

EXHIBIT A: PROJECT SCOPE AND SCHEDULE

The Project consists of the activities and delivery dates identified in this Exhibit A, implemented in accordance with the Agreement. The Parties have included a schedule for the Implementation Date to coordinate their efforts required for completion of the Project on a milestone track.

The Parties understand that input received from stakeholders during the course of implementing the Project, conditions imposed or questions raised in the regulatory approval process, and the activities of the Parties in implementing the Project may cause the Parties to determine that changes in the Project are necessary or desirable. Accordingly, this Exhibit A may be modified in accordance with Section 3(e) of the Agreement. The Parties have accordingly agreed to the prepayment of fees for services rendered based on the milestone schedule below and the provisions of Section 4 of the Agreement.

Each Party is responsible for performing a variety of tasks necessary to achieve the milestones on the scheduled dates specified in the table below (“Project Delivery Dates”) and shall plan accordingly. The Parties shall communicate and coordinate as provided in the Agreement to support the planning and execution to complete the Project.

Project Scope and Milestones	Project Delivery Dates – Final Delivery Date (October 1, 2016)
Detailed Project Management Plan – The Parties will develop and initiate a final project management plan that describes specific project tasks each Party must perform, delivery dates, project team members, meeting requirements, and a process for approving changes to support completion of the Project.	June 1, 2015
<ul style="list-style-type: none"> • Milestone 1 – This milestone is completed when: (1) the Agreement has been made effective in accordance with Section 1 of the Agreement, (2) the ISO has recommended that PSE receive a Transitional Committee seat pursuant to Section 3(b), and (3) PSE and the ISO have taken material steps to engage regarding the MOU subject and pursuant to Section 3(c). 	June 15, 2015
Full Network Model Expansion – Full Network Model expansion for PSE and EMS/SCADA, including, proof of concept of export/import of EMS data; complete model into the ISO test environment; complete validation for all SCADA points from PSE;	4th Quarter 2015

testing of the new market model; and validation of the Outage and State Estimator applications.	
<ul style="list-style-type: none"> • Milestone 2 - This milestone is completed upon modeling PSE into the ISO Full Network Model through the EMS which will be deployed into a non-production test environment using the ISO's network and resource modeling process. 	March 2016
System Implementation and Connectivity Testing – System requirements and software design, the execution of necessary software vendor contracts, development of Market network model including PSE, allow PSE to connect to a non-production test system.	April 2016
<ul style="list-style-type: none"> • Milestone 3 - ISO to promote market network model including PSE area to non-production system, and allow PSE to connect and exchange data in advance of Market Simulation. 	May 2016
Construction, Testing and Training in Preparation for Market Simulation - This task includes IT infrastructure upgrades, security testing, training simulators, and functional testing.	June 29, 2016
<ul style="list-style-type: none"> • Milestone 4 - The EIM market simulation will allow PSE and the ISO to conduct specific market scenarios in a test environment prior to the production deployment to ensure that all system interfaces are functioning as expected and to produce simulated market results. To complete this milestone, the commencement of EIM simulation will signal that the PSE and the ISO have independently completed EIM system design, development and testing to participate in joint testing. This may include a period of parallel production between PSE and the ISO. 	July 2016
System Deployment and Go Live – Implementing the Project and going live will include resource registration, operating procedures and updates, execution of service agreements, completion of the PSE tariff process, applicable board approvals, and the filing and acceptance of service agreements and tariff changes with FERC.	September 1, 2016
<ul style="list-style-type: none"> • Milestone 5 – This milestone is complete upon the first production PSE energy imbalance market trade date. 	October 1, 2016

