

**FILED TESTIMONY**

**LISA A. KREMER**

<b>PARTICIPATION/ COMPANY</b>	<b>CASE NO.</b>	<b>TESTIMONY/ISSUE</b>
Evergy Missouri Metro Evergy Missouri West	ER-2022-0129 & ER-2022-0130	Surrebuttal Anonymous or Simulated Customer Account Access/Customer Education/Customer Information
Evergy Missouri Metro Evergy Missouri West	ER-2022-0129 & ER-2022-0130	Rebuttal – Concepts of Customer Need, Choice, Experience & Satisfaction/Customer Education/ Advanced Easy Pay/Subscription Pricing/Income Eligible Weatherization-Transfer of Unspent Funds/Bad Debt Tracker/Universal Customer Service/Company Privacy Policy/Inherent Conflicts in Mr. Caisley’s Roles within Evergy
Evergy Missouri Metro Evergy Missouri West	ER-2022-0129 & ER-2022-0130	Direct – CIS Portal Access/ Evaluation of Arizona Public Service Company’s Customer Education Plan/Bill Acronyms & Definitions
Evergy Missouri Metro Evergy Missouri West	ER-2018-0145 ER-2018-0146	Rebuttal – Customer Data Privacy
Kansas City Power & Light Company KCP&L - Greater Missouri	ER-2016-0156	Rebuttal – Quality of Service
Kansas City Power & Light Company KCP&L – Greater Missouri	EC-2015-0309	Surrebuttal - Quality of Service
Kansas City Power & Light Company KCP&L – Greater Missouri	EC-2015-0309	Direct - Quality of Service
Kansas City Power & Light Company	ER-2014-0370	Surrebuttal – Quality of Service

Missouri-American Water Company	WC-2014-0138	Direct - Quality of Service
Missouri Gas Energy (MGE)	GR-2014-0007	Surrebuttal – Quality of Service
KCP&L Greater Missouri Operations	ER-2010-0356	Rebuttal - Quality of Service
Kansas City Power & Light Company	ER-2010-0355	Rebuttal – Quality of Service
Kansas City Power & Light Company	ER-2009-0089	Surrebuttal - Quality of Service
Greater Missouri Operations Company	ER-2009-0090	Surrebuttal – Quality of Service
Laclede Gas Company	GT-2009-0026	Rebuttal – Quality of Service
Atmos Energy Company	GR-2006-0387	Direct – Quality of Service Report – Staff Response to
Aquila, Inc.	GR-2004-0072	Direct - Quality of Service
Aquila, Inc.	ER-2004-0034 & HR-2004-0024	Direct - Quality of Service Rebuttal – Quality of Service
Laclede Gas Company	GR-2002-356	Rebuttal – Expense Decommissioning
Missouri Gas Energy	GR-2001-292	Rebuttal – Customer Service
UtiliCorp United Inc. / Empire District Electric	EM-2000-369	Rebuttal – Customer Service
Atmos Energy Company / Associated Natural Gas	GM-2000-312	Rebuttal – Customer Service
Raytown Water Company	WR-94-211	Rebuttal - Management Audit

**MANAGEMENT AUDITS, OPERATIONAL AUDITS, MERGER AND ACQUISITION  
PROCEEDINGS, CUSTOMER SERVICE AUDITS, SPECIAL INVESTIGATIONS, AND  
OTHER PROJECTS**

**LISA A. KREMER**

2017 - Formal Customer Complaint – conducted Staff investigation and authored report. Case No. EC-2018-0113.

2016 – Working Case to Consider Policies to Improve Electric Utility Regulation – authored section regarding performance metrics. File No. EW-2016-0313.

2016 – Spire, Inc.’s Acquisition of Energy South (Staff – conducted analysis and authored section of Staff report regarding service quality detriments). Case No. GM-2016-0342.

2016 - Kansas City Power & Light Company – Management Audit (Staff Conducted). Project Manager and Lead Staff. (Conducted analysis, developed findings and recommendations and authored sections of Staff’s investigation report). Case No. EO-2016-0124.

2016 - Great Plains Energy Acquisition of Westar Energy, Inc. (Staff – conducted analysis and authored section of Staff report regarding service quality detriments). Case No. EM-2016-0324.

2016 - Acquisition of Empire District Electric Company by Liberty Utilities Inc. (Staff Lead in development of stipulation and agreement). Case No. EM-2016-0213.

2014 – Southern Union Company (d/b/a Missouri Gas Energy Company) and Laclede Gas. Lead Staff to ensure merger did not result in a service quality detriment to either Missouri Gas Energy or Laclede Gas customers. (Conducted analysis, authored service quality provisions in stipulation and agreement). Case No. GM-3013-0254.

2014 – Mock Rate Case – Authored testimony and testified as Utility Expert Service Quality Witness.

2014 - Missouri American Water Company – Staff Report regarding an Office of Public Counsel’s Complaint. (Staff Conducted). Project Manager and Lead Staff. (Conducted analysis, developed findings and recommendations and authored sections of report). WC-2014-0138.

2014 - Missouri American Water Company – Staff Report Into the Adequacy of Call Centers Serving Missouri American. (Staff Conducted). Project Manager and Lead Staff. (Conducted analysis, developed findings and recommendations and authored report). Case No. WO-2014-0362.

2014 - KCP&L – Report of Staff’s Investigation into Allconnect, Inc. (Staff Conducted). Project Manager and Lead Staff. (Conducted Analysis, developed findings and recommendations and authored report). EO-2014-0306.

2013 - Missouri American Water – Formal Customer Complaint requiring investigation, Staff memorandum and testifying before the Commission. Lead Staff. Case No. WC-2013-0010.

