

ANNEX A - STATEMENT OF WORK

Solicitation Number: PGE01-GID05-SH-006/A

Last Updated: 09/03/2026

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[THE HIGHLIGHTED TEXT WILL BE UPDATED AT CONTRACT AWARD]

This Statement of Work ("SOW") # [Insert Contract Number] dated [MONTH DD, YYYY] (the "Effective Date"), is entered into between Portland General Electric Company ("PGE") and [Company Name] ("Contractor") pursuant and subject to the terms and conditions of the Master Purchase Agreement for Services (the "Master Agreement") between PGE and the Contractor dated [MONTH, DD, YYYY]. Capitalized terms used but not otherwise defined in this SOW will have the meanings given to them in the Master Agreement. All paragraph or section references made in this SOW are references to paragraphs in this SOW itself, unless otherwise specified. Each of PGE and the Contractor may be referred to herein as a "Party" or, if collectively, as the "Parties".

PROJECT TITLE: Alternatives Analysis for the Warm Springs Power Pathway Project (the "Project")

PROJECT LOCATION: The Project area crosses the Warm Springs Reservation and portions of Jefferson, Wasco, and Marion Counties in Oregon. A significant portion of the Contractor's work will be performed remotely. Remote performance does not relieve the Contractor of its obligation to comply with all applicable security, confidentiality, data-protection, and performance-location requirements contained in the Master Agreement.

1. PURPOSE, BACKGROUND AND OBJECTIVES

1.1. Purpose

PGE requires a Contractor to conduct a comprehensive study that evaluates and assesses viable alternatives for the Warm Springs Power Pathway Project. The study shall consider the following transmission line configurations:

- A single 500-kV transmission line; and
- Two parallel single-circuit 500-kV transmission lines.

1.2. Background

On October 18, 2023, to strengthen electric grid resilience and reliability, the Confederated Tribes of the Warm Springs ("CTWS") was selected to receive a \$250 million award from the U.S. Department of Energy ("DOE") under the Grid Resilience and Innovation Partnerships ("GRIP") Program. This award was formalized under Assistance Agreement No. DE-GD0000934 between DOE and Warm Springs Power and Water Enterprises ("WSPWE"), dated August 13, 2024 ("the Grant").

WSPWE, a wholly owned subsidiary of CTWS, administers the Grant. PGE is a subrecipient under a Subrecipient Agreement with WSPWE dated December 1, 2024.

Under the Grant, PGE, in consultation with CTWS, WSPWE, and their affiliated entities, plans to:

- Rebuild 88 miles of existing 230-kV transmission line to 500-kV (with fiber);
- Construct a new adjacent 500-kV transmission line (with fiber); and
- Rebuild 11 miles of 230-kV PGE transmission line to a double-circuit 230-kV (with fiber).

The Warm Springs Power Pathway is targeted for service by 2032.

Given the scope of the Project, PGE anticipates significant collaboration with CTWS throughout both the development and execution phases.

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1.3. Objectives

- 1.3.1 The alternatives analysis must evaluate viable options in relation to the following Project components and objectives:
- 1.3.1.1 Rebuild an existing single-circuit 230-kV PGE transmission line to a double-circuit 230-kV transmission line, extending from the existing Bethel Substation in Madras, Oregon, to a new Lambert Substation at a to-be-determined location in Salem, Oregon. This portion of the Project will utilize an existing 125-foot right-of-way ("ROW").
 - 1.3.1.2 Rebuild 88 miles of an existing single-circuit 230-kV PGE transmission line to a 500-kV transmission line with fiber, along with a new adjacent 500-kV transmission line with fiber, on lattice steel structures. This segment will extend from the new Lambert Substation to the new Mountain View Substation at a to-be-determined location in Oregon. This portion of the Project is expected to require a minimum 300-foot ROW, up to a 500-foot ROW, depending on vegetation management requirements, inclusive of the existing 125-foot ROW. Refer to Appendix II to Annex A for a visual representation of the ROW width.
 - 1.3.1.3 Increase overall transfer capacity to 2,500–3,000 MW.
 - 1.3.1.4 Intercept the existing Grizzly-Round Butte 500-kV line and loop it into the Mountain View Substation, creating the following two new line segments:
 - Grizzly-Mountain View 500-kV line
 - Mountain View-Round Butte 500-kV line
 - 1.3.1.5 Install communication fiber on tower structures from the new 500-kV Lambert Substation to the new 500-kV Mountain View Substation.
- 1.3.2 In furtherance of the above objectives, the Contractor shall provide the tasks and Deliverables as set forth in this SOW.

2. SOW TERM

This SOW becomes effective as of the Effective Date and will terminate one (1) year after the Effective Date, unless terminated earlier in accordance with the Master Agreement.

The Contractor shall complete all tasks and make the initial submission of all Deliverables within six (6) months after the Effective Date. The final Project schedule may establish interim milestones and individual Deliverable dates but may not extend this six-month period unless authorized through a written amendment or Change Order executed by authorized representatives of both Parties. The remainder of the SOW term is intended to accommodate PGE's review and acceptance of Deliverables, the Contractor's correction and resubmission of deficient Deliverables, administrative closeout, and any schedule adjustment authorized in accordance with this SOW.

3. SCOPE

- 3.1.** The Contractor shall complete an alternatives analysis that identifies, evaluates, and assesses viable alternatives to the Project. For purposes of this SOW, an alternative is considered "viable" if it has a reasonable potential to satisfy the Project objectives identified in Section 1.3 and the evaluation criteria identified in Section 3.1.

