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Direct Testimony of John Carlson
Case No. EA-2026-0154

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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

I. INTRODUCTION

Q: Please state your name and business address.

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

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

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

Q: Who are you testifying for?

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

Q: What are your responsibilities?

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

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

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

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

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

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

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

Q: What is the purpose of your direct testimony?

A: The purpose of my direct testimony is to:

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

Q: Please provide an executive summary of your testimony.

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

II. PROJECT CONTROLS OVERVIEW

Q: What are project controls for large construction projects?

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

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

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

- Cost Control – includes the development of project budgets, the tracking of actual costs against the project budget, the forecasting of future costs based on current activity and trends, and change management, which includes the evaluation of cost impacts from scope changes.
- Schedule Control – deals with the creation of a detailed project timeline and milestones (baseline schedule), critical path analysis by identifying tasks that directly impact project completion, and schedule forecasting by predicting delays and proactively adjusting plans.
- Scope Control – this area includes defining deliverables, tasks and those responsible, managing and tracking scope changes to protect against scope creep, and keeping accurate records of scope changes and decisions made.
- Risk Management – is associated with recognizing and documenting project risks early, and continually updating as new risks arise, developing strategies to minimize their impact, and forming contingency plans for unforeseen events.
- Reporting & Communication – this includes the reporting of project performance and metrics to key stakeholders on a timely basis and is applicable to both contractors and project owners. This also includes

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

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

III. EVERGY'S PROJECT CONTROLS ORGANIZATION

Q: Please describe Evergy's overall project controls approach for the Projects.

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

Q: Please describe Evergy's project controls team, including the roles of Project Controls Analysts ("PCAs"), Project Managers ("PMs") and Project Supervisors.

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

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

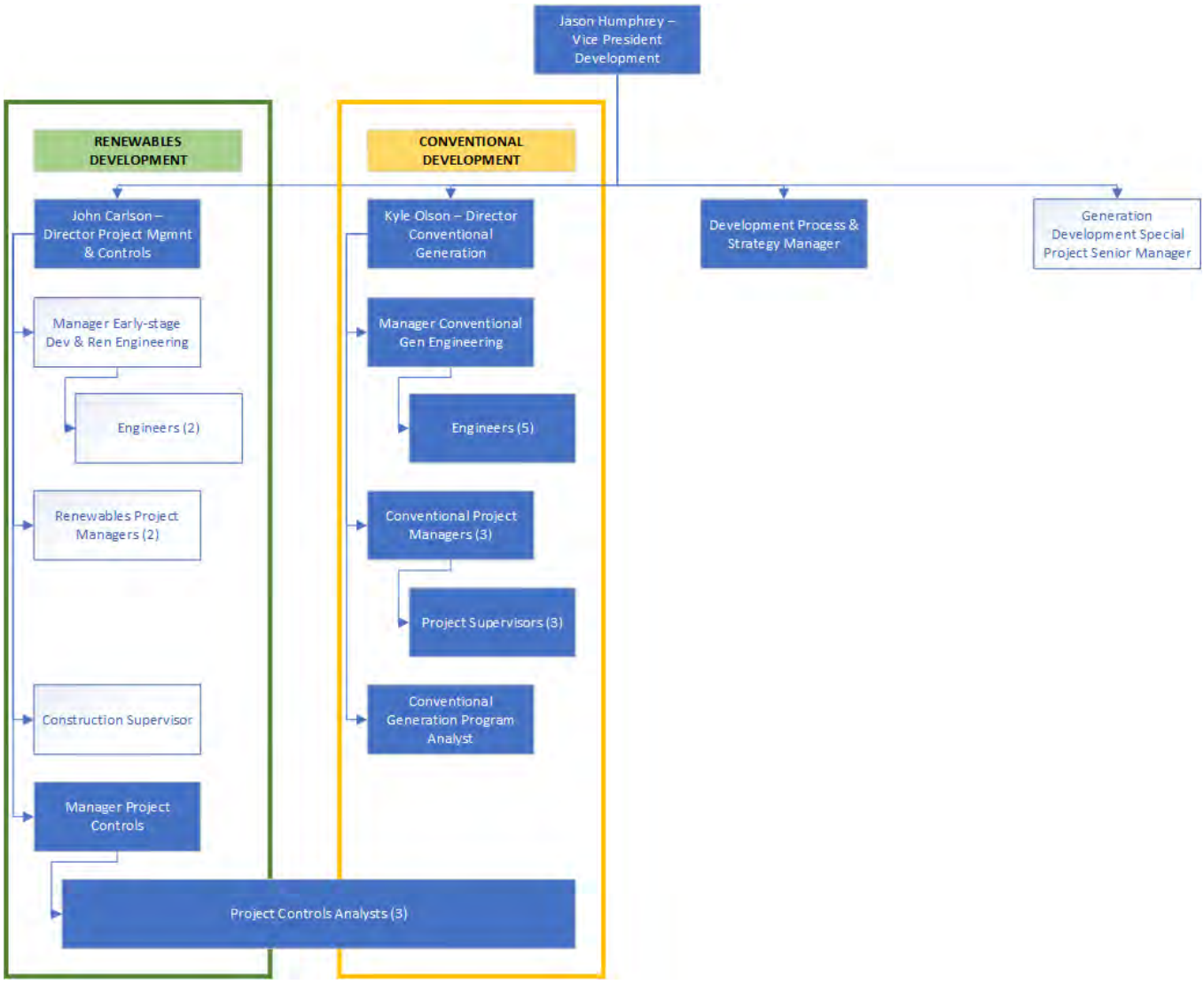
The PM on a large natural gas facility construction project is responsible for the overall delivery of the project, ensuring that it is completed on time, within budget, and according to scope and quality requirements outlined in the project contracts. The PM leads the coordination of project activities,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

