

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(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 March 2, 2022
<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. This phase will include a detailed IT system review to assist Tacoma in development of a detailed metering plan, bid-to-bill system, and coordination with Tacoma EMS. Work will be initiated on the Tacoma staff training program using the foundational and detailed system computer-based training module, as well as on the resource data templates needed during Milestone 2.</p>	<p>May 2019- December 2019</p>
<ul style="list-style-type: none"> • Milestone 1 – This milestone is completed when the Agreement has been made effective in accordance with Section 1 of the Agreement . 	<p>April 2020</p>

<p>Full Network Model Expansion – Full Network Model expansion for Tacoma 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 Tacoma; testing of the new market model; and validation of the Outage and State Estimator applications.</p>	November 2020
<ul style="list-style-type: none"> • Milestone 2 - This milestone is completed upon modeling Tacoma 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. 	October 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 Tacoma, allow Tacoma to connect to a non-production test system.</p>	April 2021, for Internal Testing June 2021, for Joint Integration Testing
<ul style="list-style-type: none"> • Milestone 3 - ISO to promote market network model including Tacoma area to non-production system, and allow Tacoma to connect and exchange data in advance of Market Simulation. 	April 2021, for Internal Testing June 2021, for Joint Integration Testing
<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>	June 2021
<ul style="list-style-type: none"> • Milestone 4a – Start of Joint Integration Testing with ISO, Interface testing with minimum data requirements and functional integration testing. ISO will make the test environment available for Tacoma connectivity testing prior to the delivery date assuming Tacoma has provided all requisite data and non-production system availability does not conflict with ISO production system Spring Release schedule. 	July 2021
<ul style="list-style-type: none"> • Milestone 4b –Begin ‘Day in the Life’ scenario testing 	September 2021
<ul style="list-style-type: none"> • Milestone 4c – Begin Structured Market simulation (Milestone 4 payment due at this point) 	October 2021
<p>Activate Parallel Operations – The ISO will activate a parallel operation environment to practice production grade systems integration as well as market processes and operating procedures</p>	November 2021

<p>in anticipation of the impending Tacoma activation as an EIM Entity and to confirm compliance with the EIM readiness criteria set forth in the ISO tariff.</p>	
<ul style="list-style-type: none"> • Milestone 5 – Start of parallel operations 	<p>December 2021</p>
<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 Tacoma 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>February 2022</p>
<ul style="list-style-type: none"> • Milestone 6 – This milestone is complete upon the first production Tacoma energy imbalance market trade date. 	<p>March 2, 2022</p>