HEBER LIGHT & POWER COMPANY

31 S 100 W
Heber City, UT 84032

BOARD MEETING NOTICE & AGENDA

Date: **December 15, 2021**
Time: **4:00 pm**
Location: **Heber Light & Power**
31 S 100 W
Heber City, UT 84032

Board of Directors:

Heber City Mayor - Kelleen Potter
Midway City Rep. – Steve Dougherty
Charleston Town Mayor - Brenda Kozlowski
Wasatch County Council Rep. - Kendall Crittenden
Heber City Council Rep. – Wayne Hardman
Heber City Council Rep. – Rachel Kahler

AGENDA

1. Approval of consent agenda:
   a. November 17, 2021 Board Meeting Minutes
   b. November 2021 Financial Statements
   c. November 2021 Warrants
2. Approval of 2022 Capital and Operating Budget (Bart Miller)
3. Review and approval of Risk Management Policy (Adam Long, Emily Brandt)
4. Review and approval to submit new building design for contractor bids (Jason Norlen)
5. Review and approval of amendments to Employee Handbook (Karly Schindler)
6. Review and approval of Resolution 2021-06 Expressing Official Intent Regarding Certain Capital Expenditures to be Reimbursed From Proceeds of Heber Light & Power Company Bonds (Bart Miller)
7. Review and approval of Yellowstone Peak Generation Plant and Clean Energy Research Park MOU (Jason Norlen)
8. CREDA Report (Emily Brandt)
9. IPP Report (Jason Norlen)
10. Wholesale Power Report (Emily Brandt)
11. General Manager's report
    a. UAMPS Update
    b. Company Winter Party
    c. Update on DAQ Approval Order
12. Closed Session to discuss pending or reasonably imminent litigation

HEBER LIGHT & POWER COMPANY
31 South 100 West
Heber City, Utah 84032

November 17, 2021

The Board of Directors of Heber Light & Power met on November 17, 2021, in the Heber Light & Power boardroom at 31 S 100 W, Heber City, UT.

Board Member Attendance: Board Chair - Kelleen Potter: Present
Director - Steve Dougherty: Present via Zoom
Director - Brenda Kozlowski: Present
Director - Wayne Hardman: Present
Director - Rachel Kahler: Present via Zoom
Director - Kendall Crittenden: Present

Others Present: Jason Norlen, Karly Schindler, Bart Miller, Harold Wilson, Rob Tuft, Adam Long, Jake Parcell, Emily Brandt, Bob Kowallis

Director Kozlowski welcomed those in attendance and mentioned that Chair Potter and Director Crittenden would be late.

Director Kozlowski asked for a motion to move agenda item 2 after agenda item 5 so that Chair Potter and Director Crittenden would be present for the discussion.

Motion. Director Hardman moved to adjust the agenda as stated. Director Kahler seconded the motion. The motion carried with the following vote:
Board Chair - Kelleen Potter: Not Present
Director - Steve Dougherty: Approve
Director - Brenda Kozlowski: Approve
Director - Wayne Hardman: Approve
Director - Rachel Kahler: Approve
Director - Kendall Crittenden: Not Present

1. Consent agenda - approval of a) October 27, 2021 Minutes, b) October 2021 Financial Statements, c) October 2021 Warrants. Director Kozlowski called for a motion regarding the consent agenda.

Motion. Director Hardman moved to approve the consent agenda as presented. Director Dougherty seconded the motion. The motion carried with the following vote:
Board Chair - Kelleen Potter: Not Present
Director - Steve Dougherty: Approve
Director - Brenda Kozlowski: Approve
Director - Wayne Hardman: Approve
Director - Rachel Kahler: Approve
Director - Kendall Crittenden: Not Present

(Agenda item 2 was discussed later in the meeting.)

