

Exhibit No.:

16

Issue: Public Outreach, Customer
Experience, Strategy Overview

Witness: Charles A. Caisley

Type of Exhibit: Direct Testimony

Sponsoring Party: Great Plains Energy Incorporated;
Kansas City Power & Light
Company; and KCP&L Greater
Missouri Operations Company

Case No.: EE-2017-_____

Date Testimony Prepared: October 12, 2016

MISSOURI PUBLIC SERVICE COMMISSION

CASE NO.: EE-2017-_____

DIRECT TESTIMONY

OF

CHARLES A. CAISLEY

ON BEHALF OF

GREAT PLAINS ENERGY INCORPORATED

**Kansas City, Missouri
October 2016**

KCP&L Exhibit No. 16
Date 4.6.17 Reporter AF
File No. EM-2017-0226



DIRECT TESTIMONY

OF

CHARLES A. CAISLEY

Case No. EE-2017-_____

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”), KCP&L and KCP&L-Greater Missouri Operations Company
8 (“GMO”).

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

10 A: My responsibilities include GPE’s community and customer strategy, small-scale
11 distributed and renewable generation projects, energy products and services platforms,
12 energy efficiency and demand response portfolio, communications, marketing, economic
13 development, governmental affairs and public relations functions. Many of these areas
14 are responsible for direct interaction with GPE’s utility subsidiaries’ 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 utility regulatory issues as well as utility and
12 energy policy.

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

15 A: Yes. I currently serve on the J.D. Power and Associates Utility Customer Executive
16 Advisory Board on Customer Experience and have since 2012. I have participated in
17 J.D. Power and Associates working group on Smart-Grid Customer Experience. I have
18 also been active in J.D. Power and Associates Contact Center Working Group—a group
19 that studies best practices for improving the efficiency and customer experience with both
20 utility call centers and electronic transactions. I belong to the Marketing Executives
21 Conference—the oldest organization in the United States dealing with utility customer
22 issues, trends and satisfaction. I am a founding participant in the OPower/Oracle Chief

1 Customer Officer annual meeting for utility executives in charge of customer strategy and
2 experience.

3 **Q: Have you previously testified in a proceeding before the Missouri Public Service**
4 **Commission (“MPSC”) or the Kansas Corporation Commission “KCC”) or before**
5 **any other utility regulatory agency or legislative committee dealing with utility**
6 **issues or policy?**

7 A: Yes, I have testified before MPSC in Case No. EC-2015-0309 (Allconnect), and in front
8 of the KCC in Docket No. 16-KCPE-160-MIS (Clean Charge Network). . In addition I
9 have also testified multiple times in front of legislative committees in Missouri, Kansas,
10 and Illinois.

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

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

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

16 A: The purpose of my testimony is to (i) support the application of Great Plains Energy,
17 KCP&L and GMO (collectively, the “Joint Applicants”) for a limited variance or waiver
18 from Commission Rule 4 CSR 240-20.015 on affiliate transactions (“Application for
19 Variance”), (ii) describe ongoing and future community and stakeholder outreach
20 activities GPE is undertaking in support of the Transaction; (iii) provide an overview of
21 KCP&L’s strategy with respect to customer service, customer experience and community
22 involvement; and (iv) highlight key customer satisfaction metrics that KCP&L tracks and
23 summarize our performance in those areas. In these regards my testimony will

1 demonstrate that GPE's offer to purchase Westar Energy, Inc. ("Westar") (the
2 "Transaction) is not detrimental to the public interest.

3 **Q: Please explain the reasons that the Commission should grant a limited waiver or**
4 **variance from 4 CSR 240-20.015 except for wholesale power transactions, which will**
5 **be based on rates approved by the FERC.**

6 A: As more fully explained in the Direct Testimony of Darrin R. Ives, there are substantial
7 efficiencies to be achieved through the acquisition of Westar by GPE. Immediately
8 following the close of the Transaction, KCP&L, GMO and Westar will exchange goods
9 and services. For the full benefits of the proposed Transaction to be achieved, it is
10 necessary that the provisions of the asymmetric price provisions of 4 CSR 240-20.015 be
11 waived to allow for the exchange of the goods and services between the regulated
12 operations of KCP&L, GMO and Westar to be accomplished on the basis of cost. A
13 similar waiver was granted by the Commission when GPE acquired Aquila in 2008.

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

17 A: In a transaction of this nature, immediate and consistent communication is paramount to
18 success. For communities, customers and employees this Transaction creates uncertainty
19 which can quickly become worry and displeasure in the absence of valid information.
20 The best antidote is communication. In this case, the very first thing that we did
21 immediately prior to and after announcing the Transaction was to tour Westar's service
22 territory to meet with employees, customers and community stakeholders. The evening
23 before and day of the announcement, Terry Bassham, the CEO of GPE, and Mark Ruelle,

1 the CEO of Westar made telephone calls together to elected officials, key customers and
2 community leaders in Westar's service territory. They explained the rationale for the
3 Transaction as well as detailed GPE's commitments to Topeka, Wichita and other
4 communities served by Westar. Then, for the first three days after the announcement,
5 Mr. Bassham, Mr. Ruelle and other GPE and Westar executives and employees travelled
6 to Emporia, Wichita, Gordon Evans Energy Center, Jeffrey Energy Center, multiple
7 locations in Topeka and Lawrence Energy Center to visit Westar facilities, meet with
8 Westar employees and with community leaders and elected officials.

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

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

3 **A:** As I indicated, any transaction of this nature causes uncertainty for employees, customers
4 and communities. As a result, when these groups had an opportunity to hear directly
5 from Mr. Bassham and Mr. Ruelle about the Transaction and how it would be beneficial
6 for them, there was gratitude and relief for the early and direct communication. Without
7 exception, the stakeholders we met with were all curious about our commitment to the
8 communities Westar serves and employees. Obtaining approval and integrating these
9 two companies is a multi-step and multiple month process. Accordingly, uncertainty and
10 concern will remain throughout this process. And, there are likely to be skeptics, who
11 will remain concerned about the Transaction regardless of outreach and communication
12 efforts. But by talking to employees, customers and community leaders immediately
13 after the Transaction was announced, it was our shared goal to reduce uncertainty and to
14 establish strong and ongoing lines of communication so that questions could be answered
15 and concerns addressed. In addition, we are earnest and sincere about how excited we
16 are as a company to have the opportunity to serve the communities in Westar's service
17 territory. They are served by dedicated employees today, who excel at community
18 involvement and customer service. We want them to know that we will only consider
19 this Transaction successful, if a year, two years or five years from now we have
20 maintained Westar's legacy and the combined company is viewed as improving life in
21 the communities we serve.

