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MISSOURI PUBLIC SERVICE COMMISSION

CASE NO.: EA-2026-0154

DIRECT TESTIMONY

OF

JOHN CARLSON

ON BEHALF OF

EVERGY MISSOURI METRO

Kansas City, Missouri

May 2026

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DIRECT TESTIMONY

OF

JOHN CARLSON

Case No. EA-2026-0154

1

I. INTRODUCTION

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

3 A: My name is John Carlson. My business address is 1200 Main Street, Kansas City, Missouri
4 64105.

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

6 A: I am employed by Evergy Metro, Inc. and serve as Director – Project Management &
7 Controls for Evergy Metro, Inc. (“Evergy Metro”) d/b/a Evergy Missouri Metro (“Evergy
8 Missouri Metro”, “EMM”, “Applicant”, or the “Company”), Evergy Missouri West, Inc.
9 d/b/a Evergy Missouri West (“Evergy Missouri West”), Evergy Metro, Inc. d/b/a Evergy
10 Kansas Metro (“Evergy Kansas Metro”), and Evergy Kansas Central, Inc. and Evergy
11 Kansas South, Inc., collectively d/b/a as Evergy Kansas Central (“Evergy Kansas Central”
12 or “EKC”), the operating utilities of Evergy, Inc. (“Evergy”).

13 **Q: Who are you testifying for?**

14 A: I am testifying on behalf of Evergy Missouri Metro.

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

16 A: My responsibilities include oversight of the team responsible for the project management
17 and delivery of renewable generation assets for the Company. Additionally, I oversee the

1 team responsible for project controls, namely the tracking of scope, cost, and schedule for
2 both conventional and renewable generation additions across Evergy's companies.

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

4 A: I received a Bachelor of Science degree in architectural engineering from the University of
5 Kansas in 1997. In 2004, I received a master's in business administration from the
6 University of Chicago Booth School of Business. I joined Evergy in 2006 as an Energy
7 Consultant in the Delivery Division, managing all facets of the customer relationship for
8 Evergy's large industrial customers. In 2007, I became Manager of Market
9 Competitiveness where I was responsible for developing and implementing non-regulated
10 products and services for residential, commercial, and industrial customers. In 2010, I
11 moved to the Supply Division at Evergy and started as an Originator of wholesale power
12 transactions. In 2017, I started working in market operations and managed the group
13 responsible for submitting assets and load to the Southwest Power Pool ("SPP") daily. In
14 early 2024, I moved into the Company's Development group where I manage a team
15 responsible for project management of renewable generation projects and project controls
16 for new renewable and conventional generation.

17 **Q: Have you previously testified in a proceeding at the Commission or before any other
18 utility regulatory agency?**

19 A: Yes. Most recently, I submitted supporting testimony in Evergy Missouri West's CCN
20 request for two solar facilities in No. EA-2024-0292. I previously provided testimony in
21 multiple dockets including Evergy's Certificate of Convenience and Necessity ("CCN")
22 case in support of the acquisition of a percentage ownership in the Dogwood Energy

1 generation asset, the Missouri Energy Efficiency Investment Act proceeding in EO-2020-
2 0227 and various rate case proceedings before this Commission.

3 **Q: What is the purpose of your direct testimony?**

4 A: The purpose of my direct testimony is to:

- 5 ▪ provide an overview of project controls for large construction projects;
- 6 ▪ describe the Projects' controls including Evergy's and third parties'
7 processes, schedule coordination, and reporting;
- 8 ▪ discuss Evergy's Strategic Governance Framework and the role of the
9 Executive Oversight Committee

10 **Q: Please provide an executive summary of your testimony.**

11 A: In my testimony I describe Evergy Missouri Metro's structured project controls framework
12 for managing large-scale generation construction projects, focusing on disciplined
13 oversight of scope, schedule, cost, and risk. I explain how standardized tools, defined roles,
14 regular reporting, and formal change management are integrated with internal governance
15 and executive review. Overall, my testimony supports that Evergy's layered controls and
16 oversight processes promote accountability, risk mitigation, and prudent project execution.

17 **II. PROJECT CONTROLS OVERVIEW**

18 **Q: What are project controls for large construction projects?**

19 A: Project controls for large construction projects refer to the processes, tools and techniques
20 used to plan, monitor, and manage cost, schedule, and scope throughout the project
21 lifecycle. These help the project team ensure that the project stays on track, on budget and
22 meets its objectives.

