

**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 ISO shall invoice Bonneville for each of the milestones described below pursuant to section 4(c) of the Agreement.

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 (“Timeframe”) 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	Timeframe
<p>Milestone 1 – Effective Date Upon the Effective Date of the Implementation Agreement as described in Section 1 of this Agreement.</p>	September 2019 – December 2019
<p>Milestone 2—Detailed Project Management Plan The Parties will develop and initiate a 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 Bonneville in development of a detailed metering plan, bidding and billing system(s), and coordination with Bonneville EMS upgrade(s). Work will be initiated on the Bonneville staff training program using the foundational and detailed system computer-based training modules, as well as on the resource data templates needed during Milestone 2.</p>	October 2019- April 2020
<p>Milestone 3— System Implementation and Connectivity Testing for Market Model Upon ISO promotion of market network model including the Bonneville area to the non-production system, and allowing Bonneville to connect and exchange data in advance of market simulation.</p>	May 2020- June 2021

Project Scope and Milestones	Timeframe
<p>Milestone 4— Market Simulation Completion of day-in-life simulation, and start of market simulation scenarios.</p>	<p>June 2021- November 2021</p>
<p>Milestone 5— Start of Parallel Operations 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 Bonneville activation as an EIM Entity and to confirm compliance with the EIM readiness criteria set forth in the ISO tariff. This milestone will include the following:</p> <ul style="list-style-type: none"> • Staged Weekday/Weekend/Weeknight (in progressive sequence) operations with considerations of minimum support during holiday periods; and • Full 24/7 operations. 	<p>December 2021- April 2022</p>
<p>Milestone 6—Final preparation for System Deployment and Go Live with a target of no later than 5/3/2022 This milestone will include resource registration, operating procedures and updates, execution of service agreements, completion of the Bonneville 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>April 2022- May 2022</p>