The alternatives analysis is intended to provide a reasonable, publicly understandable comparison of alternatives and is not intended to constitute a detailed engineering, planning, or design study for every alternative considered.

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The Contractor shall apply a tiered screening process whereby alternatives that clearly do not satisfy the Project objectives may be screened out based on qualitative or high-level technical considerations. Such alternatives shall be documented with sufficient explanation to demonstrate why they are not reasonable or viable, but shall not require detailed modeling, cost estimating, or engineering analysis.

Alternatives that pass initial screening shall receive a higher level of evaluation appropriate to support comparison with the proposed Project.

The alternatives analysis shall address the following criteria:

- 3.1.1. Meets the stated objectives of increasing transfer capability to 2,500–3,000 MW;
 - 3.1.2. Utilizes current routing and ROW for the existing Bethel-Round Butte 230-kV line;
 - 3.1.3. Supports transmission transactions with external entities via the Northwest Alternating Current ("AC") Intertie/California-Oregon Intertie;
 - 3.1.4. Accommodates new Central Oregon energy generation resources;
 - 3.1.5. Assesses, at a level commensurate with the maturity and viability of each alternative, its technical feasibility, approximate order-of-magnitude cost implications, and potential benefits. Detailed engineering analysis, system modeling, or design development are not required for alternatives that are screened out during the initial evaluation process;
 - 3.1.6. Identifies and compares potential environmental and community considerations associated with each alternative based on existing and publicly available information;
 - 3.1.7. Develops a ranking and scoring matrix with objective criteria to compare the Project against each identified alternative; and
 - 3.1.8. Conducts separate conceptual-level feasibility assessments examining the undergrounding of the following transmission lines, as defined in Appendix I to Annex A:
 - The Lambert-Mountain View transmission lines; and
 - The Bethel-Lambert transmission lines.
- 3.2.** The Contractor shall evaluate, at a minimum, the following alternatives and may identify additional alternatives for PGE's consideration. For each alternative listed below, the Contractor shall apply a level of effort commensurate with its apparent viability and complexity. For alternatives that are widely understood in the industry to have significant limitations (e.g., physical, technical, regulatory, or economic constraints that are well-documented), the Contractor may rely on prior experience, published literature, and analogous project references to support its screening determination, rather than conducting original engineering analysis. Any alternative screened out through this process shall nonetheless be documented with a clear, evidence-based explanation describing the key factors that led to its elimination from further consideration. PGE's expectation is that the evaluation of each alternative results in a clear, well-reasoned narrative conclusion—not an engineering study of that alternative. Any additional alternatives identified by the Contractor for PGE's consideration must first be discussed with the PGE Contract Administrator.
- The Contractor shall not perform or incur costs for analysis of an additional alternative unless the analysis is within the existing scope and budget and the PGE Contract Administrator has approved it in writing. If the additional analysis would alter the scope, compensation, schedule, assumptions, or Deliverables, the Parties must execute a written amendment or Change Order before the work begins.
- 3.2.1. Advanced conductor technology applied to the existing Bethel-Round Butte 230-kV line;

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- 3.2.2. Tower lifting on the existing Bethel-Round Butte 230-kV line, evaluated in combination with the advanced conductor alternative identified above as a single alternative scenario;
- 3.2.3. Reconductoring (including advanced conductors) of transmission lines owned and operated by other utilities in the Pacific Northwest. Evaluation of this alternative shall be based on publicly available information regarding transmission lines owned by other utilities in the Pacific Northwest. The Contractor is not expected to contact, coordinate with, or obtain proprietary data from other utilities as part of this analysis;
- 3.2.4. Grid Enhancing Technologies ("GETs"), including but not limited to:
- Dynamic Line Rating Technology
 - Power flow controllers
 - Topology optimization
 - Smart meters
 - STATCOM, SVC, or synchronous condensers to improve transmission power factor
 - Advanced power-flow control devices (series-connected FACTS)
- 3.2.5. Battery energy storage systems;
- 3.2.6. The Cascade Renewable Transmission Project, consisting of an approximately 100-mile submarine cable laid in the Columbia River from Big Eddy Substation in The Dalles, Oregon, to the Harborton Substation in Portland, Oregon, providing 1,100 MW of transmission capacity;
- 3.2.7. Demand response programs;
- 3.2.8. Energy efficiency programs; and
- 3.2.9. High Voltage Direct Current ("HVDC") technology, including both:
- Thyristor valve-based HVDC; and
 - Voltage Source Converter ("VSC")-based HVDC

Evaluation of HVDC technology shall be conducted as a single analysis that addresses both thyristor valve-based and VSC-based approaches within a unified assessment, rather than as two separate studies.

3.3. Level of Analysis

The alternatives analysis required under this SOW is a screening-level study. It is not intended to constitute preliminary engineering, detailed engineering, or regulatory-grade analysis.

Specifically:

- The Contractor shall rely primarily on professional judgment, prior industry experience, published data, and high-level screening methods to evaluate each alternative.
- Where an alternative can be reasonably screened out based on prior experience or well-established industry knowledge (e.g., technical infeasibility, cost-prohibitive scale, regulatory barriers), the Contractor is not required to perform original structural, electrical, or civil engineering calculations to support that determination. A concise, well-reasoned narrative explanation, supported by relevant industry references or analogous project experience, is sufficient, provided the basis for the conclusion is clearly documented and the rationale for eliminating the alternative from further consideration is clearly explained.