3. Discussion and decision on HL&P/RMP contract for Midway portion of transmission line. Adam Long reported that this was discussed last meeting in closed session because it involves selling property rights through Midway. The contract was amended to treat the Midway line the same as the line out on Highway 40; essentially, we built it, and RMP pays for it and takes ownership of it. Director Dougherty asked if this changes the economics from the original contract. Adam stated we are spending less money, but the tradeoff is that we do not have a line through there. Jason stated that the calculation for the rest of the line is done on a structure-by-structure basis. The board and staff discussed easements. Jason stated that the express easements that we purchased are transferrable and it is the intent that all of that gets transferred over. The remaining easements for our distribution are in public utility easements.

Motion. Director Hardman moved to approve the contract amendment for the Midway portion. Director Kahler seconded the motion. The motion carried with the following vote:

Board Chair - Kelleen Potter: Not Present
Director - Steve Dougherty: Approve
Director - Brenda Kozlowski: Approve
Director - Wayne Hardman: Approve
Director - Rachel Kahler: Approve
Director - Kendall Crittenden: Not Present

4. Wholesale Power Report. Emily Brandt stated that there was nothing new to report. Since this meeting is early, October numbers are not yet available. She stated that the information is the same as last time but with a few extra charts. We are 2% over budget on overall wholesale power and natural gas costs, which lines up with being 2% up on energy for the year. The hourly system load is trending with the average temperature, and it has been a mild October.

5. Approval of UFS Cost of Service/Rate Study engagement letter. Jason Norlen stated that the plan going forward is to reengage UFS on a cost of service and rate study. UFS provided an engagement letter to do a cost of service and rate plan for a cost of $23,000. We do this process every other year. With the amount of growth, it is important to stay on top of rates. We keep a close eye on it and make sure any rate increases are single-digit numbers that are more budget-friendly for our customers. Included in the price of the study is looking at time of use rates. The audit committee talked about seeing if we can get a price from another vendor. This will be the third time for UFS to look at rates. We typically use the same vendor for three studies. As for a timeline, Jason stated that we would like to have the study done by June or July with rates implemented in October.

Motion. Director Kahler moved to approve the proposed professional services agreement for $23,000 to engage UFS. Director Dougherty seconded the motion. The motion carried with the following vote:

Chair - Kelleen Potter: Not Present
Director - Steve Dougherty: Approve
Director - Brenda Kozlowski: Approve
Director - Wayne Hardman: Approve
Director - Rachel Kahler: Approve
Director - Kendall Crittenden: Not Present

6. General Manager's Report. Jason Norlen reported on the Enchant power purchase agreement, which is part of the UAMPS Resource Project. Enchant is going to purchase the San Juan coal plant outside of Farmington, New Mexico and do CO2 sequestration. Jason reported that our numbers in the project have shrunk a little. This project is very affordable at $34/MWh. It fits within our wholesale power rates and is fully subscribed through UAMPS. [Chair Potter joined the meeting.] Director Dougherty asked if the price is fixed. Jason stated that it is unit contingent. If it goes down, there are no penalties in the PPA. Jason stated there are also escalators with each tranche and $34/MWh is a blended price. Jason reported that Doug Hunter, the UAMPS general manager, announced his retirement at the end of 2022. Regarding the Horse

Butte Wind 2 project, UAMPS is studying whether or not it is worthwhile to upgrade the current turbines for the excess capacity for the collector system. Jason stated that he thought it would be better to work on getting Horse Butte 1 expanded to full capacity. As an update on Transmission Line, Harold Wilson reported that all of the structures are up in Midway, and they will finish stringing conductor this week. The line should be complete by December. Some of the easements are still being negotiated, and we have received appraisals from the Ombudsman. Jason reviewed the memo he sent out regarding the Risk Management Committee meeting. The decision was made to purchase 4 MW flat for January, February, and next December. With the callback of IPP, that would include another 4 1/2 MW flat from April through September of 2022 and solidify some of the numbers in the budget. Jason explained the capacity of the plant has everything to do with Los Angeles running the plant as they need it. Jason stated that the wholesale power purchases have been loaded in the budget. The decisions of the risk management committee were done to manage risk based on the shorts. Jason stated they will continue to look for affordable wholesale power. Jason briefly discussed with Director Dougherty the implications of the infrastructure bill. Jason reported that we have joined CREDA (Colorado River Energy Distributors Association) as a voting member. Emily will attend meetings and report on what is happening with the Colorado River Storage Project.