1 **Q: Does GPE have a strategy to continue to reach out to customers and communities in**
2 **Westar’s service territory to inform them about this Transaction and how it will**
3 **impact them?**

4 A: Continuous communication and open dialogue with customers and communities is a
5 hallmark of GPE. Since the initial announcement, KCP&L met with community leaders,
6 commercial and industrial customers as well as local news media and business
7 organizations in KCP&L’s Missouri service territory. These are meetings to discuss the
8 transaction, its benefits for Missouri customers and to allow for questions and the airing of
9 concerns regarding the Transaction. These meetings will continue throughout the
10 approval and integration processes. It is our goal, that once approval for this Transaction
11 is obtained, that customers and communities continue their already strong relationships
12 with the leaders from GPE and KCP&L. This is consistent with the strong relationships
13 KCP&L has formed over the years with its stakeholders as can be seen from the
14 demonstrative list of awards and recognition KCP&L has received from 2010 – 2015.
15 See Schedule CAC-1.

16 Finally, we are already communicating with and will continue to communicate
17 directly with our Missouri customers using direct mail, email and online platforms
18 throughout the approval and integration process.

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

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

- 1 1. Reliability Metrics: These are standard metrics in our industry that measure the
2 reliability of the electrical distribution grid. Our goal here is to be in the top
3 quartile of utilities nationwide in reliability and to see continual improvement in
4 these metrics.
- 5 2. Customer Service Metrics: These are standard metrics that the industry uses to
6 measure and benchmark how utilities interact and transact business with
7 customers. This includes measuring and working to see improvements in our
8 billing, contact center, electronic portals, communications and social media. Our
9 goal is to be top quartile among utilities nationwide and to see continual
10 improvement in these metrics as well as continual streamlining in our customer
11 processes.
- 12 3. Moments of Truth: KCP&L has done considerable research into the transactions
13 and aspects of customer service that matter most to our residential and business
14 customers. These are “moments of truth” in our relationship with a customer that
15 mean more than other types of transactions. By and large, modern electric
16 customers expect reliability. Customers expect that bills will be accurate and on
17 time. By looking at our customer service touch-points and processes from the
18 customer perspective, it is possible to discern where we are missing opportunities
19 to improve service. There are a variety of transactions that create incremental
20 value and a much better overall experience for customers because they are the
21 “moments of truth” or the most important aspect of an interaction to the
22 customer, rather than the utility. KCP&L has identified many of these key

1 moments, is evaluating current processes, both in operational and
2 communications terms, and is identifying areas for improvement.

3 4. Customer Segmentation: KCP&L recognizes that customers are not all the same.

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

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

16 Our commitment to customer experience and community service is consistent with
17 Westar's approach today. As a result, customer experience will not suffer or decline
18 from the Transaction. In fact, as a part of the integration process, we will have teams
19 from both KCP&L and Westar working together to take the best practices from both
20 companies to improve the combined company's customer experience.

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

3 A: I have attached a presentation titled Customer Experience and Commitment to
4 Community (hereinafter referred to as “CX Presentation”) (attached hereto as Schedule
5 CAC-2). In the presentation, you will see that key metrics such as System Average
6 Interruption Frequency Index (SAIFI), System Average Interruption Duration Index
7 (SAIDI) and other industry benchmarks see steady improvement. For five of the last
8 seven years, KCP&L has been in tier one of the EEI Reliability Rankings. Like Westar
9 we are very committed to tier one reliability and service. Together, through the
10 integration process, we will leverage the best practices of both companies to maintain and
11 improve in these areas.

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

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

1 These improvements include customer contact representatives having access to
2 restoration estimates, a new highly interactive outage map, proactive communication to
3 business customers and we are working to do more proactive outage communication with
4 residential customers. As another example, for business customers, a moment of truth
5 that matters a great deal is meeting construction and connection deadlines. This is an
6 area that is a matter of first impression for business customers and hugely important to
7 them. As a result, we track the percentage of construction deadlines met for our business
8 customers to ensure that we meet our commitments and are always improving in this
9 “moment of truth” for a business customer.

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

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

20 Currently, KCP&L has a mobile-optimized public website as well as a highly-
21 utilized authenticated electronic transaction portal for residential customers called
22 MyAccount. At the end of 2015, more than 55% of KCP&L’s customer transactions now
23 occur via online sessions within the MyAccount portal. Said another way, more than half

1 of all transactions at KCP&L are occurring online. This is an increasing trend for the
2 electric utility industry, and KCP&L's customer satisfaction with these portals is industry
3 leading (attached hereto as Schedule CAC-2, pages 5-6).

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

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

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

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

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

21 KCP&L has a very strong relationship with its business customers and we
22 continue to try and improve those relationships. In 2015, KCP&L was named a Most
23 Trusted Business Partner by Cogent reports and placed number two in the 2016 JDP

1 Business Study, one point out of first place (Schedule CAC-2, page 11-12). While rules
2 do not allow us yet to operate as one company, in planning the integration process,
3 executives from both KCP&L and Westar, as well as KCP&L Energy Consultants and
4 Westar Business Managers have already started to introduce KCP&L to these customers
5 and to answer questions they may have about the transaction and begin developing
6 relationships with KCP&L personnel. These meetings have been welcomed by business
7 customers and are demonstrative of KCP&L's commitment to make the integration
8 process as smooth as possible for business customers.

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

11 A: While our aggregate customer satisfaction scores are high, research often points out
12 groups of customers that are underserved or areas where we can improve our processes.
13 Sometimes special programs are created to address these situations. A more complete list
14 of these types of programs are listed on pages 16 and 17 of the CX Presentation
15 (Schedule CAC-1), but I would like to discuss a few examples in particular.

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

22 As a result, KCP&L developed a couple of programs to assist customers. First,
23 we developed and implemented the Connections Campaign (which eventually turned into

1 an ongoing program). This program was an aggressive effort to educate customers on
2 programs that KCP&L has to assist with bill payment. We partnered with relief agencies
3 and other community groups and went all over the service territory conducting
4 educational meetings and educating people on how to access, not just KCP&L programs,
5 but a range of assistance programs.

