

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 date the implementation is to be completed to coordinate their efforts required for completion of the Project on a milestone track. Each of the Project activities below shall include (to the greatest extent possible at each respective stage of the Project) analysis and implementation actions sufficient to allow DWP to properly attribute and assign costs to its Balancing Authority Area and Transmission Customers.

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(c) 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 supporting April 2021
<p>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.</p>	<p>June 2019</p>
<ul style="list-style-type: none"> • Milestone 1 – This milestone is completed when the Agreement has been executed and made effective in accordance with Section 1 of the Agreement. 	<p>July 2017</p>
<p>Full Network Model Expansion – Full Network Model expansion for DWP 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 DWP; testing of the new market model; and validation of the Outage and State Estimator applications.</p>	<p>Apr 2020</p>

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<ul style="list-style-type: none"> • Milestone 2 - This milestone is completed upon modeling DWP into the ISO Full Network Model through the EMS using the ISO's network and resource modeling process. 	Apr 2020
<p>System Implementation and Connectivity Testing – System requirements and software design, the execution of necessary software vendor contracts, development of Market network model including DWP, allow DWP to connect to a non-production test system.</p>	Sept 2020
<ul style="list-style-type: none"> • Milestone 3 - ISO to promote market network model including DWP area to non-production system as an internal test prior to allowing DWP to connect and exchange data in advance of Market Simulation. 	Sept 2020
<p>Construction, Testing and Training in Preparation for Market Simulation - This task includes IT infrastructure upgrades, security testing, training, Day-in-life simulation, and functional testing.</p>	Sept 2020
<ul style="list-style-type: none"> • Milestone 4a – Start of Connectivity to ISO Testing in a non-production test environment, Interface testing with minimum data requirements and functional integration testing. ISO will make the test environment available for LADWP connectivity testing prior to the delivery date assuming LADWP has provided all requisite data and non-production system availability does not conflict with ISO production system Spring Release schedule. 	Sept 2020
<ul style="list-style-type: none"> • Milestone 4b –Begin ‘Day in the Life’ scenario testing 	Oct 2020
<ul style="list-style-type: none"> • Milestone 4c – Begin Structured Market simulation 	Dec 2020
<p>Activate Parallel Operations - Beginning two months prior to the first market trade date for DWP, the ISO will activate a parallel operation environment to practice production grade systems integration as well as market processes and operating procedures in anticipation of the impending DWP activation as an EIM Entity and to confirm compliance with the EIM readiness criteria set forth in the ISO tariff.</p>	Jan 2021
<ul style="list-style-type: none"> • Milestone 5 – Start of parallel operations 	Feb 1, 2021

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<p>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 DWP tariff process, applicable board approvals, the filing and acceptance of service agreements and tariff changes with FERC, and completion and filing of a readiness criteria certification in accordance with the ISO tariff.</p>	<p>Mar 2021</p>
<ul style="list-style-type: none">• Milestone 6 – This milestone is complete upon the first production DWP energy imbalance market trade date.	<p>April 1, 2021</p>