1 **Q: What are the key components of an effective project controls plan?**

2 A: The six main areas of focus with project controls are cost, schedule and scope controls, risk
3 management, reporting and communication, and tools and technology. Below is a
4 description of each of the focus areas for project controls.

5 ▪ Cost Control – includes the development of project budgets, the tracking of
6 actual costs against the project budget, the forecasting of future costs based
7 on current activity and trends, and change management, which includes the
8 evaluation of cost impacts from scope changes.

9 ▪ Schedule Control – deals with the creation of a detailed project timeline and
10 milestones (baseline schedule), critical path analysis by identifying tasks
11 that directly impact project completion, and schedule forecasting by
12 predicting delays and proactively adjusting plans.

13 ▪ Scope Control – this area includes defining deliverables, tasks and those
14 responsible, managing and tracking scope changes to protect against scope
15 creep, and keeping accurate records of scope changes and decisions made.

16 ▪ Risk Management – is associated with recognizing and documenting project
17 risks early, and continually updating as new risks arise, developing
18 strategies to minimize their impact, and forming contingency plans for
19 unforeseen events.

20 ▪ Reporting & Communication – this includes the reporting of project
21 performance and metrics to key stakeholders on a timely basis and is
22 applicable to both contractors and project owners. This also includes

1 effective communication and coordination between all teams, internal and
2 external, working on a project.

3 ▪ Tools and Technology – this includes the systems used to help track scope,
4 schedule and cost on projects, systems like Oracle Primavera P6 for project
5 scheduling, Oracle PeopleSoft and Microsoft Excel for financial
6 information and data manipulation, respectively, and other developed
7 systems for tracking project performance.

8 **III. EVERGY’S PROJECT CONTROLS ORGANIZATION**

9 **Q: Please describe Evergy’s overall project controls approach for the Projects.**

10 A: As discussed by Mr. Olson, Evergy’s approach is built around a coordinated owner’s
11 engineer (“OE”), power island equipment (“PIE”), and engineering, procurement, and
12 construction (“EPC”) contractor model, and applies a “design once, build many”
13 philosophy to promote schedule and cost discipline consistent with the approach the
14 Commission recently approved in No. EA-2025-0075 for three natural gas generation
15 facilities. The focus is on standard, repeatable designs that encourage efficiency and cost
16 discipline throughout the Projects’ lifecycle. This approach is intended to ensure regulatory
17 prudence, risk oversight, and alignment with strategic and regulatory requirements. The
18 process includes additional project controls to support regulatory prudence determination
19 and risk oversight, as well as the use of multi-tiered review and validation processes
20 involving both internal and external experts.

1 **Q: Please describe Evergy’s project controls team, including the roles of Project**
2 **Controls Analysts (“PCAs”), Project Managers (“PMs”) and Project Supervisors.**

3 A: Evergy’s Generation Development project controls team is currently made up of a manager
4 and three PCAs. However, project controls are broader than the project controls team and
5 are engrained in all project work. I will discuss this further throughout my testimony.

6 The Project Controls Analyst is a critical member of the project team, responsible
7 for the comprehensive oversight of project controls, including scope, schedule, and budget
8 management for each project. Each PCA is assigned to a specific project and works closely
9 with the PM, Project Supervisor, and the rest of the construction team to ensure that project
10 objectives are met and that all project controls processes are followed. The PCA
11 participates in weekly internal project meetings to discuss project status, issues, budgets,
12 purchase orders, and upcoming milestones, as well as weekly and monthly meetings with
13 the EPC contractor to review progress and address any concerns. The PCA is also
14 responsible for developing monthly and quarterly regulatory reports for state commissions,
15 which involves summarizing updates from the EPC contractor, project managers,
16 engineers, and construction supervisors, and providing financial updates for those reports.
17 Additionally, the PCA tracks project schedules to ensure alignment with scope and
18 schedule and is expected to proactively raise concerns and escalate issues to the PM when
19 discrepancies or risks are identified.