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

12 These efforts were well received by customers and we learned a great deal from
13 the Connections efforts. Out of that program, we learned that many customers, especially
14 seniors and those who live in underserved and poorer areas, really appreciate being able
15 to meet in person with KCP&L personnel to discuss billing and service issues. There is
16 also a large knowledge gap around renewable energy, energy efficiency and other
17 emerging energy programs with residential customers. As a result, KCP&L is partnering
18 with the Urban League of Kansas City, the Full Employment Council and other civic
19 groups to start KCP&L Connect—a storefront where people can go to pay their bills, talk
20 to a service representative, learn about energy efficiency and other programs and access a
21 variety of community services. In addition, we have created two vehicles to be able to go
22 into other neighborhoods and rural areas and take the same customer service and
23 experience to other regions of our service territory (Schedule CAC-2, pages 20-25).

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

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

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

1 experience possible is one of the pillars of how KCP&L believes we create value for our
2 customers and we will continue that commitment after the closing of this Transaction.

3 **Q: Will the acquisition of Westar improve customer experience for Missouri customers**
4 **of KCP&L in any way?**

5 **A:** Absolutely. While KCP&L has a well-developed commitment to improving customer
6 experience, any platforms or processes that Westar uses with its customers that are
7 currently not available to KCP&L's Kansas and Missouri customers will be evaluated for
8 use in Missouri. For example, Westar currently has robust power outage restoration
9 communications for residential and business customers. In contrast, KCP&L only does
10 outage communication through email to business customers. This acquisition will speed
11 the time of development for both the platform and the operational processes for
12 implementing a residential outage communication system in Missouri. Another example
13 is that Westar uses smart phone "apps" for some of their consumer transactions. As a
14 result of the transaction, KCP&L will evaluate those for potential use in Missouri. If
15 those apps yield higher customer satisfaction and a better user experience than KCP&L's
16 current mobile-optimized customer portals, they could be deployed for customers in
17 Missouri.

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

19 **A:** Yes it does

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

IN THE MATTER OF THE VERIFIED JOINT)
APPLICATION OF GREAT PLAINS ENERGY)
INCORPORATED, KANSAS CITY POWER & LIGHT) Docket No. EE-2017-_____
COMPANY AND KCP&L GREATER MISSOURI)
OPERATIONS COMPANY FOR A VARIANCE)
FROM THE COMMISSION'S AFFILIATE)
TRANSACTIONS RULE, 4 CSR 240-20.015)

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, Kansas City Power & Light Company, and KCP&L Greater Missouri Operations 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.

CA Caisley

Charles A. Caisley

Subscribed and sworn before me this 12th day of October 2016.

My commission expires: Feb. 4, 2019

Nicole A. Wehry

Notary Public

NICOLE A. WEHRY
Notary Public - Notary Seal
State of Missouri
Commissioned for Jackson County
My Commission Expires: February 04, 2019
Commission Number: 14391200

**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

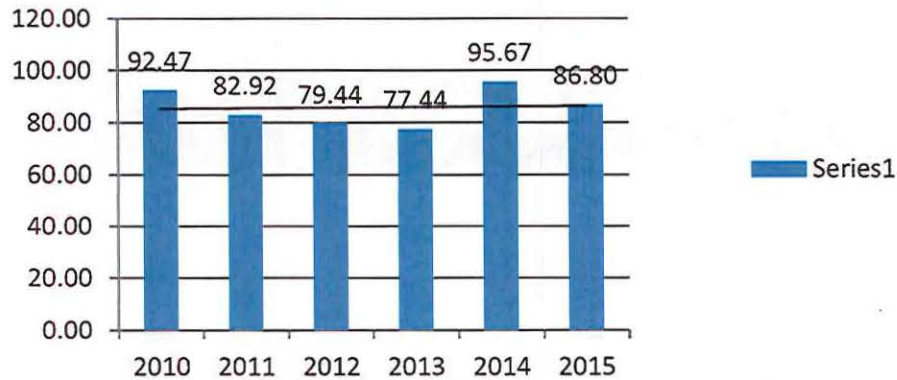


Key Service Reliability Metrics

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

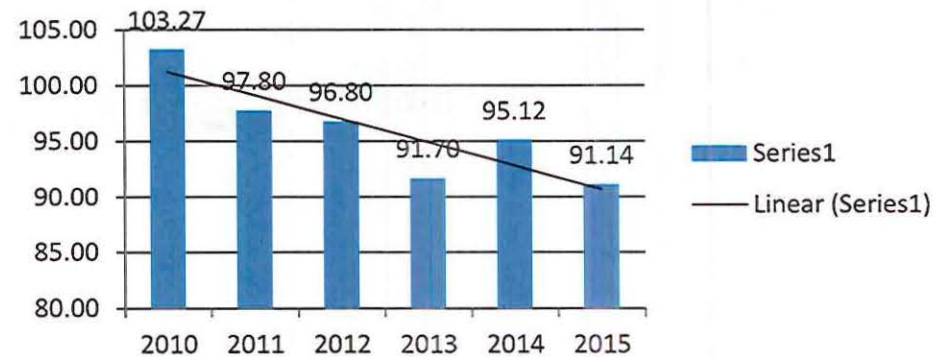
SAIDI Year-end

Delivery



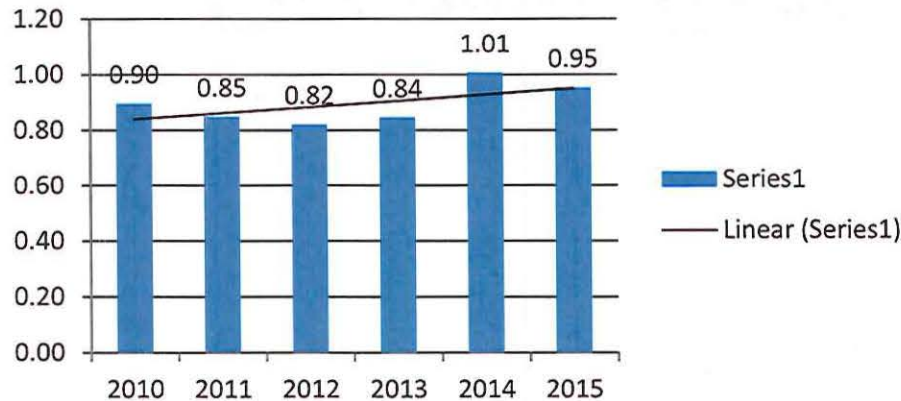
CAIDI Year-end

Delivery

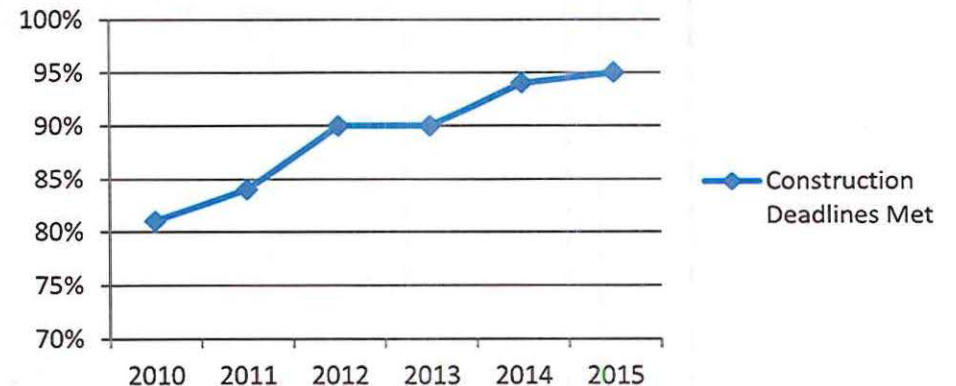


SAIFI Year-end

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.

