

Exhibit No.:
Issue: Customer Service and Experience;
Community Involvement
Witness: Charles A. Caisley
Type of Exhibit: Direct Testimony
Sponsoring Party: Kansas City Power & Light Company
Case No.: ER-2016-0285
Date Testimony Prepared: July 1, 2016

MISSOURI PUBLIC SERVICE COMMISSION

CASE NO.: ER-2016-0285

DIRECT TESTIMONY

OF

CHARLES A. CAISLEY

ON BEHALF OF

KANSAS CITY POWER & LIGHT COMPANY

**Kansas City, Missouri
July 2016**

**Certain Schedules Attached To This Testimony Designated “(HC)”
Contain Highly Confidential Information
And Have Been Removed Pursuant To 4 CSR 240-2.135.**

DIRECT TESTIMONY

OF

CHARLES A. CAISLEY

Case No. ER-2016-0285

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

2 A: My name is Charles A. Caisley. My business address is 1200 Main, 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” or “Company”) as
6 Vice President – Marketing and Public Affairs.

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

8 A: I am testifying on behalf of KCP&L.

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

10 A: My responsibilities include the company's small-scale distributed and renewable
11 generation projects, energy products and services platforms, energy efficiency and
12 demand response portfolio, community and customer strategy and communications,
13 marketing, economic development, governmental affairs and public relations functions.
14 Many of these areas are responsible for direct interaction with KCP&L customers and
15 stakeholders. These areas of direct customer interaction include: online/electronic
16 transactions and portals, social media, community affairs, business customers, customer
17 complaints, city franchises and regulated and non-regulated products and services. In
18 addition to having responsibility for multiple areas with direct customer interaction, I am
19 also responsible for leading a cross-functional team of individuals with responsibility for

1 our overall customer experience and strategy. This includes customer research and
2 segmentation as well as customer data analytics.

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

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

12 **Q: As part of obtaining either your undergraduate degree or Masters in Business**
13 **Administration, have you taken any courses dealing with statistics, statistical**
14 **modeling or statistical analysis?**

15 A: Yes, I have taken multiple courses in statistics and mathematics as part of the curriculums
16 in both my undergraduate degree and my Masters in Business Administration.

17 **Q: Do you have any experience with conducting polling, online surveys, focus groups**
18 **and other instruments used to obtain actionable information regarding public or**
19 **consumer perceptions and opinions?**

20 A: Yes, for most of my professional career I have been involved in the drafting, fielding and
21 analyzing of telephone and online polls, focus groups and other survey instruments. I
22 have drafted and analyzed more than 400 telephone polls since 1999. I have crafted and
23 used more than 75 focus groups in the same time period. In addition, I have been active

1 with J.D. Power and Associates on a variety of research projects for more than seven
2 years.

3 **Q: Do you currently participate in any organizations or groups dealing with customer**
4 **issues, customer research or utility customer experience?**

5 **A:** I currently serve on the J.D. Power and Associates Utility Customer Executive Advisory
6 Board on Customer Experience and have since 2012. I have participated in J.D. Power
7 and Associates working group on Smart-Grid Customer Experience. I have also been
8 active in J.D. Power and Associates Contact Center Working Group—a group that studies
9 best practices for improving the efficiency and customer experience with both utility call
10 centers and electronic transactions. I belong to the Marketing Executives Conference—
11 the oldest organization in the United States dealing with utility customer issues, trends
12 and satisfaction. I am a founding participant in the OPower/Oracle Chief Customer
13 Officer annual meeting for utility executives in charge of customer strategy and
14 experience.

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

18 **A:** Yes, I have previously testified before the MPSC in Case No. EC-2015-0309
19 (Allconnect) and the Kansas Corporation Commission in Case No. 16-KCPE-160-MIS.

20 **PURPOSE AND REASON FOR THIS FILING**

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

22 **A:** The purpose of my testimony is to provide an overview of KCP&L’s strategy with
23 respect to customer service, customer experience and community involvement. In

1 addition, this testimony will highlight key customer satisfaction metrics that KCP&L
2 tracks and summarize our performance in those areas.

3 **Q: How would you describe KCP&L's approach to customer satisfaction or customer**
4 **experience strategy?**

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

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

12 2. Customer Service Metrics: These are standard metrics that the industry uses to
13 measure and benchmark how utilities interact and transact business with
14 customers. This includes measuring and working to see improvements in our
15 billing, contact center, electronic portals, communications and social media. Our
16 goal is to be top quartile among utilities nationwide and to see continual
17 improvement in these metrics as well as continual streamlining in our customer
18 processes.

19 3. Moments of Truth: KCP&L has done considerable research into the transactions
20 and aspects of customer service that matter most to our residential and business
21 customers. These are "moments of truth" in our relationship with a customer that
22 mean more than other types of transactions. By and large, modern electric
23 customers expect reliability. Customers expect that bills will be accurate and on

1 time. But there are a variety of transactions that create incremental value and a
2 much better overall experience for customers. KCP&L has identified these key
3 moments and is working on improving in each of these areas.

4 4. Customer Segmentation: KCP&L recognizes that customers are not all the same.
5 Customers are very diverse and have different needs when it comes to service
6 from their electric utility. While KCP&L has top scores in reputation and
7 customer satisfaction, it is not enough to rely on those scores at an aggregate
8 level. KCP&L routinely watches how our customer service is viewed in different
9 customer groups to ensure we are aware of and actively working to meet the
10 diverse needs of our customers. This includes in the way we communicate with
11 customers. We target our content and the method we use to reach customers by
12 research giving us insight into what groups of customers may be more interested
13 in, and how and where they like to receive communication from KCP&L.

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

17 **Q: What types of research does KCP&L use to inform its customer experience**
18 **strategy?**

19 A: KCP&L uses a multitude of research and data to develop our strategy for improving
20 customer experience and service. Since 2006, KCP&L has fielded telephone customer
21 surveys to gain insight into customer perceptions of KCP&L and customer satisfaction.
22 These are scientific surveys done nearly every quarter and conducted over the telephone
23 by Wilson Perkins Allen—a nationally known research firm that conducts consumer

1 research for a number of energy companies, businesses and political candidates. This
2 research is used to understand customer perceptions of KCP&L at an aggregate level as
3 well as to identify subgroups of customers where KCP&L is not performing as well as we
4 would like. We use J.D. Power and Associates (hereinafter referred to as “JDP”)
5 quarterly customer satisfaction surveys to benchmark against other utilities both
6 regionally and nationally. We have also used JDP research to form a Customer
7 Experience Opportunity Index. Essentially, we take the areas that are most important to
8 customers on the JDP survey and cross that with areas where we are below the median
9 score relative to our peers and then create a list of places where we need develop a
10 strategy to improve. This list is socialized, assigned and worked. This is an ongoing
11 process. We also use online surveys, we have an online panel of customers that we
12 interact with on a monthly basis, we conduct focus groups and use Foresee to help
13 maximize the customer experience on our online / digital platforms. We also use Nielsen
14 PRISM segmentation as well as the Acxiom Energy Consumer Reference Model to better
15 understand different customer groups and their preferences.

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

18 A: I have attached a presentation titled Customer Experience and Commitment to
19 Community dated February of 2016 (hereinafter referred to as “CX Presentation”)
20 (attached hereto as Schedule CAC-1). In the presentation, you will see that key metrics
21 such as System Average Interruption Frequency Index (SAIFI), System Average
22 Interruption Duration Index (SAIDI) and other industry benchmarks see steady
23 improvement. For five of the last seven years, KCP&L has been in tier one of the Edison

1 Electric Institute Reliability Rankings. In addition, we track many other operational
2 metrics that stand out more and matter more to customers. For example, we track the
3 percentage of construction deadlines met for business customers. This is an area that is a
4 matter of first impression for business customers and hugely important to them. We track
5 it to ensure that we meet our commitments and are always improving in this “moment of
6 truth” for a business customer.

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

10 A: Yes, on page four of the CX Presentation (Schedule CAC-1), we list many other
11 “moments of truth”. In actuality these are simply the most important moments in
12 customer service for our customers. For example, restoring power quickly after a storm
13 is 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. These
20 improvements include customer contact representatives having access to restoration
21 estimates, a new highly interactive outage map, proactive communication to business
22 customers and we are working to do more proactive outage communication with
23 residential customers.

1 **Q: Can you describe KCP&L's efforts around its online presence, including social**
2 **media and electronic transactions. How does this impact customer experience?**

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

10 Currently, KCP&L has a mobile-optimized website as well as highly-utilized
11 authenticated electronic transaction portal called MyAccount. As of the end of 2015,
12 more than 55% of KCP&L's customer transactions now occur on online sessions. And
13 KCP&L's customer satisfaction with these portals is industry leading (attached hereto as
14 Schedule CAC-1, pages 5-6).