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- The level of effort applied to each alternative shall be proportionate to its apparent viability. Alternatives that are unlikely to meet the Project objectives may be addressed with a lighter analytical treatment than alternatives that present a credible path forward.
- This SOW does not require the Contractor to collect original field data, perform new load flow modeling, conduct structural assessments of existing infrastructure, or develop engineering drawings of any kind, unless explicitly stated elsewhere in this SOW.

3.4. Exclusions

The following activities are expressly outside the scope of this SOW and shall not be performed or billed by the Contractor without a Change Order executed by both Parties:

- Original field investigations, site visits, or on-site data collection of any kind
- Geotechnical, environmental, or cultural resource surveys
- Power flow modeling, load flow studies, or system impact studies
- Structural engineering calculations or detailed assessments of existing infrastructure
- Formal tribal consultation or government-to-government consultation
- Stakeholder outreach, public engagement, or community meetings
- Permitting, licensing, or regulatory filings
- Preliminary or detailed engineering of any alternative
- Preparation of NEPA documentation of any kind

4. TASKS

4.1. Within fifteen (15) Business Days of the Effective Date, the Contractor shall submit a draft Project schedule to the PGE Contract Administrator for review and approval. The schedule shall identify key milestones for each task, including completion of Task 1, completion of the preliminary screening of alternatives, completion of each study component under Task 2, and submission of all Deliverables identified in Section 8.

4.2. The Contractor shall perform the following tasks and subtasks:

#	TASK	CONTRACTOR SUB-TASKS
1	Review Existing PGE Materials and Gather Relevant Data	• Review PGE's existing studies, plans, and data related to the Project. • Gather relevant data on regional energy demand, generation, and transmission. Data gathering under this task shall be limited to review of publicly available information, published studies, regulatory databases, and the materials provided by PGE under Section 6.1. The Contractor is not expected to conduct primary research, original surveys, field investigations, or formal stakeholder engagement as part of this task. • Collect information, from publicly available sources, regarding local regulations, environmental considerations, and community concerns.
2	Complete a Study Identifying and Analyzing Alternative Options for the Project.	The study shall include the following components: 1. Study Component 1 - Technical Feasibility Study The Technical Feasibility Study shall:

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#	TASK	CONTRACTOR SUB-TASKS
		a. Assess the technical viability of each alternative at a screening level, using professional judgment, prior experience, and publicly available technical references. Original engineering calculations, field data collection, or new power flow modeling are not required unless otherwise specified in this SOW; b. Provide a high-level assessment of each alternative's potential to satisfy the applicable Project objectives identified in Section 1.3 and the applicable evaluation criteria identified in Section 3.1, based on published ratings, vendor data, or analogous project experience; and c. Identify, at a high level, the primary integration challenges or constraints associated with each alternative, without requiring detailed grid modeling or system impact studies. 2. Study Component 2 - Order-of-Magnitude Cost Estimate The Contractor shall prepare a screening-level Class 5 Rough Order-of-Magnitude ("ROM") cost estimate for each alternative that advances beyond the initial screening stage. Each estimate shall: a. Provide a high-level, preliminary assessment of the alternative's potential capital and implementation costs; b. Use high-level parametric estimating methods, unit-cost benchmarks, published industry data, and/or prior project experience; c. Reflect an indicative accuracy range of approximately -50 percent to +100 percent, as appropriate for the available level of Project definition; and d. Be used solely to compare alternatives and inform the Cost-Benefit Analysis required under Study Component 3. The ROM cost estimates are not intended to represent definitive Project budgets or support authorization of design, procurement, or construction. Detailed quantity takeoffs, material-pricing exercises, vendor quotations, and alternative-specific preliminary or detailed engineering are not required. 3. Study Component 3 - Cost-Benefit Analysis For each alternative that advances beyond the initial screening stage, the Contractor shall conduct a screening-level cost-benefit analysis that: a. Estimates the alternative's order-of-magnitude capital and operational costs;

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		b. Assesses potential benefits, including improved reliability, increased capacity, and integration of new energy sources; and c. Provides a high-level lifecycle cost assessment using order-of-magnitude capital and operational cost estimates. For an alternative screened out during the initial screening stage, the Contractor need only document the basis for screening out the alternative and is not required to prepare a separate ROM cost estimate or lifecycle cost assessment. 4. Study Component 4 - Environmental and Community Considerations Assessment The Contractor shall: a. Identify potential environmental and community considerations associated with each alternative, including land use, visual considerations, and publicly documented community concerns; b. Compare the identified environmental and community considerations associated with each alternative to those associated with the proposed transmission line; and c. Identify material limitations, information gaps, and assumptions affecting the assessment. The assessment shall be conducted as a desktop-level review based solely on existing and publicly available information, existing environmental studies, GIS data, published regulatory databases, and information provided by PGE. The Contractor is not required to conduct original field surveys, formal environmental investigations, wetland delineations, cultural resource studies, stakeholder outreach, structured community engagement, or an independent assessment of public acceptance. 5. Study Component 5 - Regulations and Policies Review The Regulations and Policies Review shall: a. Analyze relevant regulations and policies that may affect the implementation of each alternative; and b. Identify any regulatory barriers or incentives applicable to each alternative. Note: The Regulations and Policies Review shall be conducted as a desktop-level review based on publicly available regulatory information, published agency guidance, and existing industry knowledge. The Contractor is not expected to contact regulatory agencies,