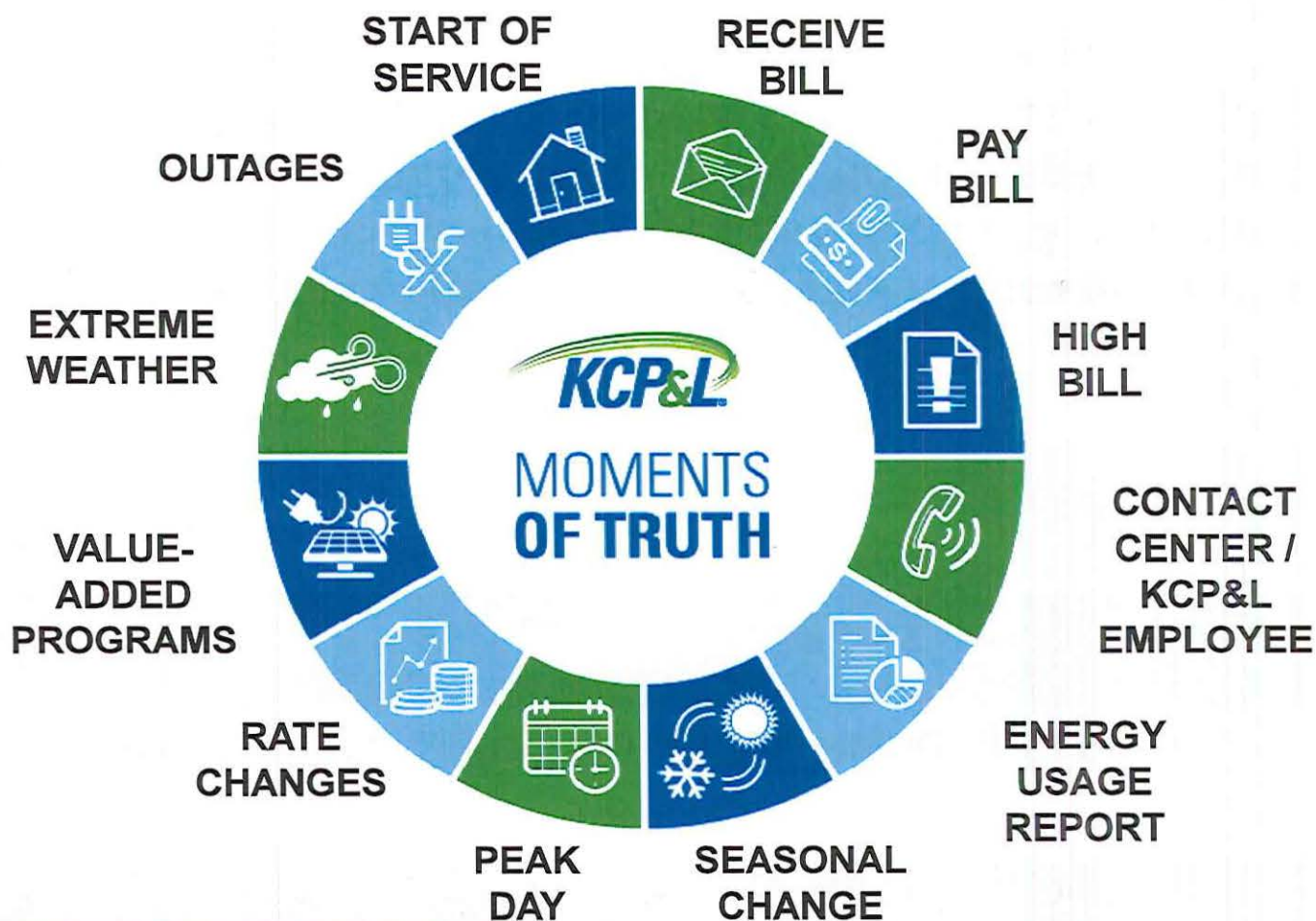
EEI Electric Utility Reliability Ranking (SAIDI)

| 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

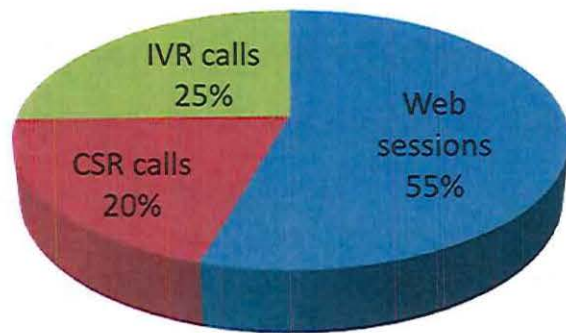
KCP&L is focused on improving customer interactions in the areas and at the times that matter most to customers. Through a focus on improving our digital platform and innovative customer programs, we work to excel at serving our customers when they need us the most.



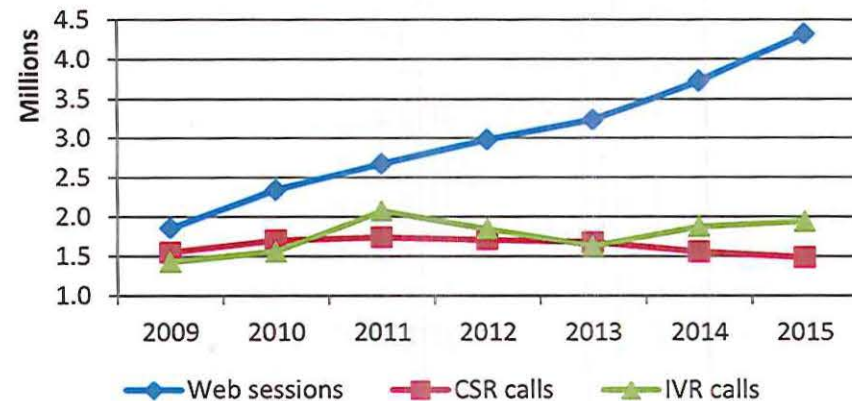
Focused On Our Digital Platform

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.