20 The PM on a large natural gas facility construction project is responsible for the
21 overall delivery of the project, ensuring that it is completed on time, within budget, and
22 according to scope and quality requirements outlined in the project contracts. The PM leads
23 the coordination of project activities, manages the integration of schedules and budgets,

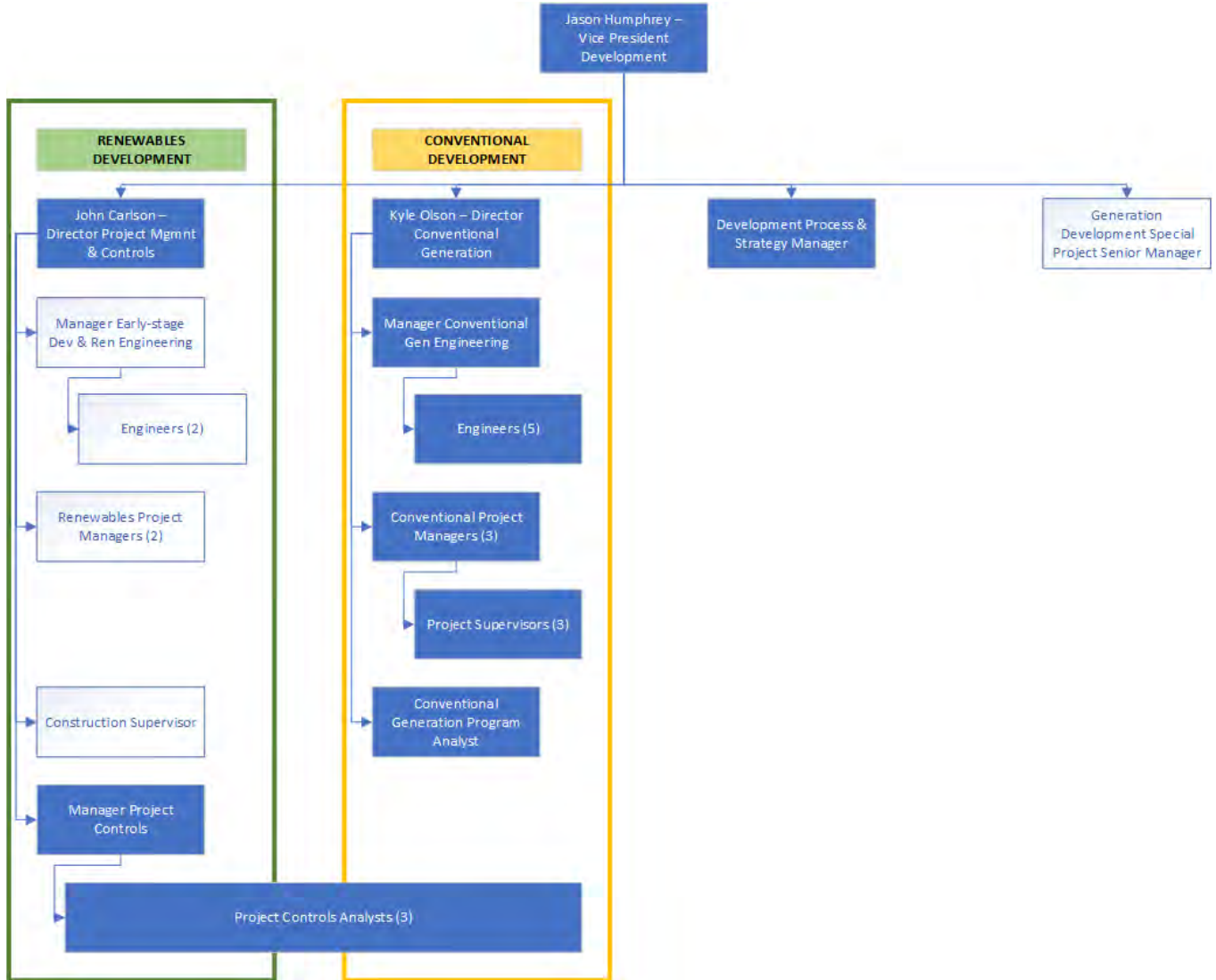
1 and oversees the execution of project plans, including the development of contracting
2 strategies and risk mitigation measures. The PM also facilitates communication among
3 internal teams, external contractors, and stakeholders, and is accountable for resolving
4 issues that may impact project objectives. Additionally, the PM is responsible for ensuring
5 compliance with regulatory, safety, and quality standards throughout the project lifecycle.