(The board moved back to discussion of agenda item 2.)

2. Discussion and decision on Resolution 2021-05 Adopting Impact Fees and Approving Impact Fee Facilities Plan and Impact Fee Analysis. Jason stated the decision is whether or not the board wants to take the impact fees based on the impact fee analysis and increase them 38.4%. Jason stated it was a good analysis. Chair Potter asked for discussion or a motion. Bart Miller explained that there is still some confusion in the community that we are not charging a full impact fee. Bart explained that a new customer receives a credit for the amount they pay over the next seven years for the portion in their rates that already covers the cost of capital maintenance. When a new customer pays an impact fee, they are paying a portion up front and a portion over seven years through rates. Jason explained that the portion of the kwh rate that is identified as aid to capital is analyzed in the cost of service study and shows up in the depreciation line of the budget.

> Motion. Director Kahler moved to approve Resolution 2021-05 Adopting Impact Fees and Approving Impact Fee Facilities Plan and Impact Fee Analysis. Director Dougherty seconded the motion. The motion carried with the following vote:
>
> Board Chair - Kelleen Potter: Approve
> Director - Steve Dougherty: Approve
> Director - Brenda Kozlowski: Approve
> Director - Wayne Hardman: Approve
> Director - Rachel Kahler: Approve
> Director - Kendall Crittenden: Approve

7. Closed session to discuss the purchase or sale of real property.

> Motion. Director Kozlowski moved to go into closed session. Director Crittenden seconded the motion. The motion carried with the following vote:
>
> Board Chair - Kelleen Potter: Approve
> Director - Steve Dougherty: Approve
> Director - Brenda Kozlowski: Approve
> Director - Wayne Hardman: Approve
> Director - Rachel Kahler: Approve
> Director - Kendall Crittenden: Approve
>
> [Director Crittenden exited the meeting.]

Motion. Director Kozlowski moved to go out of closed session. Director Hardman seconded the motion. The motion carried with the following vote:

Board Chair - Kelleen Potter: Approve
Director - Steve Dougherty: Approve
Director - Brenda Kozlowski: Approve
Director - Wayne Hardman: Approve
Director - Rachel Kahler: Approve
Director - Kendall Crittenden: Not Present

6:00 pm – Public Hearing on 2022 Tentative Capital and Operating Budget

Chair Potter opened the public hearing.

Bart presented the tentative 2022 OMAG and Capital Expenditure budgets. He reported that over the last six years, customer count has increased 6.2%. Average revenue growth over the last five years was 2.86% with expenses growing about 3.6% for the same period. For 2022 revenue growth is projected to be 3.87% over last year with expenses increasing by 11.62 %. He showed revenue of $22,008,743 by key sources: residential, general service, and Jordanelle. Bart reviewed each of the expense lines identifying the key drivers of the increase or decrease in expense. A major factor of increased expenses is the cost of labor. [Director Crittenden returned to the meeting.] Non-operating expenses include depreciation and debt interest. The operating margin is a $743,184 loss on regular operations. The retained earnings from this year will be taken by the 2022 deficit. Typically, the capital projects are off of the operating margins. Bart explained the cyclical nature of impact fees and collecting them versus the timing of doing projects. The average annual impact fee collection over the past five years was $1.7 million with average expenditures of $1.3 million. The current impact fee balance is $3.9 million. CIAC is money from developers to pay for that work which we need to do. CIAC is growing exponentially. More developer-paid capital is being put on the system than we are putting on the system. Bart reviewed the capital expenditures for 2022 with the major expenditures being the substation and new building.