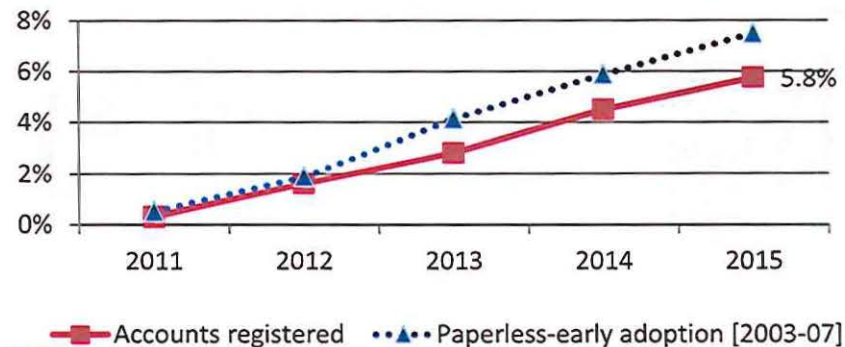
**Customer Contacts
2015 Year End**



Annual Trend: Customer Contacts

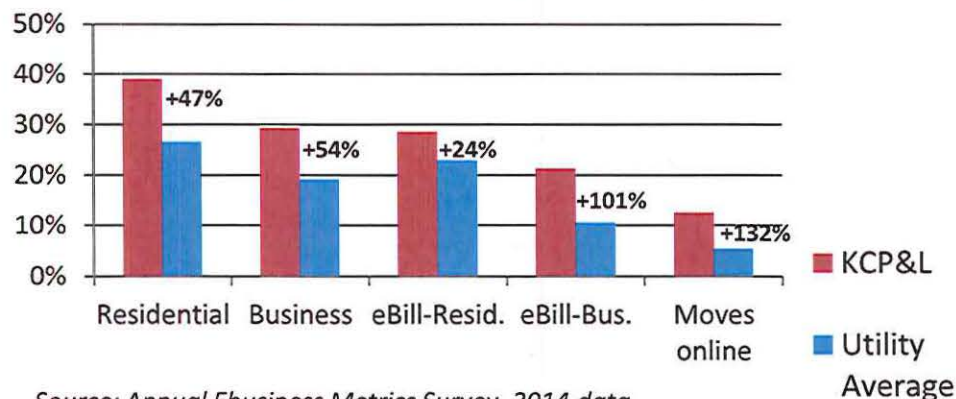


Annual Trend: Text Messaging

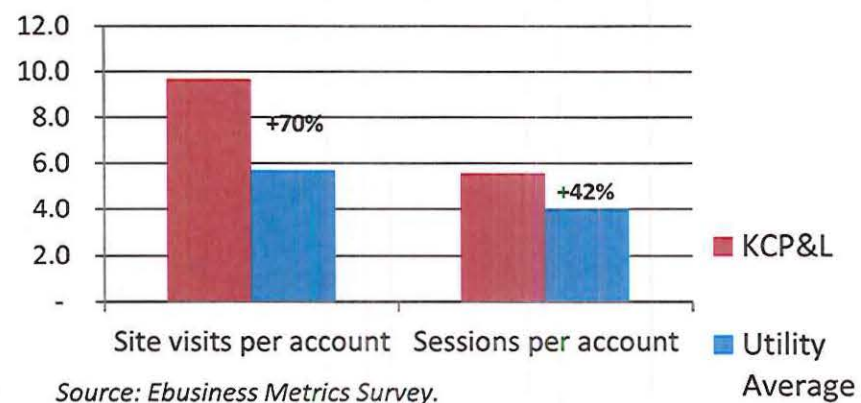


Industry Leading Digital Portals

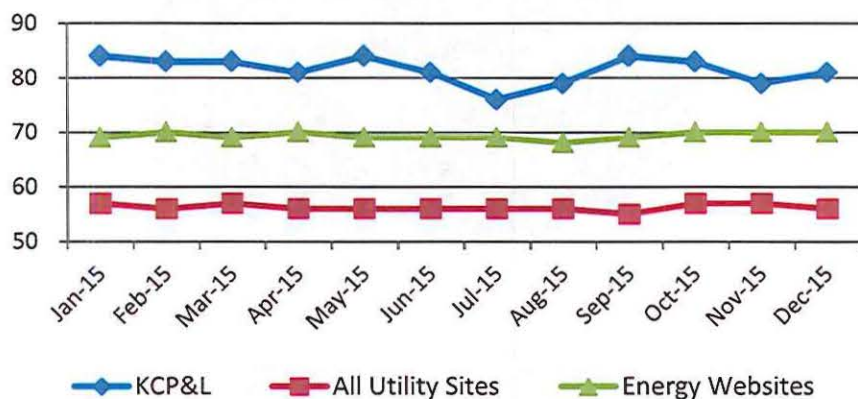
KCP&L Adoption Advantage vs. Utility Averages



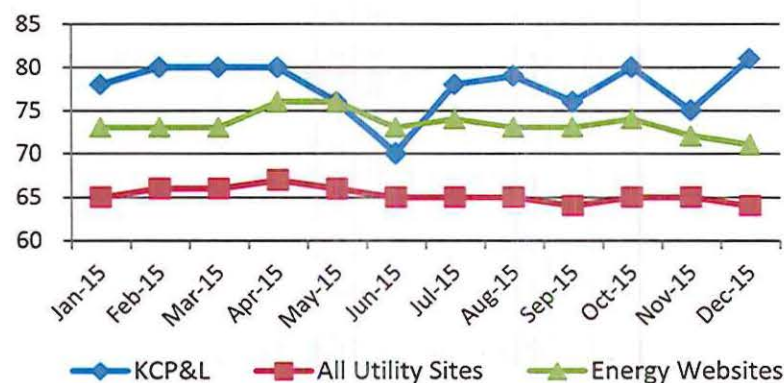
Annual Site Activity per Customer Account



Website Satisfaction - Desktop



Website Satisfaction - Mobile



KCP&L On Social Media: Facebook



- 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.