15 KCP&L has also developed multiple social media platforms. Currently, KCP&L
16 has YouTube, Facebook and Twitter feeds. KCP&L uses these platforms to engage
17 customers in a variety of ways. They convey real-time information that is not sought on
18 KCP&L's website. They also are used as a customer service platform, responding to
19 every customer service inquiry or complaint. Finally, these platforms are more dynamic
20 than the corporate website or authenticated portals and allow for real time discussions
21 and information dissemination to KCP&L customers.

22 KCP&L used best practices to develop our social media platforms. Unlike other
23 companies, and specifically other utilities, KCP&L was very deliberate in the

1 development of our social media platforms, researching how customers wanted to interact
2 with utilities on social media and developing a social media presence that was useful for
3 customers and sustainable. As a result, KCP&L social media platforms see nearly three
4 times more engagement and interaction from our customers than most social media sites
5 from utilities our size or larger (Schedule CAC-1, page 7).

6 **Q: Please describe efforts to improve customer experience at your Customer Contact**
7 **Center?**

8 A: Just like other customer contact platforms, we are constantly measuring customer
9 satisfaction with our Contact Center. To measure the effectiveness of the Contact Center,
10 we survey customers who have called the Contact Center. We measure the effectiveness
11 and customer satisfaction of those customers with our Voice of the Customer survey. In
12 general, we have seen either stable scores or improvement in our Contact Center
13 operations over the last five years (Schedule CAC-1, page 8).

14 In addition, we have improved our service level, to 77% of calls answered within
15 20 seconds, as well as the average speed of answer for calls to the Contact Center to just
16 31 seconds, in the last five years (Schedule CAC-1, page 9).

17 **Q: Do you track customer complaints to the bodies that regulate you?**

18 A: Yes, we do. In fact, we have a team of employees who handle elevated customer
19 complaints. These complaints include formal and informal complaints to regulatory staff,
20 complaints that are elevated to an executive inside the company, Better Business Bureau
21 (hereinafter, referred to as “BBB”) complaints as well as media inquiries on behalf of
22 customers. We take all customer complaints seriously. But, any complaint that is
23 elevated either to the Commission or within the Company is tracked to determine if the

1 situation was handled correctly and to see if there are process improvements that can be
2 made to avoid the issue in the future. Over the last five years, we have worked diligently
3 to mitigate and decrease the number of formal and informal complaints. We have
4 worked even harder to make sure that any complaint which is lodged is fully investigated
5 and resolved (Schedule CAC-1, page 10).

6 Since 2011, KCP&L has been able to reduce formal and informal complaints by
7 nearly 50%. In addition, in the past KCP&L did not respond to complaints that came
8 through the BBB, instead referring those issues to the Commission. Over the last 18
9 months, we have reviewed and resolved all BBB complaints and have the top rating
10 given by the BBB (Schedule CAC-1, page 10).

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

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

17 To serve these customers, several groups at KCP&L work together to provide
18 advice and service. Our goal is to be a trusted energy advisor to the businesses in our
19 service territory. KCP&L has a Business Center. This team works with businesses that
20 have an annual electric bill in excess of \$25,000. Instead of going to the Customer
21 Contact Center, these customers have a specialized team trained in handling more
22 complex accounts that they work with. In addition, we have a team of Energy
23 Consultants. This group handles KCP&L's largest customers—the top two hundred

1 customers by revenue. This group also works with critical infrastructure customers, even
2 if they are not in the top two hundred customers from a revenue perspective. In addition,
3 the KCP&L Economic Development team works with existing customers to help them
4 expand their business in the Kansas City region. All of these groups work hand-in-glove
5 with our team in Delivery to make sure reliability issues are quickly addressed, that the
6 customers are fully informed regarding their bill and that they take advantage of
7 programs that can reduce their energy use and save them money.

8 KCP&L has a very strong relationship with its business customers and we
9 continue to try and improve those relationships. In 2015, KCP&L was named a Most
10 Trusted Business Partner by Cogent reports and placed number two in the 2016 JDP
11 Business Study, one point out of first place (Schedule CAC-1, page 11-12).

12 **Q: What methods does KCP&L use to track residential customer experience and**
13 **satisfaction?**

14 **A:** At KCP&L we put a great deal of time and effort into improving our residential customer
15 experience. This all begins with seeking to understand more about our residential
16 customers. While it seems obvious to state that all customers are not the same, for many
17 businesses that does not translate into discernable differences in the way that a company
18 interacts with customers. For utilities, in a regulated environment, this can be especially
19 true. However, we want to look past the rate classification of our customers and try to
20 determine where there are groups of customers with specific service needs that are not
21 being addressed and look for cost-effective solutions to address those needs. To do that,
22 you have to really get to know your customers. At KCP&L, knowing our residential

1 customers all starts with conducting customer research and using available data to inform
2 a picture of who our customers are and how to improve their customer experience.

3 Like most utilities KCP&L uses JDP as a benchmark against other utilities to see
4 at a high level how well we are providing customer service. And, as stated previously,
5 we also used JDP to produce a list of specific areas we can work to improve in our
6 customer experience. However, that is just the beginning. We also have an online
7 customer panel. This panel consists of more than 4,000 customers and we email them
8 surveys, at least monthly, to look into specific areas of our operations and glean
9 information about how to improve our service. Using this online panel allows us to get
10 nearly real time insight into specific programs and areas of customer service. It also is
11 used to generate new ideas for programs and customer service. And, it helps to better
12 define and inform our knowledge of our residential customer. We also use a national
13 research firm, WPA Research, to conduct telephone surveys of our customers. We have
14 used them since 2006.

15 These are our primary residential customer research tools. However, we also use
16 demographic data and usage information to inform our knowledge of the residential
17 customer.

18 **Q: What does the research KCP&L conducts or participates in tell you about**
19 **KCP&L's residential customer experience?**

20 A: At a high level, it says that KCP&L has a solid residential customer experience that
21 marginally exceeds our peers in Missouri and regionally (Schedule CAC-1, page 13).
22 According to WPA Research, we have held steady or improved in company image,
23 customer service and price satisfaction over the last ten years (Schedule CAC-1, page

1 13). In these areas more than 80% of our customer have a favorable image of KCP&L or
2 are satisfied with our customer service (Schedule CAC-1, page 13). In addition, 81% of
3 our residential customers view KCP&L as an honest company to do business with.

4 Consistent with the improvement in customer satisfaction metrics we have seen in
5 the WPA Research studies, our JDP scores with residential customers have improved as
6 well. Despite higher raw scores in nearly all areas of the JDP residential customer
7 satisfaction index, our rank has fallen relative to peer utilities in the last couple of years.
8 For the calendar year of 2015, in the JDP Residential Customer Study, KCP&L scored
9 just below the median in tenth place out of sixteen large Midwestern utilities (Schedule
10 CAC-1, page 14). We believe that there are a number of drivers behind our drop relative
11 to other utilities. Chief among them is a high number of rate cases in recent years, more
12 than almost all of our regional peers, as well as spending significantly less on advertising
13 the KCP&L brand relative to other utilities in our peer group. That said, we are seeing
14 improvement in our ranking over the last two quarters and are now ranked seventh out of
15 sixteen large utilities in the Midwest. We believe a large driver of this improvement lies
16 in several key areas where we have had initiatives to improve residential customer
17 experience. These initiatives were informed and developed as a result of JDP and WPA
18 Research data. An example of some of the more important initiatives in the last year
19 include:

- 20 1. We have instituted a welcome program for new customers. Typically the first
21 communication a new customer gets from its electric utility after setting up
22 service is a bill. Now, we have a series of communications through email and
23 regular mail to introduce our residential customers to all the programs and

1 services available to them at KCP&L. These offerings range from available
2 energy efficiency programs, to information on how to use our online tools like
3 MyAccount and Energy Analyzer. We have seen a tremendously positive
4 reaction to early engagement and relationship development.

5 2. We redesigned and upgraded both our KCP&L website as well as our
6 authenticated electronic portals. Both are heavily used areas by our residential
7 customers to get information and to manage their accounts. The improvements in
8 these areas have driven significant improvement in our residential customer
9 satisfaction scores.

10 3. We have worked hard to improve our communications during power outages. We
11 have a new and improved online outage map that is now mobile optimized and
12 highly interactive. We have additional information available to Customer Contact
13 Center representatives that can be used to give estimated restoration times to
14 customers that call in. We heavily use social media in outage situations. And, we
15 are beginning to proactively communicate restoration estimates to our customers.