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

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

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

FIGURE 1



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

IV. EXTERNAL VENDORS AND PARTNERS

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Q: Who on Evergy's project team is responsible for reviewing, vetting, and approving project CCOs?

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

Q: How does Mitsubishi's scheduling integrate with Evergy, Burns & McDonnell, and Kiewit?

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

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

Q: Who is Venable LLP?

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

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

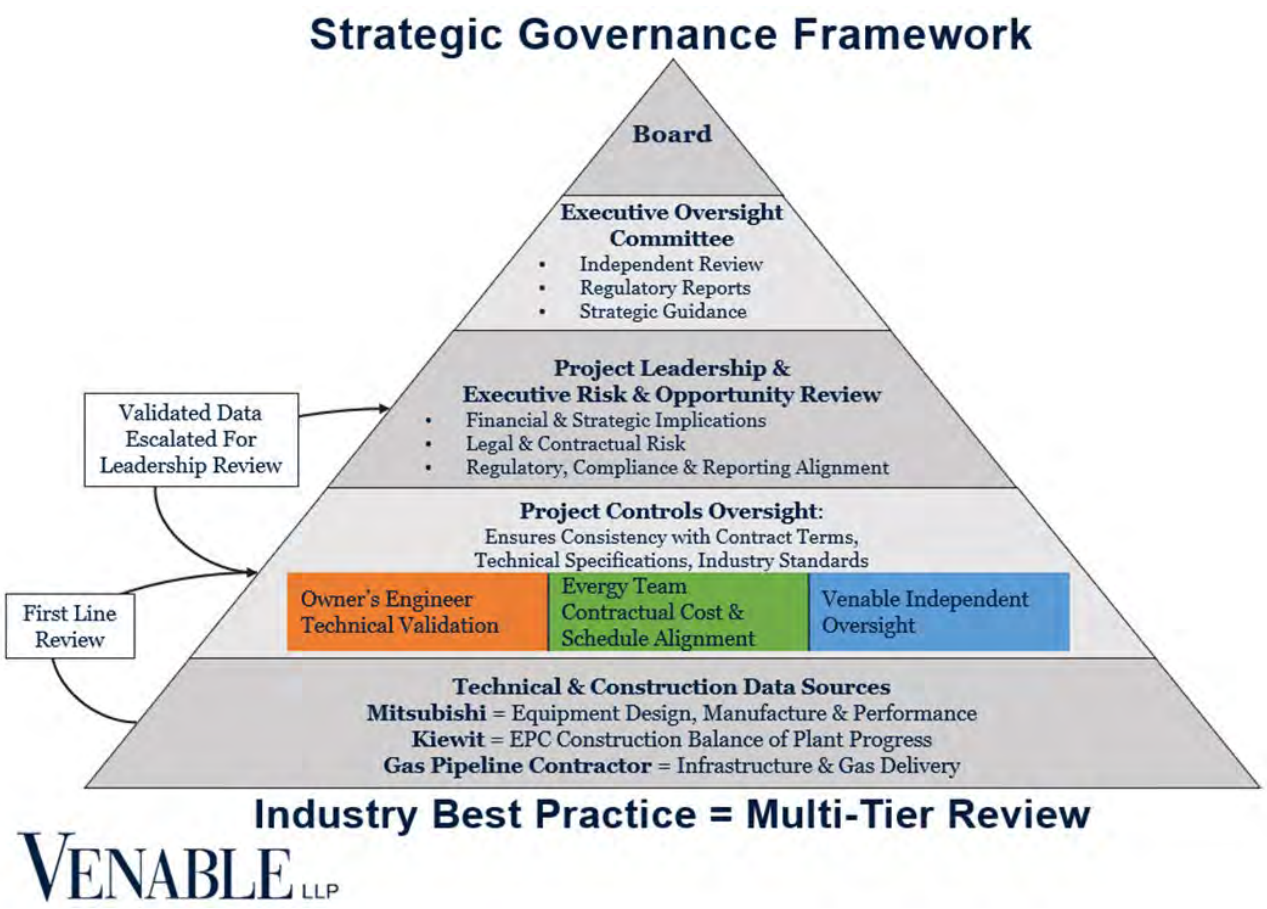
A: Professionals from Venable's construction law practice work with Evergy on strategic governance and project oversight, and they helped create the strategic governance framework, which I will discuss later. In addition, their insight and expertise were critical during negotiations of the ECP and PIE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

V. STRATEGIC GOVERNANCE FRAMEWORK

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

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

FIGURE 2



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

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

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

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

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

Q: Please elaborate on Evergy's "Executive Oversight Committee" ("EOC").

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

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

Q: How often does the EOC meet?

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