6 The Project Supervisors play a vital role by providing on-site oversight of all field
7 construction and commissioning work, ensuring that activities are performed in accordance
8 with the contract, schedule, and quality standards. They act as the first line of defense for
9 addressing field issues, monitoring daily progress, and working closely with the PM to
10 resolve any problems that arise on site. Project Supervisors also participate in inspections,
11 support the commissioning process, and help maintain safety and productivity on the job
12 site.

13 The following organization chart, **FIGURE 1**, shows the key positions involved
14 with project controls in Evergy's Generation Development group. The boxes colored blue
15 are involved in project controls at some level. The PCAs work on both the renewable and
16 conventional generation projects.

1

FIGURE 1



2

3 **Q: Are there other key personnel on the Projects' controls team?**

4 A: Yes. As Director of Conventional Generation, J Kyle Olson is responsible for the overall
 5 leadership and strategic direction of project management activities for large-scale gas
 6 generation projects, including these dispatchable assets. This role involves supervision of
 7 project managers, engineers, and other project staff to ensure the successful delivery of
 8 new generating assets, with a focus on meeting scope, cost, schedule, safety, and quality
 9 objectives. Mr. Olson's team proactively evaluates project risks, formalizes risk registers,

1 and develops mitigation plans to drive successful project outcomes. He leads the creation
2 and finalization of milestone and baseline project schedules, project execution plans, and
3 contracting strategies that best match the project's characteristics, deadlines, and risks.
4 This position requires close coordination with internal support teams such as operations,
5 environmental, legal, supply chain, regulatory, and finance, as well as with external
6 resources like the OE and EPC contractors. Finally, Mr. Olson is also responsible for
7 ensuring compliance with regulatory requirements, providing regulatory testimony and
8 data request responses, and supporting regulatory proceedings as needed.

9 As Director of Project Management and Controls, I have similar responsibilities,
10 although my team's project management focus is on renewable projects. From a project
11 controls perspective, my team is responsible for tracking and monitoring scope, schedule
12 and budget activities for both the renewable and conventional generation projects,
13 including those contemplated in this proceeding. I oversee the development, maintenance,
14 and reporting of project cost information, including budgets, commitments, expenditures,
15 forecasts, and variances, and am responsible for confirming progress measurement and
16 initiating progress reporting to stakeholders. My team also tracks project risks and helps
17 develop mitigation plans.

18 Jess Bradshaw, as Manager Project Controls, oversees end-to-end project controls
19 by managing cost and schedule processes, ensuring accurate progress measurement and
20 reporting, and leading and developing the Project Controls team. Responsibilities include
21 maintaining budgets, forecasts, and variance analyses; establishing and updating baseline
22 schedules with contractors; evaluating cost and schedule performance to identify risks and
23 validate forecasts; coordinating with stakeholders on risk mitigation; and delivering

1 consistent monthly and quarterly regulatory and executive reporting. The role also supports
2 regulatory data requests and testimony, presents clear performance insights and
3 conclusions to stakeholders, and performs additional activities as needed to enable
4 successful project delivery.

5 **Q: Please elaborate on how PCAs, PMs, and other key personnel interface regarding the**
6 **scope, schedule, and budget of the Projects?**

7 A: The PCA collaborates closely with the PMs and Project Supervisors by tracking project
8 schedules, budgets, and scope, and by participating in regular meetings to discuss project
9 status, issues, and upcoming milestones. The PCA provides critical data and analysis to
10 inform decision-making, develops regulatory and internal reports, and proactively raises
11 concerns or risks to the PM when discrepancies are identified. By integrating information
12 from the construction site, project management, and financial systems, the PCA ensures
13 that all team members have accurate, up-to-date information to support project success.
14 This collaborative approach enables the project team to identify and address issues early,
15 maintain alignment with project objectives, and deliver the facility efficiently and
16 effectively.

17 Project Supervisors play an important role in the project controls process by
18 providing on-site oversight and ensuring that construction activities are executed in
19 accordance with the contract, schedule, and quality standards. They work closely with the
20 PM and PCA to monitor progress, address field issues as they arise, and ensure that any
21 deviations from the plan are promptly communicated and resolved. Their presence on-site
22 allows for real-time identification and mitigation of risks, supporting the overall goal of
23 delivering the project on time and within budget.