16 4. We are more aggressively communicating about our charitable and sustainability
17 efforts in local communities. The resulting media coverage is helping us engage
18 and inform a larger group of customers about KCP&L and opportunities with
19 KCP&L.

20 5. Under the Missouri Energy Efficiency Investment Act (MEEIA), we have begun
21 aggressively communicating about our energy efficiency programs. Customers
22 have a very positive reaction to energy efficiency and these campaigns have been
23 particularly valuable, not just in spurring enrollment in programs and reaching

1 energy savings goals, but in fostering positive engagement with our residential
2 customers. The first goal of these campaigns is to simply create awareness with
3 our residential customers. Then, after customers are generally aware, we use
4 research and data to target the right energy efficiency programs to the right
5 customers and engage in the education and conversion process with information
6 specifically relevant to them (Schedule CAC-1, page 19).

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

18 **Q: In what other ways does KCP&L use residential customer research to improve**
19 **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 of Missouri, but were in need
21 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-1, pages 20-25).

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

12 A: Customer expectations continue to evolve and to increase. Customers do not judge our
13 customer service relative to other utilities, but by what is commonplace in the market.
14 For example, if a credit card company can send an email alert when a person's credit card
15 is used to make a high dollar purchase or is outside the geographic area that the card is
16 typically used, they do not understand why a utility cannot send a high bill alert or notify
17 a person via text message when their power is out and when it is expected to be back on.
18 We want to use customer research and data to continue to expand how we interact with
19 customers and to meet their growing expectations—whether on the phone, in field
20 operations, online or on their phones. We have made a lot of progress over the last five
21 years, but will continue to work diligently at having the best customer experience
22 possible.

1 Q: Does that conclude your testimony?

2 A: Yes, it does.

BEFORE THE PUBLIC SERVICE COMMISSION
OF THE STATE OF MISSOURI

In the Matter of Kansas City Power & Light)
Company's Request for Authority to Implement) Case No. ER-2016-0285
A General Rate Increase for Electric Service)

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 Kansas City Power & Light Company consisting of eighteen (18) pages, having been prepared in written form for introduction into evidence in the above-captioned docket.

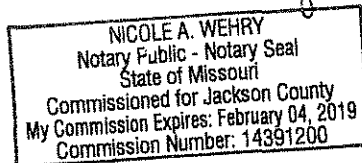
3. I have knowledge of the matters set forth therein. I hereby swear and affirm that my answers contained in the attached testimony to the questions therein propounded, including any attachments thereto, are true and accurate to the best of my knowledge, information and belief.

Charles A. Caisley
Charles A. Caisley

Subscribed and sworn before me this 1st day of July, 2016.

Nicole A. Wehry
Notary Public

My commission expires: Feb. 4, 2019





Customer Experience & Commitment to Community

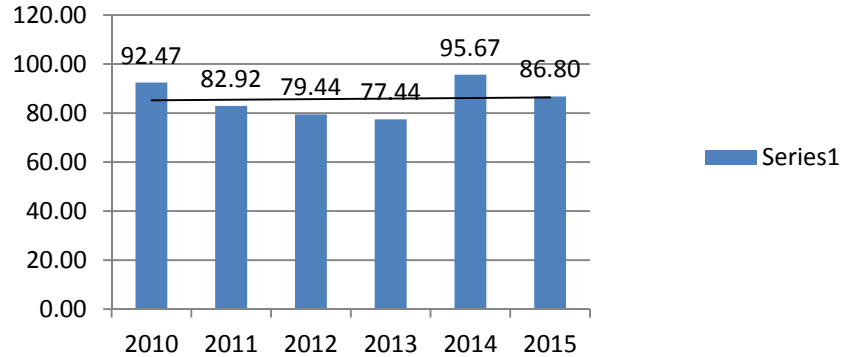


Key Service Reliability Metrics

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

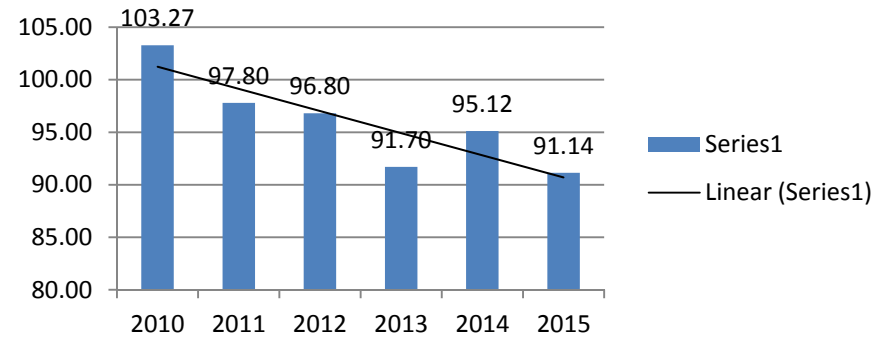
SAIDI Year-end

Delivery



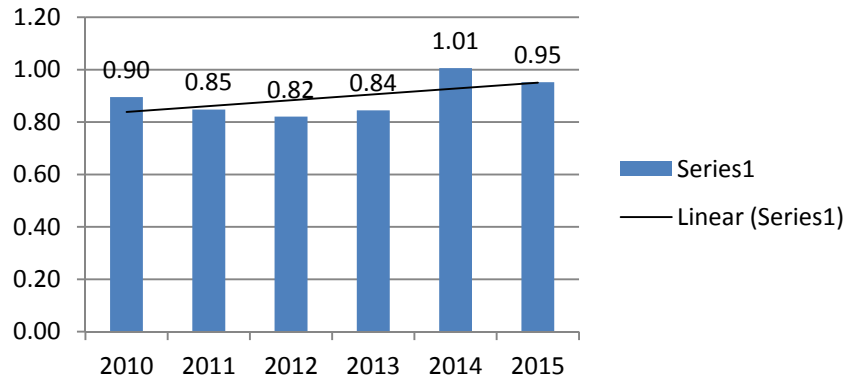
CAIDI Year-end

Delivery

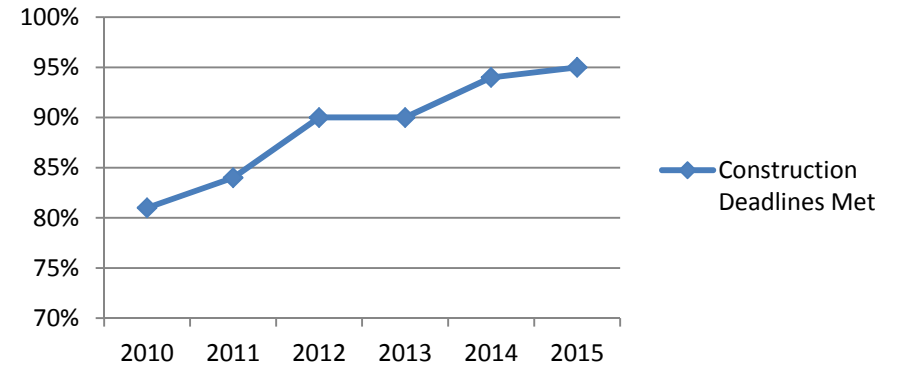


SAIFI Year-end

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.