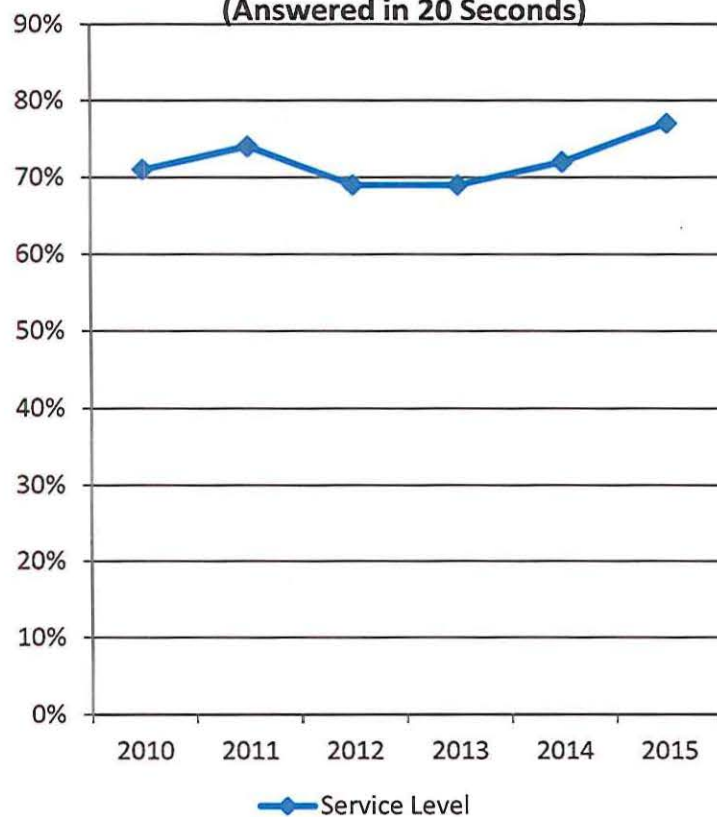
| | YE '10 | YE '11 | YE '12 | YE '13 | YE '14 | YE '15 |
|--|--------|--------|--------|--------|--------|--------|
| KCP&L Electric Service | | | | | | |
| How would you rate the electric service that KCP&L provides? (Average) | 8.6 | 8.7 | 8.7 | 8.7 | 8.4 | 8.7 |
| The CSR | | | | | | |
| Average 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

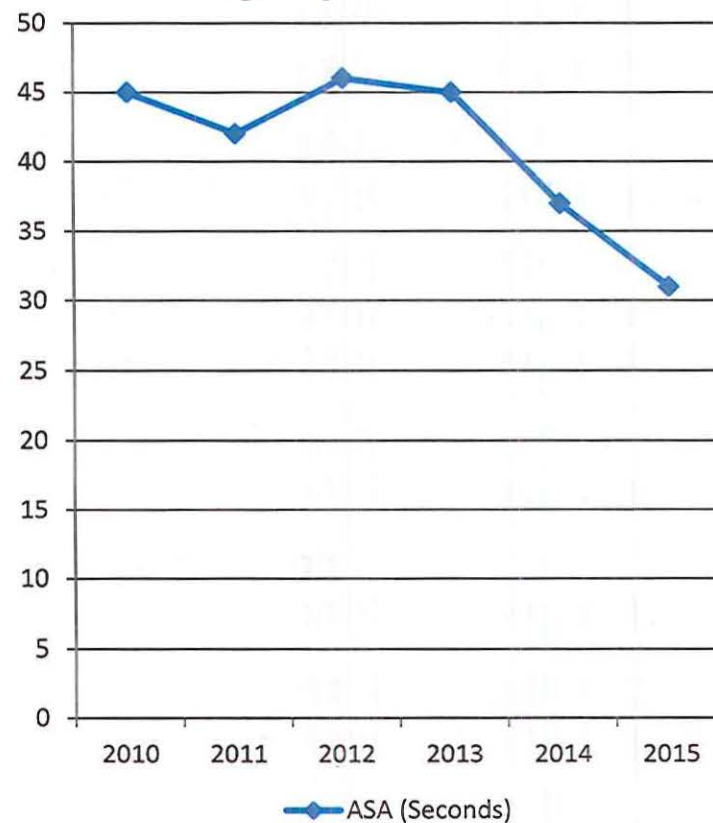
In 2015, the KCP&L Contact Center responded to nearly 3.6 million phone calls and almost 45 thousand emails from our customers.

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.

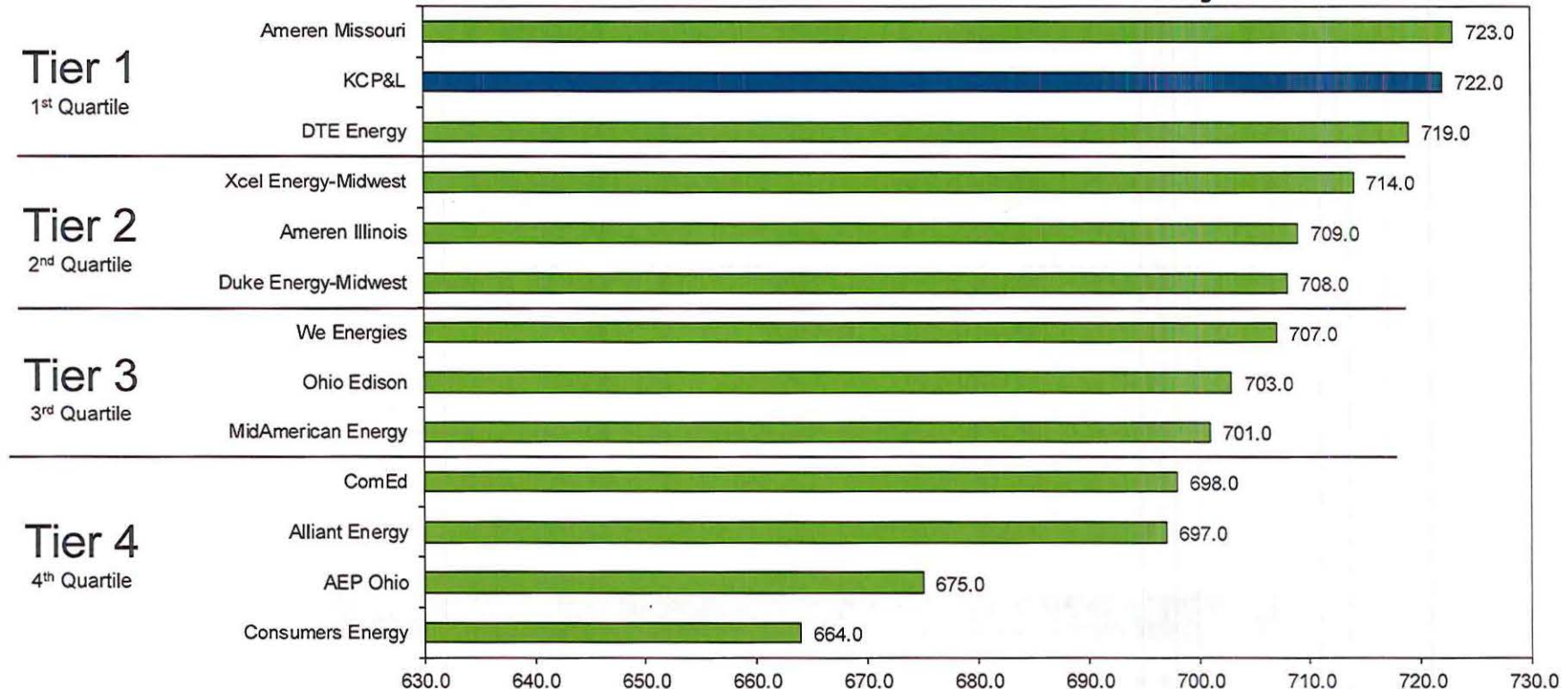
| Utility | Region | Brand Trust Index |
|---------------------------|---------|-------------------|
| AEP SWEPCO | South | 802 |
| APS | West | 768 |
| Salt River Project | West | 766 |
| Rocky Mountain Power | West | 765 |
| Idaho Power | West | 764 |
| Alabama Power | South | 763 |
| DTE Energy | 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