1 Other personnel that are involved with the tracking of scope, schedule and budget
2 include the Conventional Generation Program Analyst who helps track and report on
3 project change orders, helps track meetings and maintain project documentation, and they
4 help with the drafting and review of monthly internal reporting, quarterly regulatory
5 reporting and testimony and data requests. In addition, they work alongside PCAs to pull
6 project financial data from Evergy's systems and help troubleshoot invoices, purchase
7 orders and accounting accruals when necessary.

8 Lastly, the Conventional engineering team helps monitor scope and schedule by
9 working with the PMs to ensure the scope and construction activities align with design
10 documents. This starts early in the process with pre-construction design reviews of our
11 EPC design documents and continues throughout the project with on-site field verification
12 of work performed during construction. The engineering team works directly with
13 Evergy's PMs and the engineering teams at Kiewit and MPWA.

14 **Q: How does Evergy ensure that construction activities remain on schedule and within
15 budget during the execution of a natural gas facility project?**

16 **A:** Evergy maintains schedule and budget discipline through a combination of rigorous project
17 controls, regular oversight, and integrated team collaboration. Once the Primavera P6
18 schedule is received from the EPC contractor, the PCA is responsible for reviewing, noting
19 changes to, and informing PMs and the broader project team of variances or issues with
20 the project schedule. The PCAs will track progress and identify deviations from the
21 baseline schedule on an ongoing basis. Weekly meetings with the EPC contractor and
22 internal teams provide opportunities to review project status, discuss issues, and address
23 upcoming milestones. Project supervisors, who are present on-site, monitor daily activities

1 to ensure compliance with contract terms, schedules, and quality standards, and act as the
2 first line of defense for resolving field issues. This integrated approach allows for early
3 identification of potential problems and timely implementation of corrective actions,
4 supporting the overall goal of delivering the project on time and within budget.

5 **Q: Please describe the Projects' internal reporting processes, including the cadence,**
6 **content, and distribution of regular status reports.**

7 A: Internal reporting for these projects occurs on a weekly and monthly cadence. Weekly,
8 each PM has a project update meeting. All phases of the project are discussed at these
9 meetings, with a focus on the upcoming work for the week and relevant updates since the
10 prior meeting. Topics covered include real estate, community engagement, owner
11 furnished equipment status, EPC status, site activity status, schedule overview, risks and
12 issues, and next steps and action items.

13 Monthly, there is a more detailed project update meeting held to review the prior
14 month's activities. The same topics from the weekly meetings might be discussed, but there
15 is more focus on key accomplishments, issues, risks and mitigations, upcoming activities,
16 and schedules. The PowerPoint slides from these presentations are sent to Evergy
17 Generation Development personnel, colleagues in Accounting, Corporate
18 Communications, Corporate Planning, Environmental, Generation, Finance, Public
19 Affairs, and Regulatory and Governmental Affairs.

20 **Q: What systems and tools does Evergy use to manage and track project schedules,**
21 **budgets, and documentation for its natural gas facility projects?**

22 A: Evergy utilizes Oracle Primavera P6 as its primary scheduling tool, which enables the
23 integration of EPC contractor schedules and allows for real-time tracking of project

1 progress against a fixed baseline schedule. This system supports the identification of
2 schedule variances and facilitates corrective action when necessary.

3 For document control, Evergy has implemented a structured file system in Box,
4 which allows for effective tracking, storage, and management of project information and
5 documentation. In addition, Evergy is developing a system to aggregate financial project
6 data from multiple sources, streamlining the process for PCAs to pull and summarize
7 financial information for both internal management and regulatory reporting purposes.
8 These systems collectively support robust project controls, enhance communication among
9 stakeholders, and ensure compliance with internal standards and regulatory requirements.

10 **IV. EXTERNAL VENDORS AND PARTNERS**

11 **Q: Please identify the major vendors and partners to the Projects and a general
12 description of the services they provide.**

13 A: The major vendors and partners who have and will provide services toward the Projects
14 are:

- 15 ▪ **Burns & McDonnell**: The Projects' OE.
- 16 ▪ **Kiewit**: The Projects' EPC contractor.
- 17 ▪ **Mitsubishi Power Americas, Inc. ("Mitsubishi")**: The
18 manufacturer/supplier of PIE for the Projects.
- 19 ▪ **Venable LLP ("Venable")**: Legal partner helping with strategic
20 governance and project oversight.