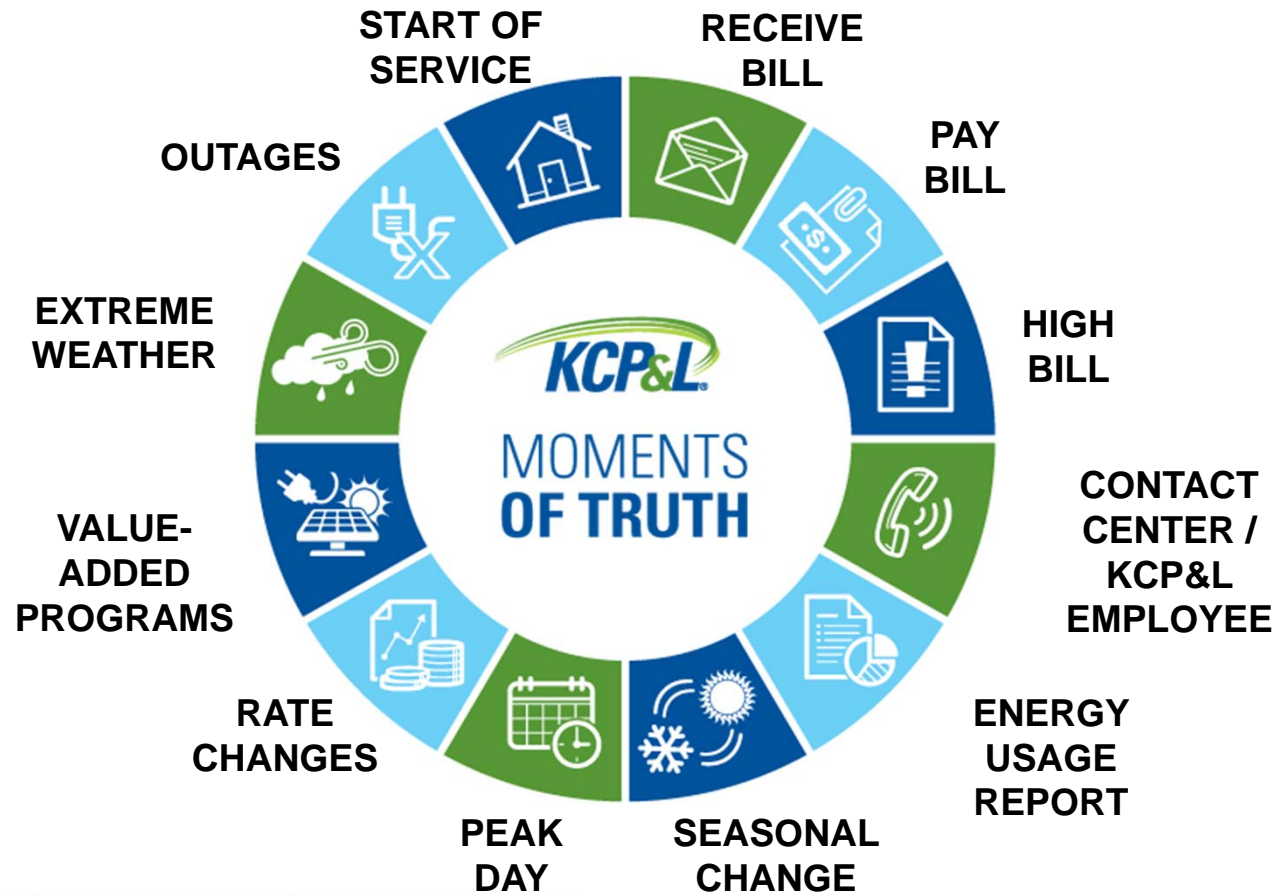
EEI Electric Utility Reliability Ranking (SAIDI)

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

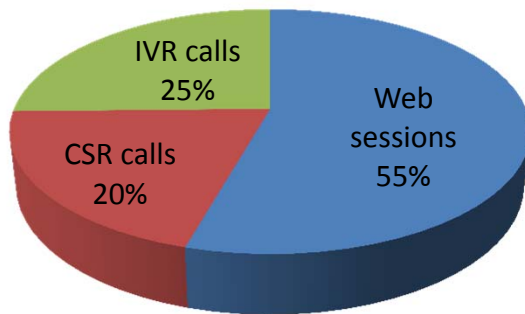
KCP&L is focused on improving customer interactions in the areas and at the times that matter most to customers. Through a focus on improving our digital platform and innovative customer programs, we work to excel at serving our customers when they need us the most.



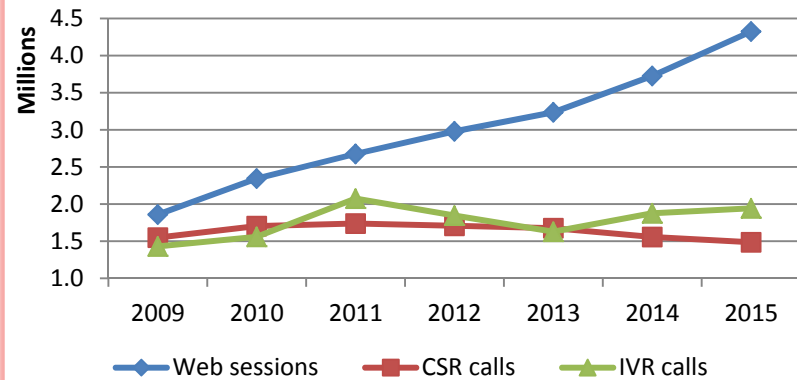
Focused On Our Digital Platform

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.

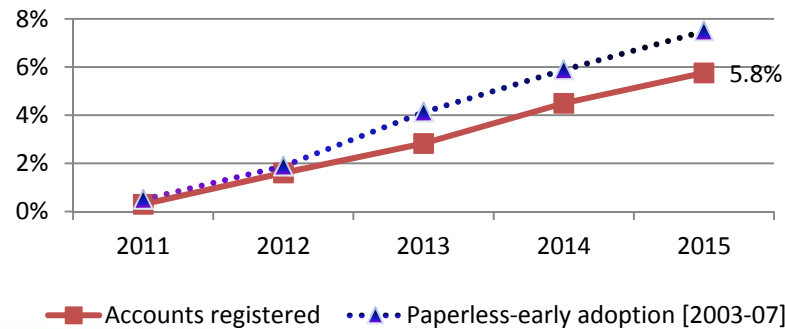
**Customer Contacts
2015 Year End**



Annual Trend: Customer Contacts

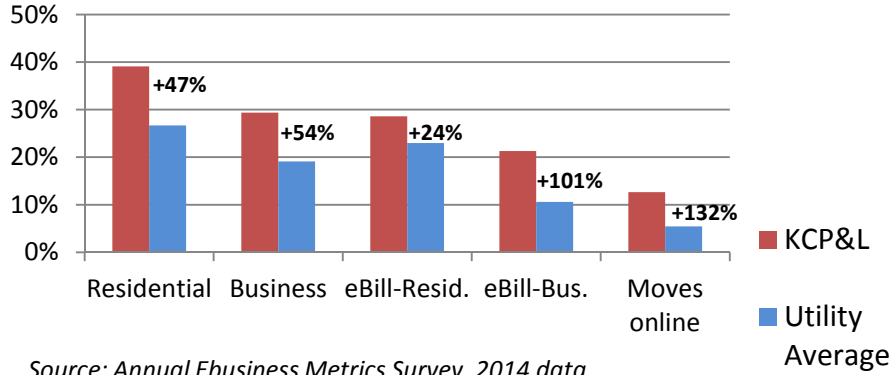


Annual Trend: Text Messaging



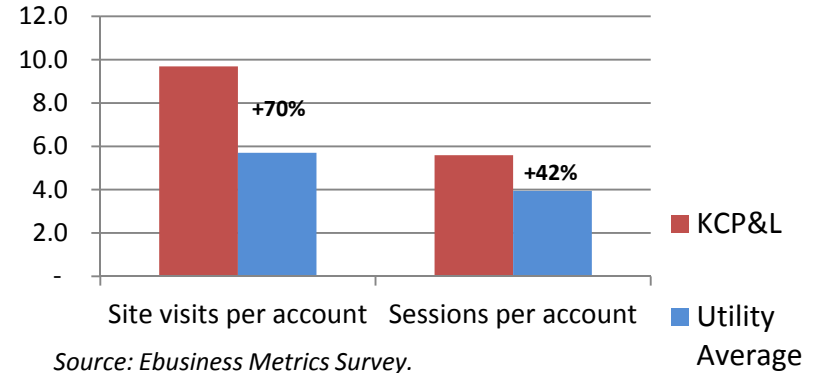
Industry Leading Digital Portals

KCP&L Adoption Advantage vs. Utility Averages



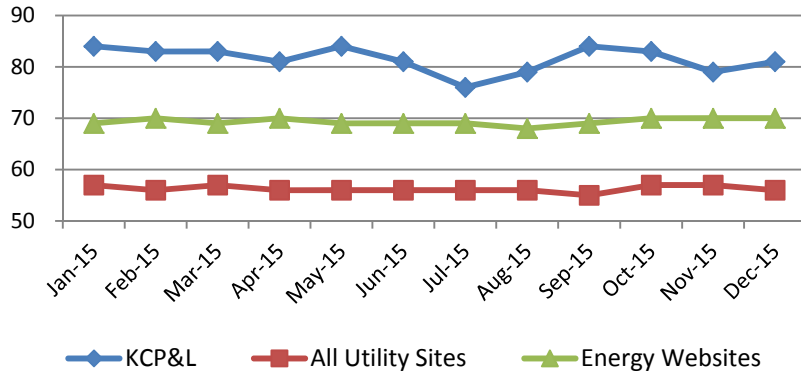
Source: Annual Ebusiness Metrics Survey, 2014 data.