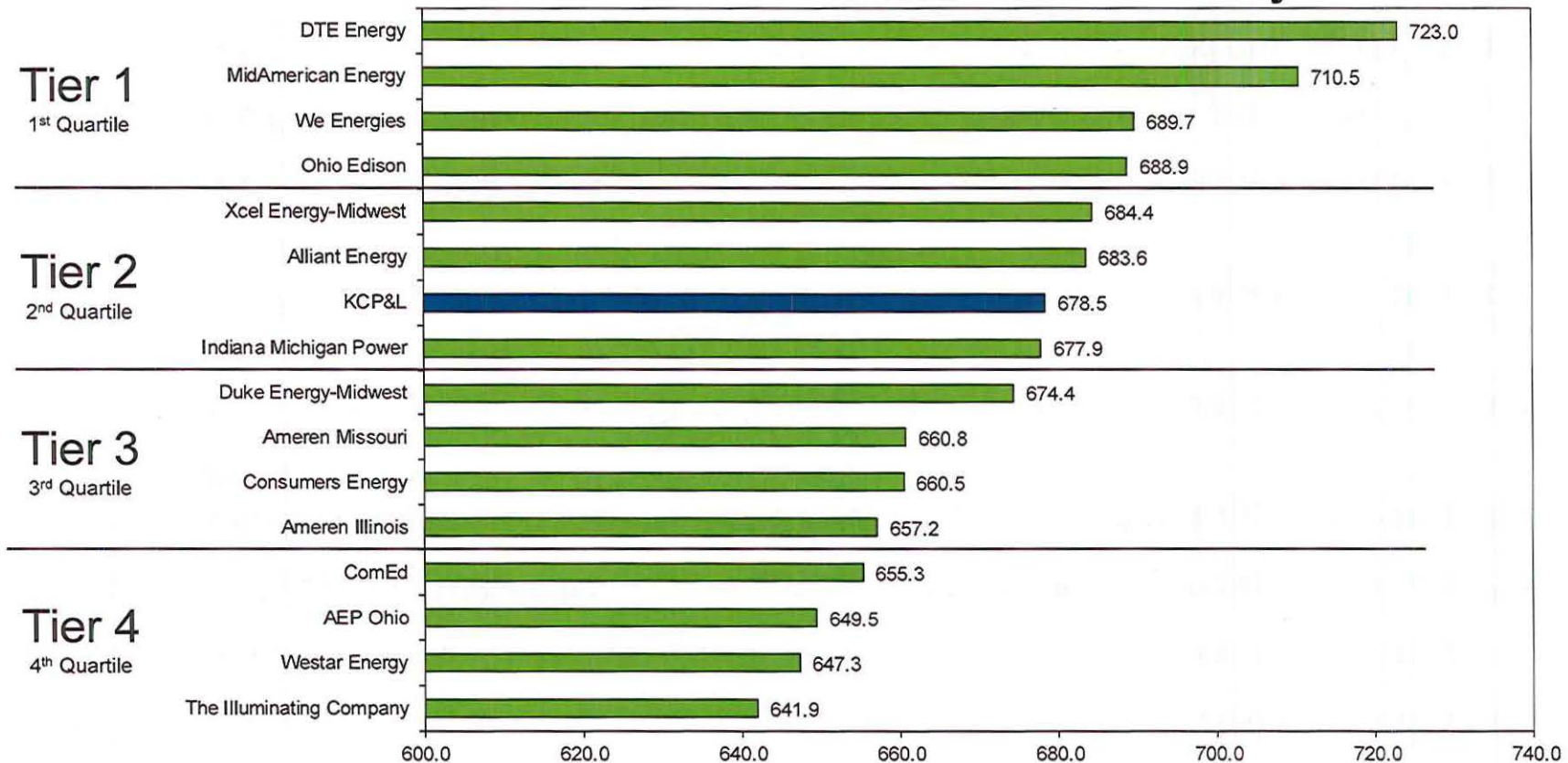


Source: 2016 JD Power Business

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
Right
Content**

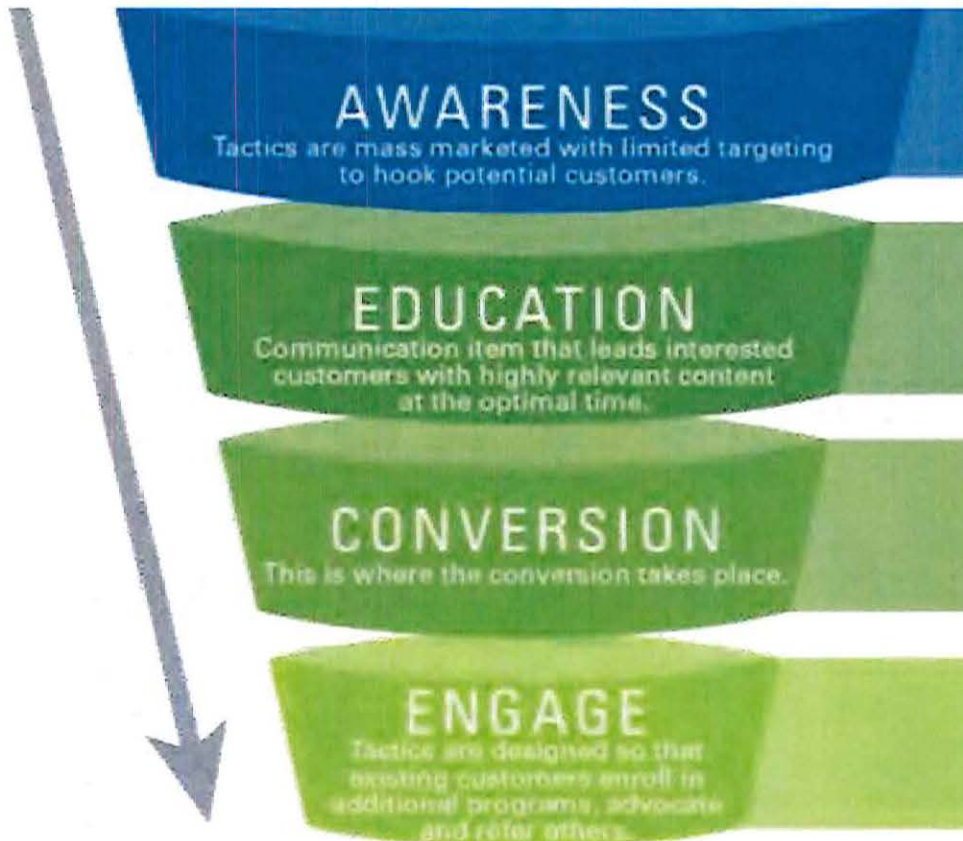
**To The
Right
People**

**At The
Right
Time**

**For The
Right
Reasons**

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

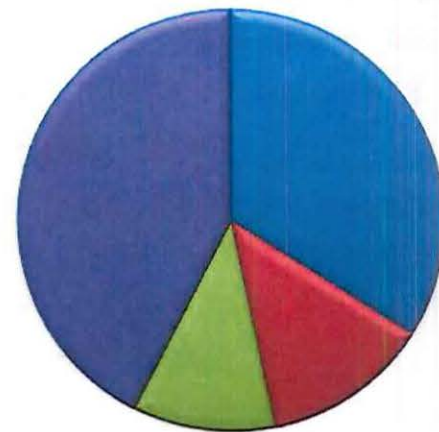