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#	TASK	CONTRACTOR SUB-TASKS
		submit information requests, obtain legal opinions, or conduct original regulatory research as part of this task. Note on Assumption Documentation: For each alternative analyzed under this Task, the Contractor shall document the key assumptions underlying its technical assessment and cost estimates. Assumptions shall be clearly identified in the applicable sections of the report so that PGE can review, validate, and if necessary, challenge the basis of the analysis.
3	Complete a Comparative Analysis	The Comparative Analysis shall: - Include a structured framework to compare alternatives against the Project; and - Rank alternatives based on technical feasibility, screening-level cost and benefit considerations, identified environmental and community considerations, and alignment with PGE's long-term goal of increased transmission capacity. The ranking and scoring matrix shall be a straightforward comparison tool using qualitative or semi-quantitative ratings (e.g., High/Medium/Low or a simple numerical scale) across a defined set of evaluation criteria. It is not intended to constitute a formal multi-criteria decision analysis or require statistical modeling.
4	Complete Undergrounding Feasibility Studies	The Contractor shall develop two (2) conceptual-level feasibility assessments examining the undergrounding of the following transmission lines, as illustrated in Appendix I to Annex A: - The Lambert-Mountain View 500-kV transmission lines; and - The Bethel-Lambert 230-kV transmission lines. The undergrounding feasibility studies shall be conducted at a conceptual feasibility level. Each study shall identify the primary technical, cost, environmental, operational, and constructability considerations associated with undergrounding the applicable transmission line segment, drawing on published industry data, prior project experience with underground high-voltage transmission, and high-level route and terrain analysis. The studies are not intended to constitute a preliminary engineering report and shall not require original geotechnical investigation, cable system design, or thermal modeling.
5	Attend Weekly Meetings	Prior to commencing any substantive work under this SOW, the Contractor shall attend a kickoff meeting with PGE. The purpose of the kickoff meeting is to confirm scope understanding, discuss the analytical approach and level of effort for each task, establish communication protocols, and align on the Project schedule. At the kickoff meeting, the Contractor shall present its proposed screening framework and anticipated level of analysis for each

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#	TASK	CONTRACTOR SUB-TASKS
		alternative required under Section 3. PGE may provide comments or request revisions necessary to align the proposed framework with the requirements of this SOW. PGE's review, comments, or approval of the screening framework do not relieve the Contractor of responsibility for satisfying all requirements of this SOW. The Contractor shall prepare and distribute a brief meeting agenda in advance and provide a summary of key decisions and action items within five (5) Business Days following the meeting. The Contractor shall attend weekly meetings, each ranging from 30 to 60 minutes in duration. Meetings shall be staffed efficiently and proportionate to the agenda. PGE does not expect or require the full project team to attend every weekly meeting. The Contractor shall designate a primary point of contact responsible for meeting attendance and coordination. Note: PGE expects significant involvement, participation, and collaboration from CTWS and its related entities (e.g., WSPWE, CTWS BNR, etc.) in the development and execution of the Project. Unless otherwise agreed by the Parties, PGE may invite CTWS and its related entities to any Project meetings set forth in this SOW and may share all Deliverables with CTWS that are created pursuant to this SOW. The Contractor is not responsible for conducting, facilitating, or managing formal tribal consultation under this SOW. Any tribal consultation obligations associated with the Project are the responsibility of PGE and/or the applicable federal agencies.
6	Submit Monthly Status Reports	The Contractor shall provide a brief written monthly status report to the PGE Contract Administrator summarizing: (a) work completed during the prior month; (b) work planned for the upcoming month; (c) any issues or risks to the Project schedule; and (d) actual hours incurred and progress against the Project budget to date, to the extent applicable to the Basis of Payment. Monthly status reports shall be submitted within five (5) Business Days of the end of each calendar month.

5. RESOURCE PLAN

- 5.1.** This SOW shall be supported by the Key Personnel identified below in the roles and at the levels of effort stated in the Contractor's accepted Resource Plan. Each identified individual is a "Key Person," and the identified individuals are collectively the "Key Personnel."

[Insert Name of Key Person] - [Insert a brief description of the Key Person's role]

5.2. Staffing Composition

Given the screening-level nature of this study, PGE expects the Contractor to propose an appropriate and cost-effective staffing approach. PGE will evaluate the appropriateness and cost-effectiveness of the proposed staffing composition under PR3 of Annex D.

- 5.3.** In the event a Key Person is removed from the Project, the following conditions shall apply:

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- **Planned Removal:** The replacement individual shall shadow the departing Key Person for a minimum of two (2) weeks at no additional cost to PGE.
- **Unplanned Removal (Without Notice):** The replacement Key Person's transition and onboarding time during the first two (2) weeks following assignment shall not be billable to PGE.
- **Reassignment Restrictions:** The Contractor may not delegate or reassign a Key Person's responsibility without PGE's prior written approval.
- **Qualification Review:** PGE reserves the right to review the qualifications of any proposed replacement Key Person prior to approving or rejecting any such change.

5.4. Subcontractor Use:

The Contractor shall not subcontract any portion of the work under this SOW without PGE's prior written approval. Any request to use a subcontractor shall identify the subcontractor, the scope of work to be subcontracted, and the qualifications of the subcontractor. PGE reserves the right to reject any proposed subcontractor.

PGE's evaluation or acceptance of a proposed subcontractor identified in the Contractor's Proposal does not constitute approval to subcontract unless the subcontractor is expressly approved in the executed Contract or subsequently approved in writing by PGE.