Annual Site Activity per Customer Account

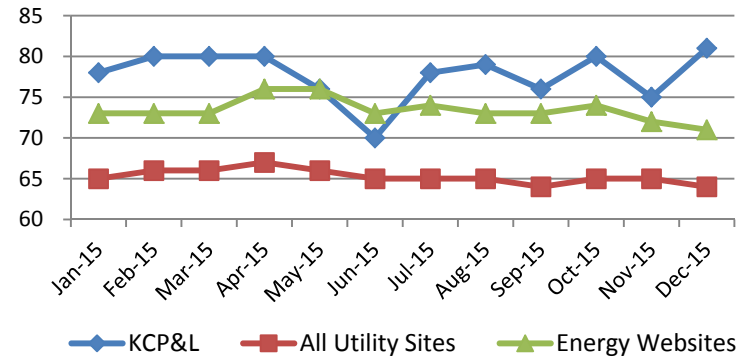


Source: Ebusiness Metrics Survey.

Website Satisfaction - Desktop



Website Satisfaction - Mobile



KCP&L On Social Media: Facebook



The screenshot displays the KCP&L Facebook page. The main image shows a white utility truck with a crane arm and several people, including one wearing a shirt that says 'VOLUNTEERS ENERGIZING COMMUNITY'. The page header includes the KCP&L logo with the tagline 'energizing life' and the text 'KCP&L: Kansas City Power & Light Energy/Utility'. Below the header are buttons for 'Create Call to Action', 'Liked', 'Message', and a menu icon. The navigation bar shows 'Timeline', 'About', 'Photos', 'Likes', and 'More'. On the right side, there is a 'Promote' dropdown menu and a summary of performance metrics for the week.

THIS WEEK	
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.

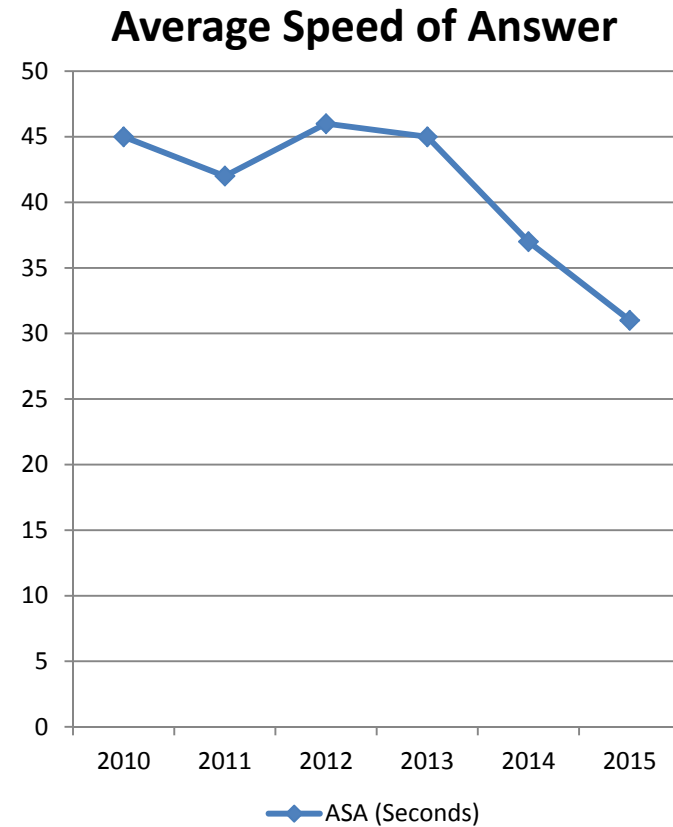
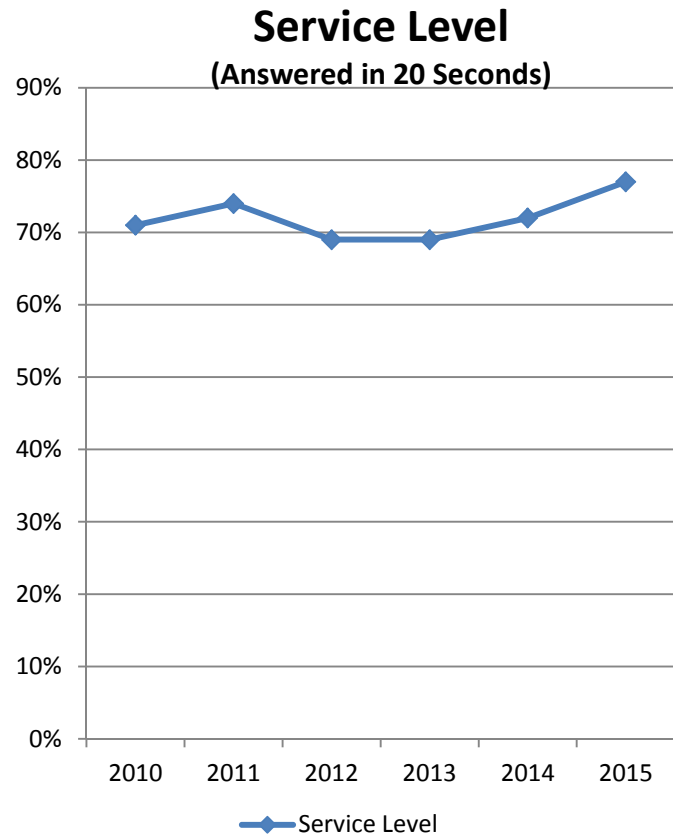
KCP&L Contact Center Voice of the Customer

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

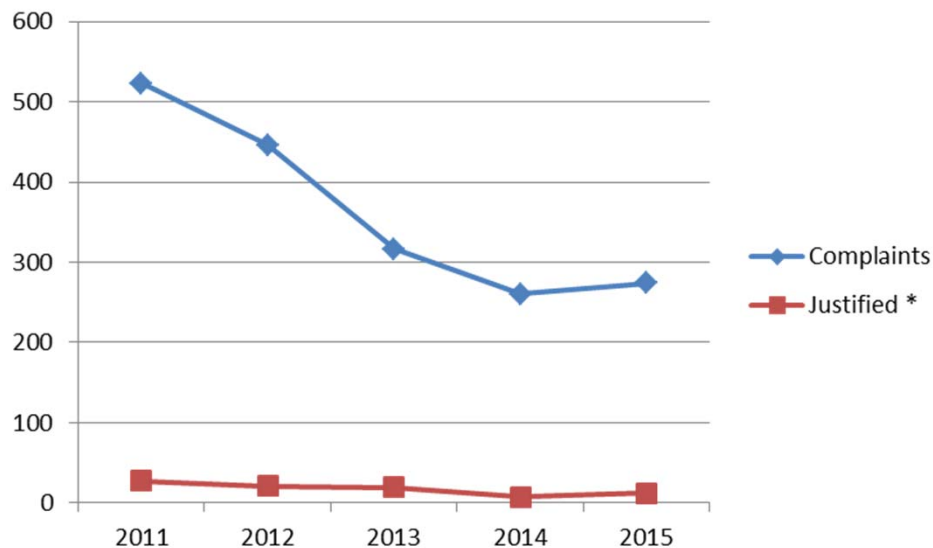
In 2015, the KCP&L Contact Center responded to nearly 3.6 million phone calls and almost 45 thousand emails from our customers.



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.