2012 – Presenter to Lincoln University Audit/Accounting class upon request from the Central Missouri Institute of Internal Audit Chapter regarding audit process.

2010 - AmerenUE – Gas Operations – Formal Customer Complaint alleging mishandling of report of gas. Analyzed complaint and Company’s call center operations – reviewed recorded calls, account notes, interviewed utility personnel and customer, made recommendations. Complaint Number: C201006417

2009 – KCP&L Greater Missouri Operations Company and Kansas City Power & Light (Sponsored Staff complaint regarding name change after purchase of Aquila, Inc.) Case No. EC-2009-0430.

2009 – Formal Customer Complaint Against Ameren UE – Lead Staff. Conducted investigation and authored significant portions of the Staff Report. Case No. EC-2009-0112.

2008 – Missouri Gas Energy – Customer Service Process and Operations Audit (Staff Conducted). Project Manager and Lead Staff. (Conducted analysis, developed findings and recommendations and authored sections of report).

2008 – Aquila, Inc. Storm Investigation (Project Manager – Lead Staff) Responsible for analysis, writing report sections and compiling report in its entirety) Case No EO-2008-0220.

2007 - Staff Report in Response to Great Plains Energy Incorporated Proposed Acquisition of Aquila, Inc. (analyzed and authored merger implications on service quality) Case No. EM-2007-0374.

2007 – Commissioner’s Report on the Status of Missouri Farm Taps – Requested by Commissioner Robert M. Clayton III. (Staff Conducted). (Conducted analysis, developed findings and recommendations and authored report).

2006 – USAID – Served as One of a Two Member Team from the Missouri Public Service Commission Delegation to Kingston, Jamaica. Made three presentations to the Jamaican Office of Utilities Regulation.

2006 – Aquila, Inc. - Management Audit (Staff Conducted). Project Manager and Lead Staff. (Conducted analysis, developed findings and recommendations and authored sections of report).

2005 – Kansas City Power & Light – Regulatory Plan Staff (prepared customer service standards for stipulation and agreement) Case No. EO-2005-0329.

2005 – Aquila, Inc. - Customer Service Process and Operations Audit (Staff Conducted). Project Manager and Lead Staff (conducted analysis, developed findings and recommendations and authored sections of report).

2003 – Laclede Gas Company – Customer Service and Gas Supply Operations Audit (Staff Conducted). Project Manager and Lead Staff (conducted analysis, developed findings and recommendations and authored sections of report).

2002 – Atmos Energy – Customer Service and Gas Supply Operations Audit (Staff Conducted) - Project Manager and Lead Staff. (Conducted analysis, developed findings and recommendations and authored sections of report).

2002 – Aquila, Inc. - Financial Review and Service Quality Implications Performed at Direction of Commission. (Staff Conducted) directed department's service quality analysis and report preparation.

2000 – Missouri Public Service Commission Baseline Awareness Survey – 2000 – Part of a Multi-Staff Team who worked with the University Missouri – Columbia to survey and assess public awareness of the Missouri PSC and other topics.

1999 – Union Electric Company (dba AmerenUE) – Customer Service Operations Audit (Staff Conducted) Lead Staff - (conducted analysis, developed findings and recommendations and authored sections of report).

1999 – Multi-State General Telephone Affiliate Transactions Audit (Lead Staff) Performed analysis, authored sections of the report, and responsible for Missouri's report portion.

1999 – Internal Review of Utility Services Training Opportunities (Team Member – Assisted in the conduct of analysis and report writing).

1999 - Internal Review of the Utility Operations Division Telecommunications Department (Lead Staff - conducted analysis, developed findings and recommendations and authored report).

1996 – Internal Facilitator – Consistent Administration of Policies Team. (Responsible for leading team to determine opportunities where the consistent administration of PSC Policies could be improved, authored report).

1995 – Missouri Gas Energy – Billing and Customer Service Investigation (Staff Conducted) Lead Staff - conducted analysis, developed findings and recommendations and authored sections of report).

1994 – Terre Du Lac Utilities Corporation – Management Audit (Staff Conducted) Lead Staff – conducted analysis, developed findings and recommendations and authored report. Case No. WO-94-10.

1993 - Associated Natural Gas Company – Management Audit (Consultant Conducted) Project Manager. Case No. GO-92-6.

1991 - Kansas Power & Light Company – Management Audit – (Staff Conducted) Lead Staff – conducted analysis and authored portions of report. Case No. GO-89-252.

1990 - US Water Lexington Missouri, Inc.- Management Audit – (Staff Conducted) Lead Staff – conducted analysis, developed findings and recommendations and authored report.

1990 – PSC Organizational Review – (staff of three member team - responsible for analyzing the organizational structure of the Missouri Public Service Commission and developing recommendations. Conducted 50 Staff interviews, authored portions of report as well as researched various organizational scenarios – developed and presented material for the Commission.)

1988 - United Telephone Company of Missouri – Management Audit (Consultant Conducted – Staff Monitor and responsible for portions of implementation review) Case No. TR-85-179.

1986 – Union Electric Company (Ameren Missouri) – Management Audit (Consultant Conducted – Staff monitor and responsible for portions of Implementation Review) – Case No. EO-84-73.

1986 – St. Louis County Water – Management Audit (Participated as Staff on Implementation Review) WO-85-156.

In addition, my unit performed yearly Telecommunications Universal Service Fund (USF) Audits under my direction.

I have participated in numerous small water and sewer rate, merger and acquisition cases, performing Customer Service and Business Office Operations Reviews, authored reports and reviewed each report and work product prepared under my direction since 2001. I was responsible for the development of the Unit’s Work Plan, General Interview Questions and Initial Data Request List templates for such reviews.