5.5. Use of Artificial Intelligence ("AI") Tools

The Contractor shall not input, upload, transmit, disclose, or otherwise provide PGE Confidential Information, restricted Project information, or non-public Project data to any external generative AI service unless PGE has approved both the service and the proposed use in writing.

The Contractor may use an AI-enabled tool operating within a secure enterprise environment approved by PGE, subject to all applicable confidentiality, cybersecurity, privacy, data-use, records-management, and contractual requirements.

Before incorporating AI-generated or AI-assisted substantive content into a Deliverable, the Contractor shall:

- Disclose the proposed use in writing to the PGE Contract Administrator;
- Identify in the applicable Deliverable the portions developed with material AI assistance;
- Verify the accuracy, completeness, appropriateness, and source support of the AI-assisted content;
- Ensure that the use does not disclose, improperly retain, or permit unauthorized use of PGE information; and
- Remain fully responsible for the quality, accuracy, and contractual compliance of the Deliverable.

Routine administrative use of AI-enabled functionality, including spelling, grammar, formatting, transcription, or accessibility assistance, does not require disclosure under this Section, provided that the use does not involve PGE Confidential Information, restricted Project information, or non-public Project data and does not generate or materially alter the substantive analysis, findings, conclusions, or recommendations contained in a Deliverable.

The use of an AI-enabled tool does not reduce the Contractor's obligation to ensure that all Deliverables reflect the professional judgment, review, and approval of appropriately qualified personnel.

6. DATA EXCHANGE

6.1. The Parties shall exchange the data specified below as necessary to fulfill the requirements of this SOW.

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6.1.1. PGE Data

PGE shall provide the Contractor with the following data and reports:

- Preliminary EMF, Corona, and Economic Conductor Analysis Report, dated June 5, 2024.
- Preliminary ROW Width Calculation, dated June 20, 2024.
- Preliminary Conductor-Tower Study, dated June 20, 2024.
- Steady-State Feasibility Analysis, dated December 19, 2024.
- Line Upgrade and Transfer Capability Design Considerations White Paper, dated January 29, 2025.
- Projects with signed Large Generator Interconnection Agreement ("LGIA").

PGE shall provide the Contractor with all documents listed in Section 6.1 within five (5) Business Days of the Effective Date. If any document listed in Section 6.1 is not available within this timeframe, PGE shall notify the Contractor of the expected delivery date. If a delay in PGE's data delivery materially impacts the Contractor's ability to meet an approved Deliverable deadline, the Contractor may submit a written request for a schedule adjustment to the PGE Contract Administrator. The request must identify the affected Deliverable, explain the impact of the delay, and propose a revised deadline. Any adjustment affecting scope, compensation, or material Deliverable requirements must be documented through a written amendment or Change Order.

6.1.2. Contractor Data

The Contractor shall provide all reports, schedules, calculations, assumptions, source lists, evaluation matrices, cost-estimate workbooks, presentation materials, supporting files, and other work products required by this SOW. The term "Deliverables," for formal acceptance and payment purposes, has the meaning stated in Section 8.

Additional Contractor Data, if any: Any additional Contractor-provided data expressly agreed upon by the Parties at Contract award will be identified in the final Project schedule or another Contract attachment. No additional material Deliverable obligation will be imposed except through the amendment or Change Order process required by this SOW.

7. ESCALATION PROCESS

- 7.1.** PGE and the Contractor shall maintain ongoing communications and attend and/or participate in meetings during PGE's normal business hours, at times mutually acceptable to both Parties, for the duration of the SOW.
- 7.2.** If an issue arises that requires the other Party's attention and cannot be resolved by the day-to-day project team, the issue shall be documented and escalated in accordance with the following Escalation Matrix:

Escalation Level	PGE Representatives	Contractor Representatives	Escalation Trigger
Level 1	(To be detailed at Contract Award)	(To be detailed at Contract Award)	Issue cannot be resolved by the day-to-day project team. The issue shall be documented and submitted with a requested resolution date.
Level 2	(To be detailed at Contract Award)	(To be detailed at Contract Award)	Issue remains unresolved by the later of: (a) the requested resolution date; or (b) the end of the 8th Business

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			Day after the issue was first brought to the attention of Level 1 Representatives.
Level 3	(To be detailed at Contract Award)	(To be detailed at Contract Award)	Issue remains unresolved by the end of the 9th Business Day after the issue was first brought to the attention of Level 2 Representatives, and a disagreement between PGE and the Contractor persists.

8. DELIVERABLES AND ACCEPTANCE CRITERIA

- 8.1.** The Contractor shall provide the Deliverables described in the table below. The final due dates will be established at Contract award based on PGE's requirements, the Contractor's proposed schedule, and any schedule revisions agreed upon during Contract negotiations. The agreed-upon dates will be inserted into the table below before execution of the SOW.
- 8.2.** For purposes of the formal acceptance and payment procedures in Sections 8 through 10, "Deliverables" means the four numbered Deliverables identified in the table below. Project schedules, meeting agendas, meeting summaries, monthly status reports, working files, and other supporting work products required elsewhere in this SOW are contractual work products but are not separately payable Deliverables unless expressly identified in Attachment I.