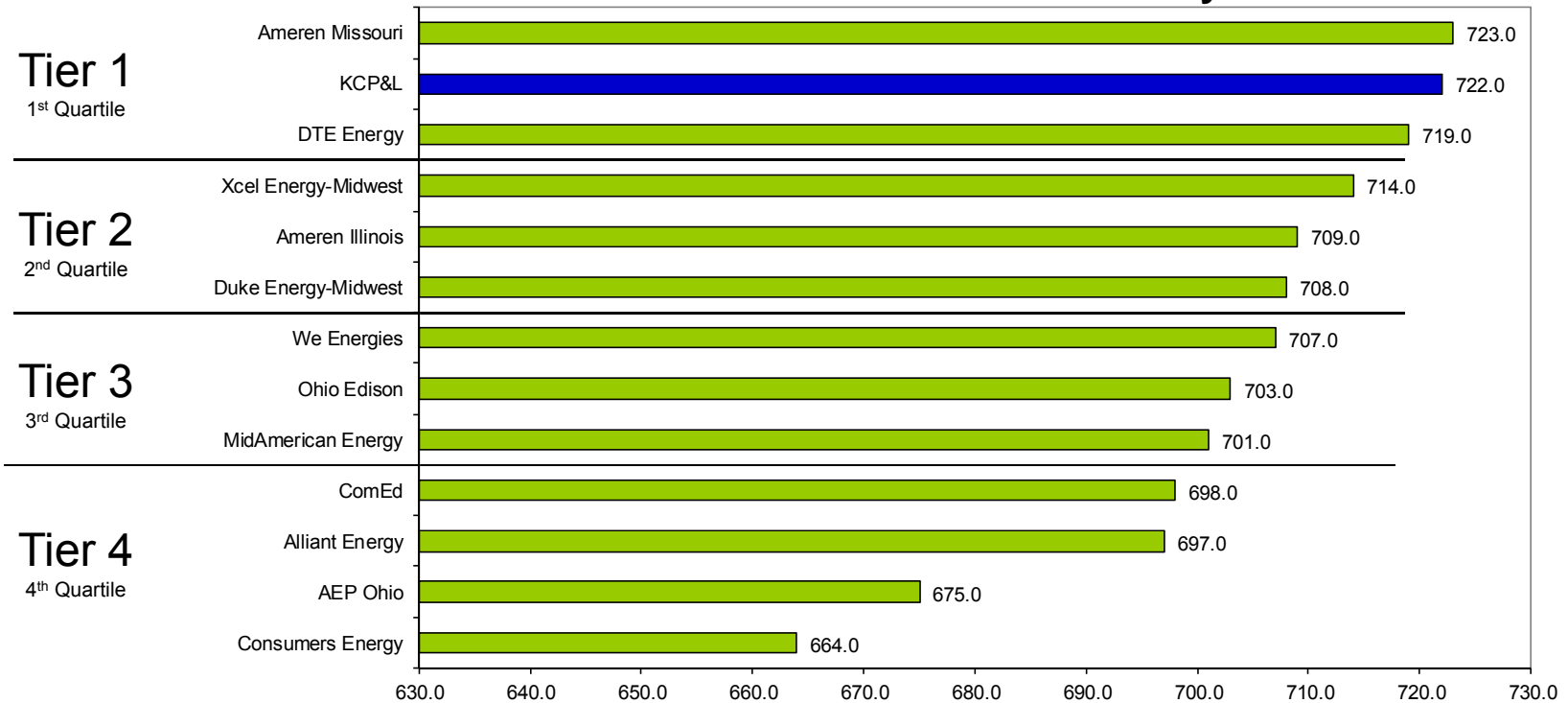
Utility	Region	Brand Trust Index
AEP SWEPCO	South	802
APS	West	768
Salt River Project	West	766
Rocky Mountain Power	West	765
Idaho Power	West	764
Alabama Power	South	763
DTE Energy	Midwest	762
Georgia Power	South	762
CPS Energy	South	757
Florida Power & Light	South	756
Pacific Power	West	756
Ameren Illinois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



Customer Perception Of Missouri Utilities

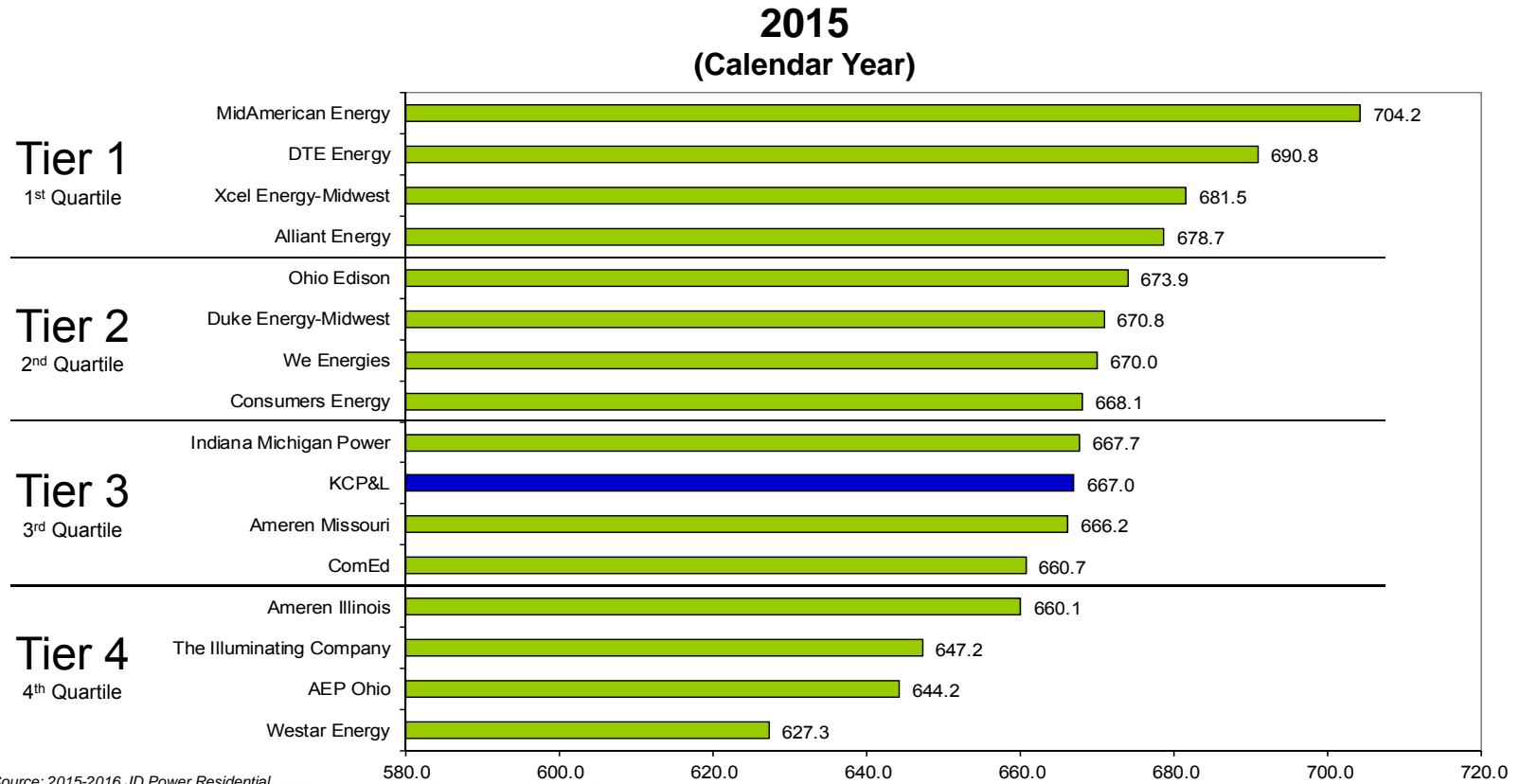
KCP&L matches or exceeds the performance of other major utility companies on each of these key measures. The intensity of positive ratings (very favorable, very satisfied, and very honest) is especially noteworthy as it shows how consistently strong and positive customer sentiment toward KCP&L is.

Measure	KCP&L	MO Utility One	MO Utility Two	MO Utility Three
Company Image (% favorable)	84%	71%	79%	75%
Company Image (%very favorable)	45%	29%	41%	33%
Customer service (% satisfied)	89%	83%	87%	86%
Customer service (% very satisfied)	52%	41%	52%	47%
Honesty with customers (% honest)	81%	69%	79%	77%
Honesty with customers (% very honest)	48%	33%	49%	42%
Satisfaction with price of electricity (gas for Laclede Gas) (% satisfied)	60%	54%	56%	62%

SOURCE: Research conducted by third party independent research firm, WPA Research, from July 1-2, 2015. Live phone interviews were used to collect this data.