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

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

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

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

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

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

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

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

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

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

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

VI. CONCLUSION

Q: Please summarize your testimony.

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

Q: Does that conclude your testimony?

A: Yes, it does.

BEFORE THE PUBLIC SERVICE COMMISSION
OF THE STATE OF MISSOURI

In the Matter of the Application of Evergy Metro, Inc., d/b/a Evergy Missouri Metro for Permission and Approval of a Certificate of Convenience and Necessity Authorizing it to Construct, Install, Own, Operate, Manage, Maintain, and Control a Natural Gas Electrical Production Facility	)))))))	Case No. EA-2026-0154

AFFIDAVIT OF JOHN CARLSON

STATE OF MISSOURI)
) ss
COUNTY OF JACKSON)

John Carlson, being first duly sworn on his oath, states:

1. My name is John Carlson. I work in Kansas City, Missouri and I am employed by Evergy Metro, Inc. as Director- Project Management & Controls.

2. Attached hereto and made a part hereof for all purposes is my Direct Testimony on behalf of Evergy Missouri Metro consisting of twenty-two (22) 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.

John Carlson

Subscribed and sworn before me this 14th day of May 2026.

Notary Public

ANTHONY R WESTENKIRCHNER
NOTARY PUBLIC - NOTARY SEAL
STATE OF MISSOURI
MY COMMISSION EXPIRES APRIL 26, 2029
PLATTE COUNTY
COMMISSION #17279952

My commission expires: April 26, 2029.