#	Deliverable	Due Date
1	First Draft - Comprehensive Alternatives Analysis Report (Word format) outlining key findings and recommendations.	(To be detailed at Contract Award)
2	Second Draft - Comprehensive Alternatives Analysis Report, incorporating PGE's review comments on the First Draft and making revisions reasonably necessary to conform the report to the requirements of this SOW. Any request that materially expands the scope, assumptions, level of analysis, or required Deliverables must be addressed through a written amendment or Change Order executed by authorized representatives of both Parties.	(To be detailed at Contract Award)
3	The final Comprehensive Alternatives Analysis Report in PDF format. The report must include: • An executive summary not exceeding three (3) pages; • A comparative assessment of alternatives and proposed transmission lines, including a matrix addressing estimated costs, implementation schedules, grid system benefits, risks, and other applicable criteria; • High-level recommendations and potential next steps appropriate to a screening-level analysis; and • A summary and conclusion identifying any alternative that the screening-level analysis indicates may warrant further consideration, together with material assumptions, limitations, information gaps, and recommended further study. The Contractor's conclusions are advisory and do not constitute PGE's selection or approval of an alternative.	(To be detailed at Contract Award)
4	PowerPoint Presentation to PGE summarizing the findings of the Final Comprehensive Alternatives Analysis Report.	(To be detailed at Contract Award)

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	The PowerPoint Presentation shall be a high-level summary of the key findings of the Final Comprehensive Alternatives Analysis Report suitable for presentation to PGE leadership and stakeholders. The Contractor shall not reproduce the full report in slide format but shall focus on the conclusions, comparative ranking and scoring matrix, alternatives that may warrant further consideration, and material assumptions and limitations.	
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8.2 Upon completing a Deliverable, the Contractor shall submit the Deliverable to the PGE Contract Administrator and provide written notice that the Deliverable is ready for review. The PGE Contract Administrator will review the Deliverable and, within ten (10) Business Days after receipt, provide one of the following written responses:

- i. **Acceptance:** PGE will notify the Contractor that the Deliverable has been accepted and is complete;
- ii. **Rejection:** PGE will notify the Contractor that the Deliverable has been rejected and provide a reasonably detailed explanation identifying the deficiencies or areas requiring correction; or
- iii. **Extension of Review Period:** PGE may notify the Contractor that additional review time is required and identify a revised review deadline.

Failure by PGE to accept or reject a Deliverable within the applicable review period will not constitute acceptance of the Deliverable. If PGE does not provide a written response by the applicable review deadline, the Contractor may submit written notice requesting a decision. If PGE does not provide a decision within five (5) Business Days after receiving the Contractor's notice, either Party may escalate the matter in accordance with the Escalation Process in Section 7.

If PGE rejects a Deliverable, the Contractor shall correct and resubmit the Deliverable within a timeframe agreed upon by the Parties. The Contractor shall correct and resubmit the Deliverable at no additional cost to PGE to the extent the rejection results from the Contractor's failure to comply with this SOW. A request by PGE that materially expands or alters the agreed scope, assumptions, level of analysis, or Deliverable requirements must be addressed through a written amendment or Change Order executed by authorized representatives of both Parties.

PGE's review or acceptance of a Deliverable does not waive any latent defect, nonconformity, warranty obligation, or other failure to comply with this SOW that was not reasonably discoverable during the applicable review period. The Contractor remains responsible for correcting any such deficiency in accordance with this SOW and the Master Agreement.

If PGE's review period or a correction and resubmission materially affects another approved Deliverable deadline, the Parties will address the affected deadline through the Project schedule-management process. Any adjustment affecting the scope, compensation, or material Deliverable requirements must be documented through a written amendment or Change Order.

9. BASIS OF PAYMENT

9.1. The Contractor shall invoice PGE for completed Deliverables as identified in Attachment I to this SOW, consisting of the executed Annex B, Basis of Payment.

9.2. The total contract amount is \$.

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9.3. PGE will not reimburse the Contractor for any out-of-pocket expenses.

10. INVOICE INSTRUCTIONS

10.1. The Contractor may invoice the PGE Contract Administrator and GID05CTWSInvoices@pgn.com for a Deliverable only after PGE has provided written acceptance of the Deliverable under Section 8 and in accordance with the payment allocation stated in Attachment I, Basis of Payment.

10.2. Each invoice must include the following information. Invoices that do not contain all required information will be rejected.

- Contract number
- Total contract amount
- Cumulative costs to date
- Invoice total
- Description of Deliverables completed
- Date(s) the Deliverables were completed
- Names of key personnel who completed the Deliverables
- Accurate reflection of SOW Deliverables as issued by PGE
- Format substantially similar to the invoice template **provided by PGE at Contract Award.**

11. PGE CONTRACT ADMINISTRATOR

11.1. The Contract Administrator identified below is designated by PGE to act on PGE's behalf and make day-to-day decisions regarding the administration of this SOW. The Contract Administrator does not have the authority to make decisions that alter the terms, conditions, or Deliverables of this SOW. Any such modification must be documented through a written amendment or Change Order executed by authorized representatives of both Parties.

11.2. Contract Administrator: **(To be detailed at Contract Award)**

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APPENDIX I TO ANNEX A

The figures below illustrate the existing Bethel-Round Butte 230-kV transmission line and the planned Bethel-Lambert 230-kV and Lambert-Mountain View 500-kV transmission lines, including associated property boundaries and terrain shading. These figures are provided for general reference only and are intended to support the alternatives analysis described in this SOW.