JD Power & Associates

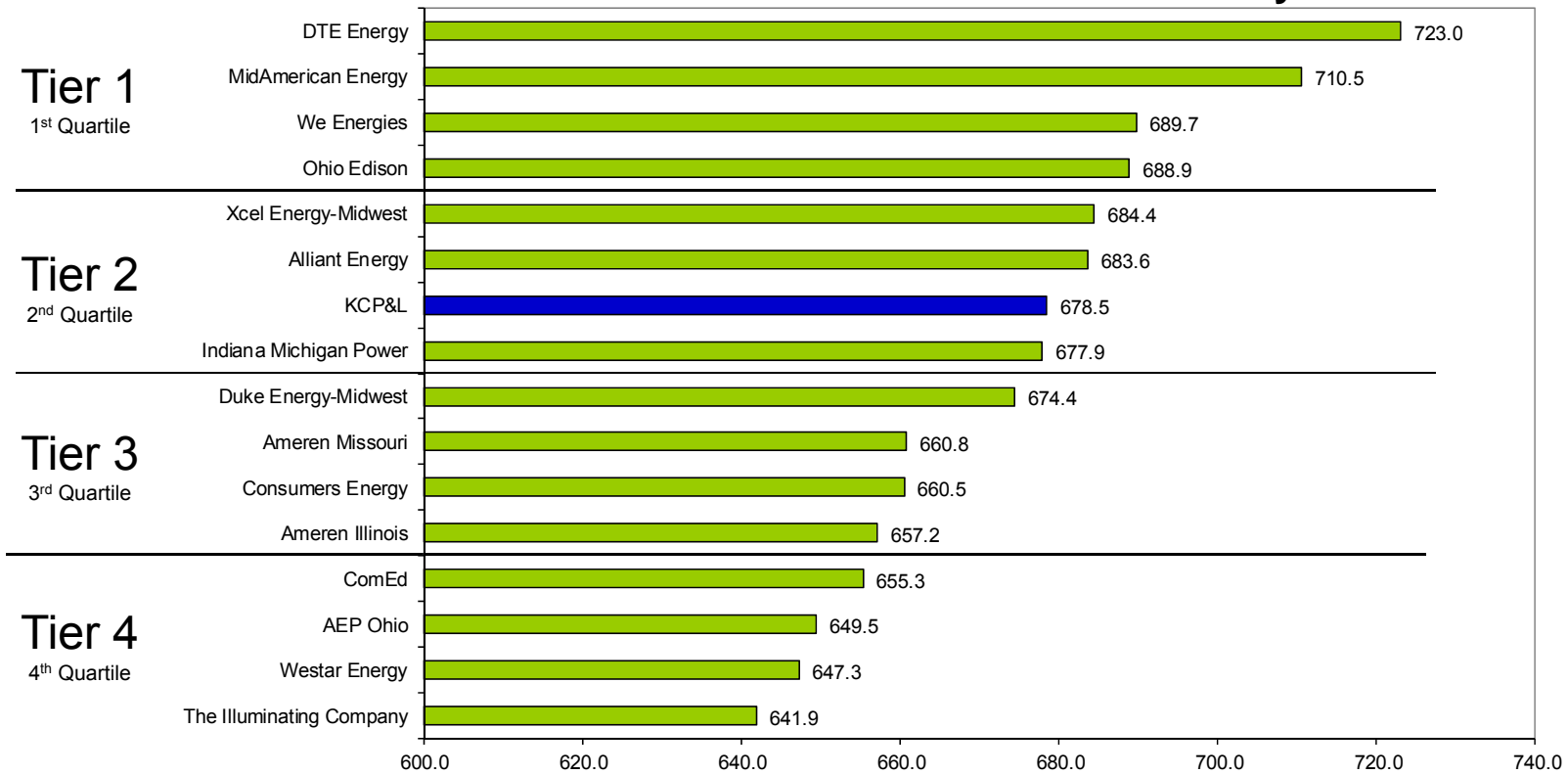
KCP&L's Overall Customer Satisfaction Index is currently ranked 10th out of 16 Midwest Large utilities. However, KCP&L is ranked 7th out of 16 in the most recent 4th Qtr 2015 JD Power study. Out of the last twenty six quarters, KCP&L has been the highest ranked Missouri or Kansas utility 19 out of 26 quarters.



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

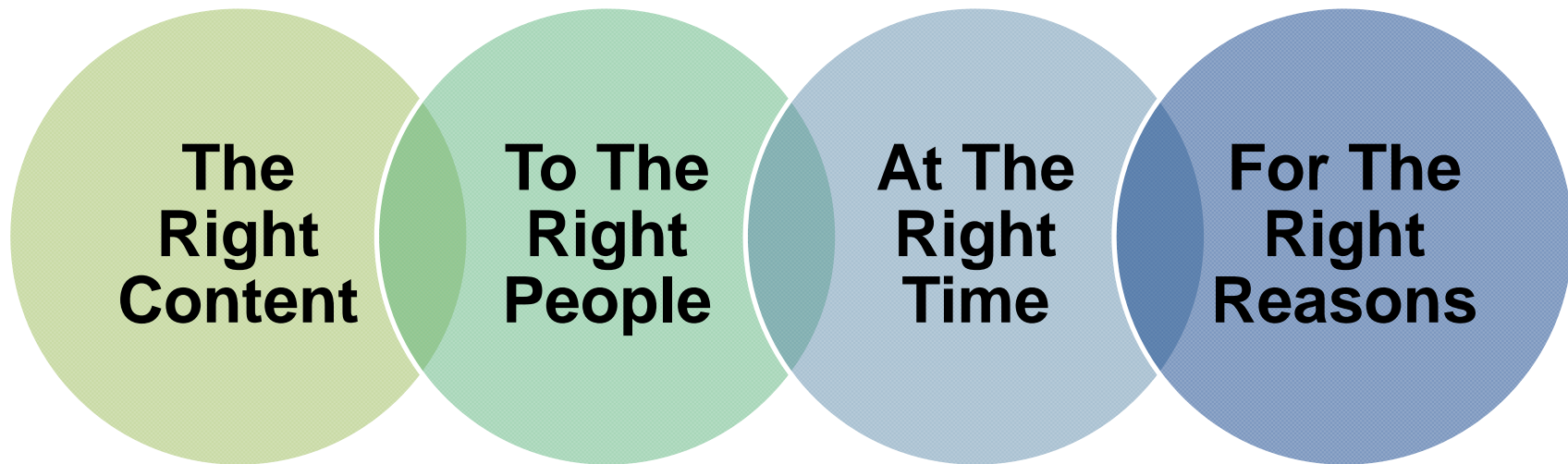
KCP&L has a variety of customer programs designed to handle special circumstances or situations. Customer service is not “one size fits all” and these initiatives are designed to address special circumstances or unique customer needs.

- **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

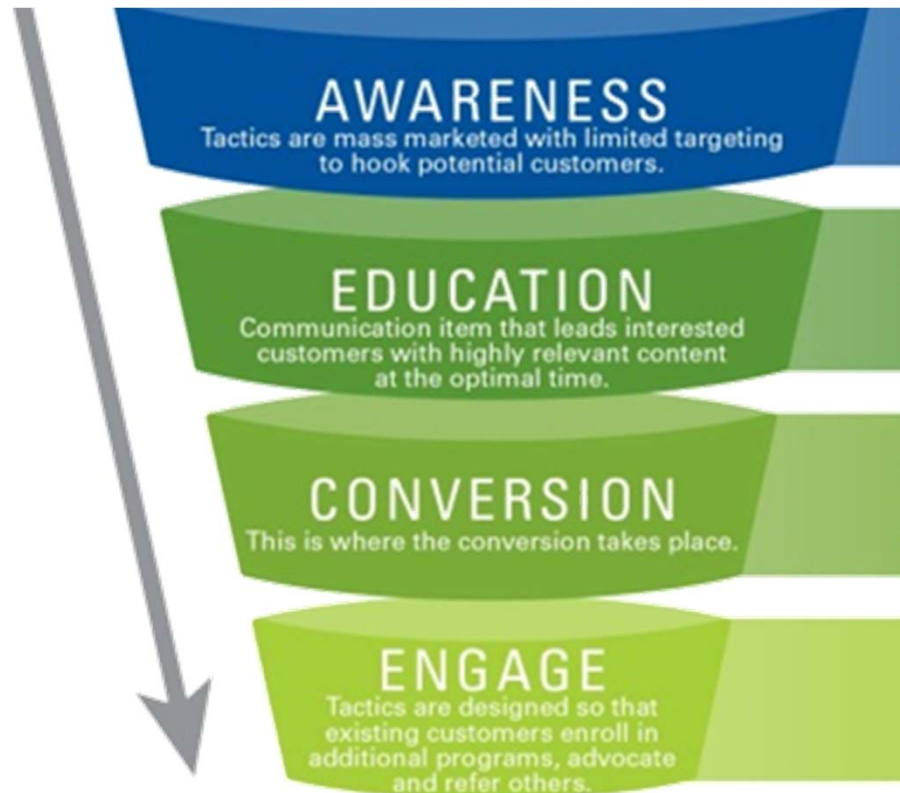
We increase customer satisfaction through a content strategy that empowers our employees to be ambassadors and delivers more relevant, consistent and coordinated communications to customers.

