. If at some point we conclude that joint dispatch makes sense, we will take  
20 the necessary steps to implement it.

21 **Q: What factors might influence your decision?**

22 A: Whether joint dispatch ultimately makes sense will depend on a variety of factors, such  
23 as whether Aquila can join the Southwest Power Pool (“SPP”) on terms that are favorable

1 to the company and its customers, the extent to which the evolving SPP-administered  
2 markets allow SPP participants to capture joint dispatch benefits through market-driven  
3 mechanisms, and the technical issues associated with combining control area operations.

4 **Q: Do the estimates of synergy savings included in the testimony of Robert Zabors**  
5 **include savings related to joint dispatch?**

6 A: No, they do not.

7 **Q: Will the merger impact the generating units that are jointly owned by KCPL and**  
8 **Aquila?**

9 A: No, KCPL and Aquila are partners in the Iatan Unit 1 and Iatan Unit 2 generating units.  
10 Iatan Unit 1 has been in service since 1980. Iatan Unit 2 is presently under construction.  
11 The merger will have no adverse impact on the operations of those generating units.  
12 KCPL will continue to own 70% of Iatan Unit 1 and be entitled to a commensurate  
13 amount of power from that unit. Aquila, as it will be renamed by Great Plains Energy  
14 following the merger, will continue to own 18% of the unit and be entitled to a  
15 commensurate amount of power. Similarly, KCPL will continue to own approximately  
16 54.7% of Iatan Unit 2 and be responsible for a commensurate portion of construction  
17 costs until the unit is complete and Aquila will continue to own 18% of the unit and be  
18 responsible for a commensurate portion of construction costs.

19 **Q: Does that conclude your testimony?**

20 A: Yes, it does.

**BEFORE THE PUBLIC SERVICE COMMISSION  
OF THE STATE OF MISSOURI**

**In the Matter of the Joint Application of Great Plains )  
Energy Incorporated, Kansas City Power & Light )  
Company, and Aquila, Inc. for Approval of the Merger ) Case No. EM-2007-\_\_\_\_  
of Aquila, Inc. with a Subsidiary of Great Plains Energy )  
Incorporated and for Other Requester Relief )**

**AFFIDAVIT OF F. DANA CRAWFORD**

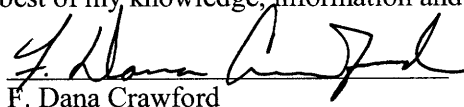
**STATE OF MISSOURI )  
 ) ss  
COUNTY OF JACKSON )**

F. Dana Crawford, being first duly sworn on his oath, states:

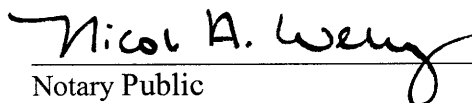
1. My name is F. Dana Crawford. I work in Kansas City, Missouri, and I am employed by Kansas City Power & Light Company as Vice President, Plant Operations.

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 Six (6) 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.

  
F. Dana Crawford

Subscribed and sworn before me this 2<sup>nd</sup> day of April 2007.

  
Notary Public

My commission expires: Feb. 4, 2011