21 **Q: How does Burns & McDonnell interface with Evergy's project controls team?**

22 A: As discussed by Evergy witness J Kyle Olson, Burns & McDonnell serves as the OE for
23 the Projects. The OE provides technical oversight, reviews design and construction
24 activities, and ensures that the EPC contractor's work aligns with project requirements and
25 industry standards. Burns & McDonnell interfaces with Evergy's project controls team by

1 participating in regular project meetings, reviewing progress reports, and providing
2 independent assessments of schedule, cost, and quality.

3 **Q: How does Burns & McDonnell as the OE interface with Evergy regarding the**
4 **Projects' change order processes?**

5 A: Burns & McDonnell reviews and evaluates change order requests submitted by the EPC
6 contractor. Burns & McDonnell provides technical input and recommendations to Evergy's
7 project team, helping to assess the validity, necessity, and impact of proposed changes.
8 This ensures that all change orders are thoroughly vetted before approval, supporting
9 transparency and prudent project management.

10 **Q: How did Evergy select Kiewit as the Projects' EPC contractor?**

11 A: As discussed by Evergy witness J Kyle Olson, Evergy's selection of Kiewit as the Projects'
12 EPC was the result of a comprehensive and competitive request for proposal ("RFP")
13 procurement process.

14 **Q: Please elaborate on Kiewit's project controls function as contractor, including**
15 **schedule coordination with Evergy and monthly reporting.**

16 A: Kiewit maintains its own project controls function, including schedule development and
17 monthly reporting. Kiewit's schedules are integrated with Evergy's master project
18 schedule in Primavera P6, allowing for real-time tracking and coordination. This
19 integration enables Evergy to monitor progress, identify variances, and coordinate
20 activities across all project stakeholders. Moreover, Kiewit participates in weekly and
21 monthly meetings with Evergy's project team to review progress, address issues, and
22 coordinate upcoming milestones.

1 Kiewit's monthly reports are an in-depth summary of project safety, quality,
2 environmental, schedule, engineering, procurement, construction and start-up (when the
3 time comes) activities. The reports are sent out prior to the monthly project meetings to
4 allow time for Evergy review, and then they are discussed in the monthly meeting.
5 Questions, clarifications and missed or incorrectly identified updates are addressed either
6 in the meeting or as follow-up items. Ultimately, a revised monthly report is distributed as
7 necessary post monthly meeting. This iterative process ensures alignment on the work
8 performed to-date as well as upcoming tasks.

9 **Q: How is Kiewit involved in the change order process?**

10 A: Kiewit initiates change order requests, proposed change orders ("PCO"), when
11 modifications to scope, schedule, or budget are contemplated. These requests are reviewed
12 by Evergy's project team, with input from Burns & McDonnell as the OE. The process
13 includes a narrative explanation, impact assessment, and documentation of all changes.
14 Kiewit collaborates with Evergy to resolve any issues and ensure that all PCOs are properly
15 documented and approved before implementation. If a PCO is approved by Evergy, it
16 becomes an approved change order ("CO"). All COs are documented and tracked by
17 Evergy. If a PCO is not approved, Kiewit may choose to proceed with the change at their
18 own expense and with no impact to the project schedule.

19 **Q: Please elaborate on Evergy's change order process for the Projects.**

20 A: The process for managing change orders and claims is structured to ensure transparency,
21 documentation, and timely resolution. The first step is when a proposed change order
22 ("PCO") is received by Evergy. An initial review is performed by the Evergy Development
23 team and they decide whether to hold the PCO (i.e. if more information is needed or if

1 timing is of concern), to deny the PCO or to approve the PCO, If approved, the PCO is
2 then presented to executive leadership who decides on holding or approving the PCO. Once
3 approved, the PCO is returned to the filing entity to create a contract change order
4 (“CCO”).

5 When a CCO is initiated, the PCA and project team review the proposed changes,
6 assess their impact on scope, schedule, and budget, and document the reasons for the
7 change, essentially a final accuracy review. All CCOs require a narrative explanation and
8 are tracked as part of the project documentation. Once assembled, the CCO documentation
9 is routed for internal approval.