Employee Giving Campaigns

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%

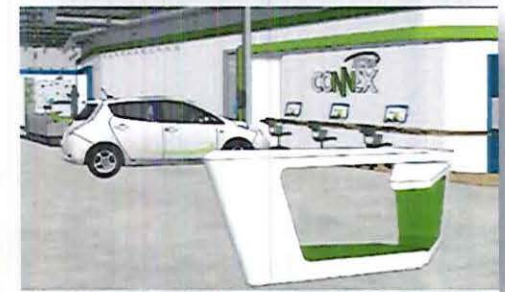
KCP&L Connect Overview



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

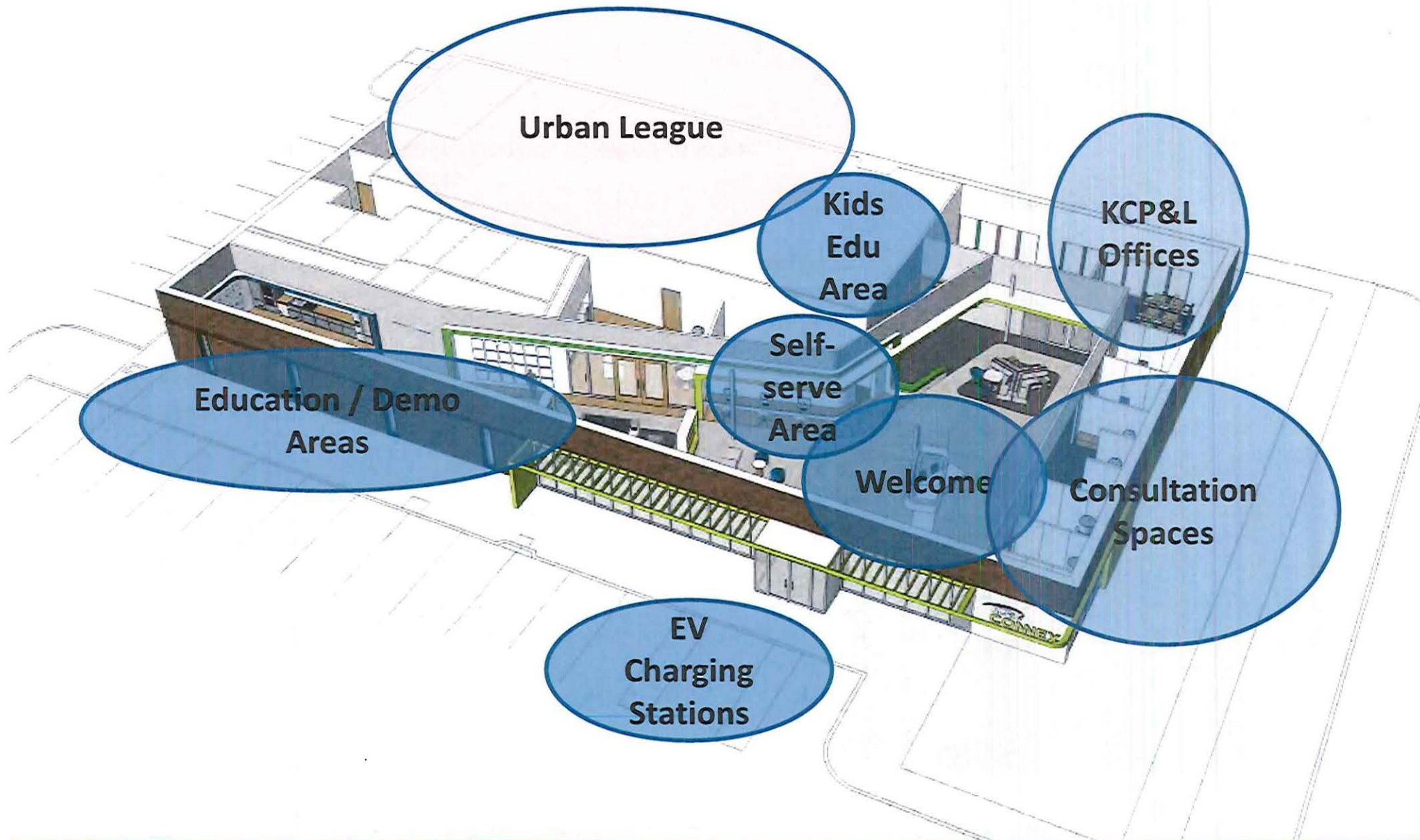
- ☐ Solar / Information and Vendors

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...