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

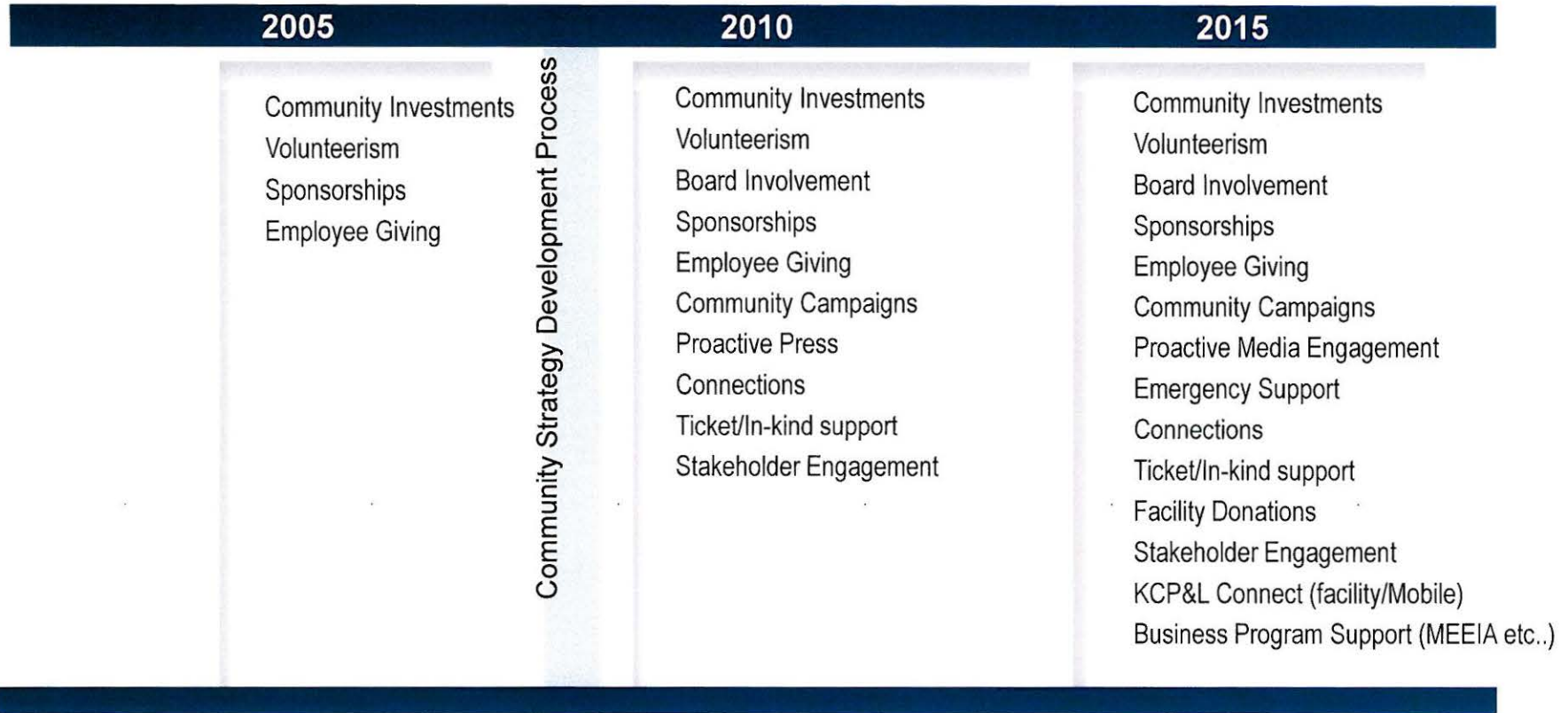
Conversion

- 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

15 Years ~ Community Strategy Evolution



Community Investments	[REDACTED]		
Campaign Ldr	[REDACTED]**		
Agency Clients	210,000	630,000	840,000
Volunteer Hrs	3,200	14,800	13,506
Boards	25	140	142
Media	--	167	563
Face-to-face Outreach	--	4,860	14,244

Investments Snapshot

2015

Company Community Contributions

Charitable ** [REDACTED] **
Dues ** [REDACTED] **
Total: ** [REDACTED] **

Employee Donations:

** [REDACTED] **

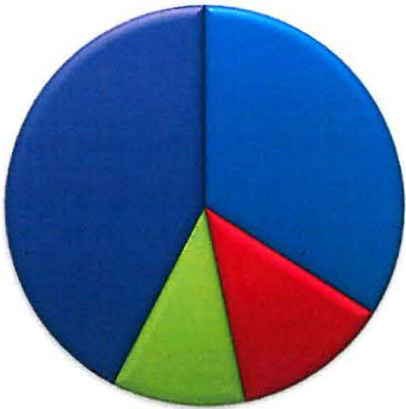
Employee Giving Campaigns

68% Employee Giving Participation (Target 60%)

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

Volunteerism & Leadership

26.5% Employee Involvement (Target 26%)
13,506 Hours / * [REDACTED] ** Value
140 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

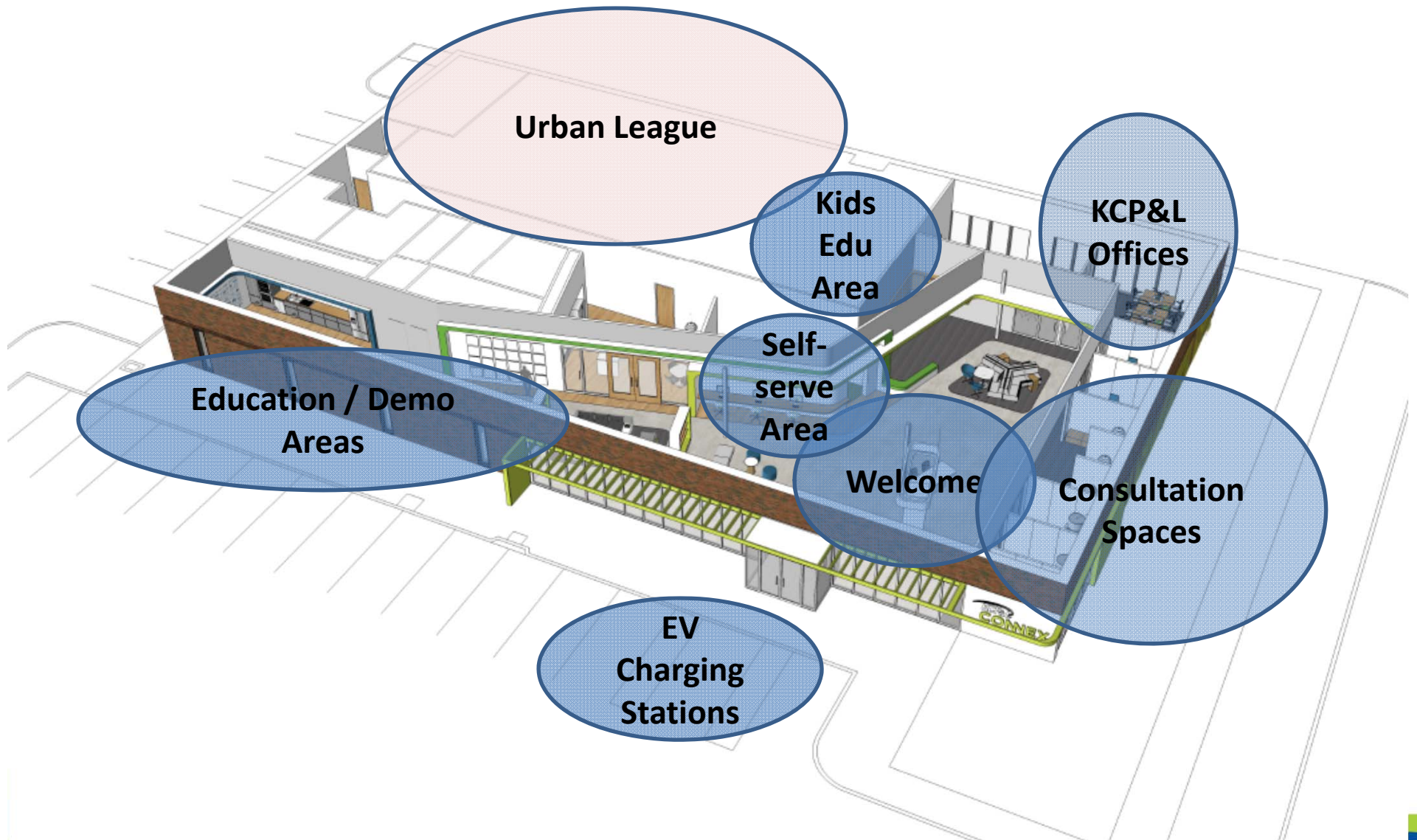
- Solar / Information and Vendors

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...