10 **Q: Who on Evergy’s project team is responsible for reviewing, vetting, and approving**
11 **project CCOs?**

12 A: Project CCOs are reviewed and vetted by multiple members of the project team. The PM,
13 Project Supervisor, and PCA review and verify contract compliance, necessity, and
14 potential scope, schedule and financial impact. Engineers review and vet CCOs for
15 constructability and technical feasibility. Legal, the OE, the Director of Conventional
16 Generation, and the Vice President of Development will review and vet all aspects of
17 CCOs. Larger CCOs, whether because of scope, schedule or financial reasons, will be
18 reviewed with executive leadership. The last step in the process of approval is for the PM
19 and Vice President of Development to sign off on the CCO.

20 **Q: How does Mitsubishi’s scheduling integrate with Evergy, Burns & McDonnell, and**
21 **Kiewit?**

22 A: Mitsubishi’s schedule coordination responsibilities are central to the successful and timely
23 delivery of Evergy’s generation projects. By maintaining detailed delivery schedules,

1 providing regular updates, and actively collaborating with Evergy, Burns & McDonnell,
2 and Kiewit, Mitsubishi helps ensure that PIE components are delivered, installed, and
3 commissioned in alignment with the overall project plan. This integrated approach
4 minimizes schedule risks, supports efficient project execution, and contributes to the
5 achievement of Evergy's cost, schedule, and quality objectives.

6 **Q: Who is Venable LLP?**

7 A: Venable is a nationwide law firm with offices in 15 cities across the country. They have
8 many practice areas and industries of focus, one of which is construction.

9 **Q: What services and benefits does Venable LLP provide to Evergy and the Projects?**

10 A: Professionals from Venable's construction law practice work with Evergy on strategic
11 governance and project oversight, and they helped create the strategic governance
12 framework, which I will discuss later. In addition, their insight and expertise were critical
13 during negotiations of the ECP and PIE contracts and helped Evergy secure competitive
14 terms and conditions to the benefit of our customers.

15 **V. STRATEGIC GOVERNANCE FRAMEWORK**

16 **Q: Please describe the multi-tiered strategic governance structure used by Evergy in**
17 **managing these projects.**

18 A: The Strategic Governance Framework, as presented below in **FIGURE 2**, outlines the
19 various governance roles and responsibilities of Evergy and its external partners.

1

FIGURE 2

Strategic Governance Framework



VENABLE LLP

2

3 **Q: Please describe the roles and responsibilities of the internal and external experts who**
4 **are part of the Strategic Governance Framework.**

5 A: The Technical & Construction Data Sources base of the pyramid includes external delivery
6 organizations, including equipment manufacturers, EPC contractors, and infrastructure
7 contractors responsible for producing raw technical, cost, schedule, and performance data.
8 Their role is limited to execution and reporting in accordance with contractual
9 requirements. They do not have decision authority within the governance structure; instead,
10 their outputs are subject to multiple layers of review and validation before being used for
11 management or Board-level decisions.

1 Project Controls Oversight represents the primary validation and assurance layer,
2 combining internal expertise with independent external oversight. The OE provides
3 independent technical validation of designs, specifications, and performance assumptions
4 to ensure compliance with contracts, codes, and industry standards. Internal energy and
5 project teams validate contractor-reported costs and schedule data, ensuring alignment with
6 owner financial models and project baselines. Independent oversight specialists provide
7 objective challenge and verification, confirming consistency, contractual compliance, and
8 adherence to best practices. Together, these functions ensure that only validated, defensible
9 information is escalated to leadership.

10 At the Project Leadership Risk and Opportunity Review level the internal project
11 leadership and subject matter experts synthesize validated technical, cost, and schedule
12 data into management-level insight. This tier evaluates financial and strategic implications,
13 legal and contractual risks, and regulatory compliance considerations. Project leadership
14 determines mitigation strategies, balances risks and opportunities, and decides which issues
15 warrant escalation to executive oversight.

16 The Executive Oversight Committee, composed of senior internal leaders, reviews
17 escalated issues, independent findings, and regulatory reports. Its responsibilities include
18 providing strategic direction, setting risk tolerance, approving major corrective actions, and
19 ensuring alignment with organizational objectives. While informed by independent expert
20 input, final accountability for decisions rests with executive leadership.

