

## EXHIBIT A: PROJECT SCOPE AND SCHEDULE

The Project Phase 2 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 Phase 2 on a milestone track.

The Parties understand that input received from stakeholders during the course of implementing the Project Phase 2, conditions imposed or questions raised in the regulatory approval process, and the activities of the Parties in implementing the Project Phase 2 may cause the Parties to determine that changes in the Project Phase 2 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 Phase 2 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 Phase 2.

<b>Project Phase 2 Scope and Milestones</b>	<b>Project Phase 2 Delivery Dates supporting April 2021</b>
<b>Detailed Project Phase 2 Management Plan</b> – 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 Phase 2.	October-November 2019
<ul style="list-style-type: none"> <li>• <b>Milestone 1</b> – This milestone is completed when the Agreement has been made effective in accordance with Section 1 of the Agreement.</li> </ul>	December 2019
<b>Full Network Model Expansion</b> – Full Network Model expansion for BANC 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 BANC; testing of the new market model; and validation of the Outage and State Estimator applications.	July 2020

<ul style="list-style-type: none"> <li>• <b>Milestone 2</b> - This milestone is completed upon modeling BANC 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.</li> </ul>	July 2020
<p><b>System Implementation and Connectivity Testing</b> – System requirements and software design, the execution of necessary software vendor contracts, development of Market network model including BANC, allow BANC to connect to a non-production test system.</p>	August 2020
<ul style="list-style-type: none"> <li>• <b>Milestone 3</b> - ISO to promote market network model including BANC area to non-production system, and allow BANC to connect and exchange data in advance of Market Simulation.</li> </ul>	August 2020
<p><b>Construction, Testing and Training in Preparation for Market Simulation</b> - This task includes IT infrastructure upgrades, security testing, training, Day-in-life simulation, and functional testing.</p>	August-December 2020
<ul style="list-style-type: none"> <li>• <b>Milestone 4a</b> – Start of Connectivity to ISO Testing.</li> </ul>	August 2020
<ul style="list-style-type: none"> <li>• <b>Milestone 4b</b> – Interface testing with minimum data requirements and functional integration testing. ISO will make the test environment available for BANC connectivity testing prior to the delivery date assuming BANC has provided all requisite data and non-production system availability does not conflict with ISO production system Spring Release schedule.</li> </ul>	September, 2020
<ul style="list-style-type: none"> <li>• <b>Milestone 4c</b> –Begin 'Day in the Life' scenario testing</li> </ul>	October 2020
<ul style="list-style-type: none"> <li>• <b>Milestone 4d</b> – Begin Structured Market simulation</li> </ul>	November 2020
<p><b>Activate Parallel Operations</b> - Beginning February 1, 2021, 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 BANC activation as an EIM Entity and to confirm compliance with the EIM readiness criteria set forth in the ISO tariff.</p>	January 2021

<ul style="list-style-type: none"> <li>• <b>Milestone 5</b> – Start of parallel operations</li> </ul>	<p>January 27, 2021</p>
<p><b>System Deployment and Go Live</b> – Implementing the Project Phase 2 and going live will include resource registration, operating procedures and updates, execution of service agreements, completion of necessary OATT revisions, applicable management approvals, the presentation and acceptance of service agreements and tariff changes by applicable governing boards, and completion and filing of a readiness criteria certification in accordance with the ISO tariff.</p>	<p>March 2021</p>
<ul style="list-style-type: none"> <li>• <b>Milestone 6</b> – This milestone is complete upon the first production BANC energy imbalance market trade date.</li> </ul>	<p>March 25, 2021</p>