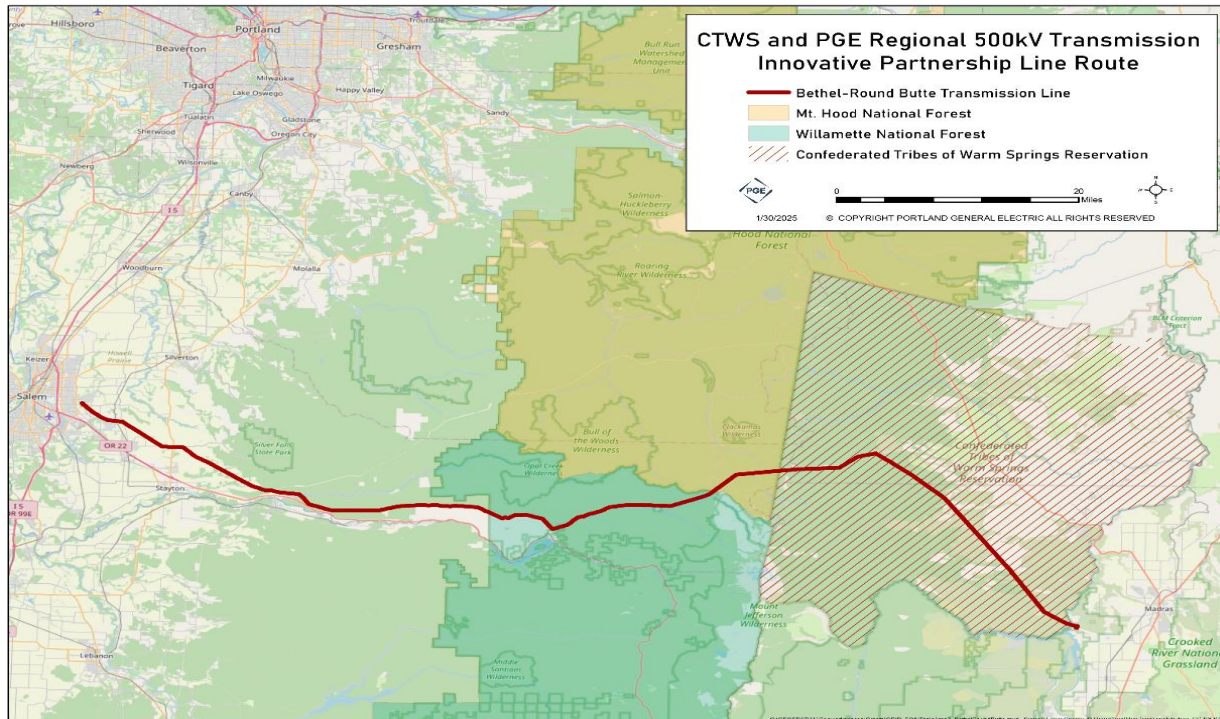


Figure 1: Existing Bethel-Round Butte 230-kV transmission line with high-level property boundaries

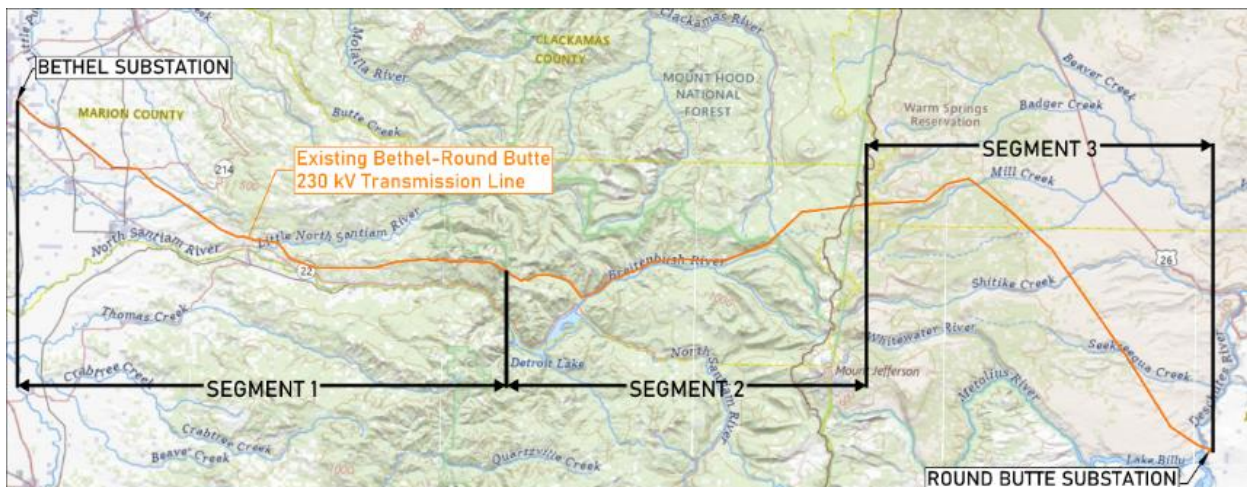


Figure 2: Existing Bethel-Round Butte 230-kV transmission line with high-level terrain shading