21 **Q: Please elaborate on Evergy’s “Executive Oversight Committee” (“EOC”).**

22 **A:** The EOC provides executive-level governance for Evergy's major generation construction
23 projects and represents a "review and challenge function" distinct from project

1 management. The EOC aids in the on-time, on-budget, and compliant delivery of critical
2 generation assets by reinforcing strategic alignment, prudent management, and regulatory
3 compliance. The EOC helps ensure that transparency and prudence expectations of state
4 regulators are met, which supports Evergy's demonstration of prudent governance in
5 construction oversight. The ultimate goals are to build regulator confidence, increase
6 stakeholder trust, and document institutional knowledge to serve as a model for future
7 prudence and strategic execution.

8 **Q: How often does the EOC meet?**

9 A: The EOC meets at least monthly. Ad hoc meetings will be scheduled should the need arise.

10 **Q: What information is presented to the EOC for its consideration?**

11 A: The meetings typically start with an overview of overall contractor performance and
12 general oversight of the project portfolio. This would include a discussion of broader
13 strategic issues and performance concerns requiring guidance. Next, project specific
14 updates are shared, focusing on scope, schedule, budget and change order review. The team
15 will also review change activity across the projects and discuss project controls and
16 documentation management. Lastly, updates on upcoming regulatory filings and reporting
17 requirements, and legal items as necessary, are given.

18 **Q: How do Burns & McDonnell and Kiewit support the Company's internal reporting?**

19 A: Weekly and monthly meetings and reports from Kiewit inform internal project reporting
20 for the Company. Burns & McDonnell, as the Company's OE, helps review the Kiewit
21 reports for correctness and raises clarifying questions when needed.

1 **Q: Does Evergy utilize a formal notice and notification procedure when reviewing and**
2 **vetting claims received from the Projects' contractors?**

3 A: Yes, it does. For contractor claims, Evergy utilizes the following formal notice and
4 notification procedure: the procurement office logs each notice, and contract managers, in
5 consultation with the legal department, determine the appropriate response. This process
6 ensures that all issues are documented, tracked, and addressed promptly, reducing the risk
7 of unresolved claims at project completion. By requiring contractors to submit claims
8 during the course of the project, Evergy enforces its contractual rights and enables
9 commercial disputes to be resolved quickly, before they can interfere with the contractor's
10 performance.

11 **Q: Based upon this procedure, what does Evergy do when it receives a notice from a**
12 **contractor?**

13 A: The project team along with procurement staff log every notice that is received, and the
14 project teams, with Evergy's law department, determine whether a response is necessary.
15 Responses to contractor notices are then drafted, reviewed by the project teams and legal,
16 and then logged prior to sending. If a contractor sends a letter stating that it believes that it
17 has been delayed by Evergy, we log that letter, review it, analyze it against the contract
18 requirements, and then we respond to that letter in kind with a letter transmittal back to the
19 contractor as to our position.

20 **Q: What are the benefits of having the notification procedure?**

21 A: The benefits are the ability to document and track open issues with contractors. This leads
22 to quicker resolutions of disputes and makes it less likely that a contractor will submit a
23 large claim at the end of the project that is a surprise to everyone. In my experience,

1 contractors will usually try to wait until their work is done before making a claim because
2 it is harder for the owner to properly evaluate and respond to such claims. By forcing the
3 contractors to submit their claims during the project, Evergy is rigorously enforcing its
4 rights under the contracts. This also allows commercial disputes to be resolved quickly,
5 before they can interfere with the contractor's performance of its work.

6 VI. CONCLUSION

7 **Q: Please summarize your testimony.**

8 A: Project controls are an integrated process for managing scope, schedule, cost, risk, and
9 reporting, supported by standardized tools and clear roles across PMs, PCAs, Project
10 Supervisors, and Engineers. Evergy's organizational approach includes internal oversight
11 teams and coordination with key external partners such as EPC contractors, the owner's
12 engineer, and equipment suppliers. Schedule and budget discipline is maintained by the
13 use of established systems, regular reporting cadences, and formal change order and
14 claims management processes. From a strategic governance perspective, Evergy's
15 framework layers technical validation, project leadership review, and executive oversight
16 to ensure informed decision-making. Overall, this multi-tiered approach strengthens
17 accountability, mitigates risk, and supports regulatory confidence in the Company's
18 management of major construction projects.

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

20 A: Yes, it does.