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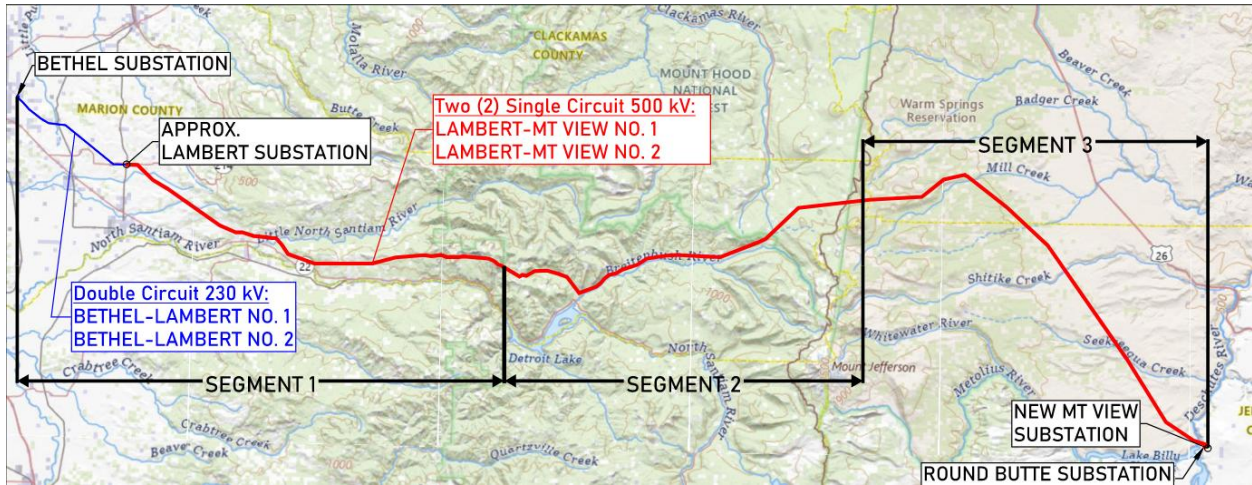


Figure 3: Future Bethel-Lambert Nos. 1 and 2 230-kV transmission lines and Lambert-Mountain View Nos. 1 and 2 500-kV transmission lines with high-level terrain shading

ANNEX A - STATEMENT OF WORK

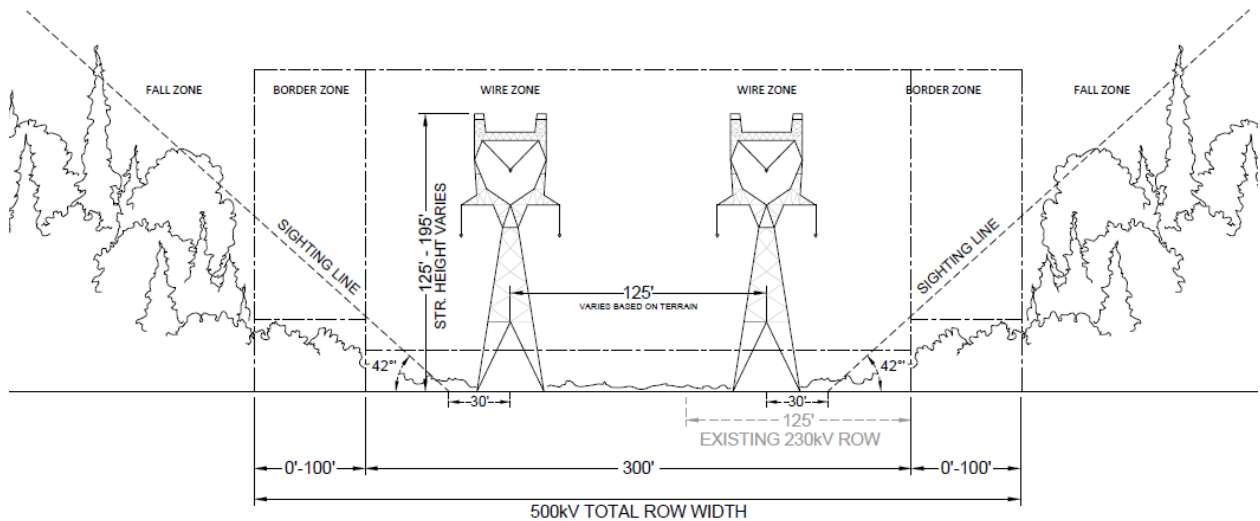
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APPENDIX II TO ANNEX A

The figure below illustrates the anticipated transmission structure configuration and associated ROW width for the Bethel-Round Butte corridor. The figure is provided for illustrative purposes only and depicts the anticipated ROW width range described in Section 1.3. The figure is conceptual, not to scale, and provided solely for general reference. It does not establish final design or ROW requirements.

DISCLAIMER: THIS CROSS SECTION VIEW SKETCH IS A WORK IN PROGRESS AND IS INTENDED FOR DISCUSSION PURPOSES ONLY. NOT TO SCALE.



TYPICAL TWO (2) PARALLEL SINGLE CIRCUIT LATTICE TOWERS

WIRE ZONE: VEGETATION IS RESTRICTED TO A HEIGHT AT MATURITY OF TYPICALLY NOT GREATER THAN 15 FEET. REQUIREMENTS VARY BY TERRAIN.

BORDER ZONE: VEGETATION IS RESTRICTED TO A HEIGHT AT MATURITY OF TYPICALLY NOT GREATER THAN 35 FEET. REQUIREMENTS VARY BY TERRAIN.

FALL ZONE: TREES WITH OBVIOUS SIGNS THAT INDICATE A POTENTIAL FAILURE RISK WHICH EXTEND ABOVE THE SIGHTING LINE AND WHICH, WHEN FAILING, COULD COME WITHIN TYPICALLY 30 FEET OF THE CENTERLINE OF TRANSMISSION. ALSO COMMONLY REFERRED TO AS DANGER ZONE.

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ATTACHMENT I - BASIS OF PAYMENT

The executed Annex B, Basis of Payment, is incorporated into this SOW by reference and constitutes Attachment I at Contract award.