Chair Potter opened the hearing for public comment. No public was present. Chair Potter closed the public hearing.

With no further business to discuss, the Chair called for a motion to adjourn the meeting.

Motion: Director Kozlowski moved to adjourn the meeting. Director Kahler seconded the motion. The motion carried with the following vote:

Board Chair - Kelleen Potter: Approve
Director - Steve Dougherty: Approve
Director - Brenda Kozlowski: Approve
Director - Rachel Kahler: Approve
Director - Wayne Hardman: Approve
Director - Kendall Crittenden: Approve

Meeting adjourned.

Karly Schindler
Board Secretary

General Ledger
Financial And Operating Report Electric Distribution

BALANCE SHEET FOR NOV 2021

	Last Year	This Year	Variance
ASSETS AND OTHER DEBITS			
1. Total Utility Plant in Service	70,681,282.44	77,060,862.73	6,379,580.29
2. Construction Work in Progress	2,789,697.84	6,108,837.19	3,319,139.35
3. Total Utility Plant (1 + 2)	73,470,980.28	83,169,699.92	9,698,719.64
4. Accum. Provision for Depreciation and Amort.	33,306,353.90	35,895,441.28	2,589,087.38
5. Net Utility Plant (3 - 4)	40,164,626.38	47,274,258.64	7,109,632.26
6. Non-Utility Property (Net)	0.00	0.00	0.00
7. Invest. in Subsidiary Companies	0.00	0.00	0.00
8. Invest. in Assoc. Org. - Patronage Capital	0.00	0.00	0.00
9. Invest. in Assoc. Org. - Other - General Funds	0.00	0.00	0.00
10. Invest. in Assoc. Org. - Other - Nongeneral Funds	0.00	0.00	0.00
11. Invest. in Economic Development Projects	0.00	0.00	0.00
12. Other Investments	0.00	0.00	0.00
13. Special Funds	0.00	0.00	0.00
14. Total Other Property & Investments (6 thru 13)	0.00	0.00	0.00
15. Cash - General Funds	4,141,986.01	4,848,075.26	706,089.25
16. Cash - Construction Funds - Trustee	0.00	0.00	0.00
17. Special Deposits	7,232,023.92	4,920,790.26	-2,311,233.66
18. Temporary Investments	16,289,258.44	16,268,963.19	-20,295.25
19. Notes Receivable (Net)	0.00	0.00	0.00
20. Accounts Receivable - Sales of Energy (Net)	2,646,252.39	2,913,559.03	267,306.64
21. Accounts Receivable - Other (Net)	80,626.19	38,440.89	-42,185.30
22. Renewable Energy Credits	0.00	0.00	0.00
23. Material and Supplies - Electric & Other	2,151,167.13	4,183,177.91	2,032,010.78
24. Prepayments	354,677.73	368,252.49	13,574.76
25. Other Current and Accrued Assets	0.00	0.00	0.00
26. Total Current and Accrued Assets (15 thru 25)	32,895,991.81	33,541,259.03	645,267.22
27. Regulatory Assets	0.00	0.00	0.00
28. Other Deferred Debits	0.00	0.00	0.00
29. Total Assets and Other Debits (5 + 14 + 26 thru 28)	73,060,618.19	80,815,517.67	7,754,899.48

General Ledger
Financial And Operating Report Electric Distribution

BALANCE SHEET FOR NOV 2021

	Last Year	This Year	Variance
LIABILITIES AND OTHER CREDITS			
30. Memberships	0.00	0.00	0.00
31. Patronage Capital	0.00	0.00	0.00
32. Operating Margins - Prior Years	36,275,729.45	41,172,461.21	4,896,731.76
33. Operating Margins - Current Year	5,214,220.51	9,336,419.30	4,122,198.79
34. Non-Operating Margins	0.00	0.00	0.00
35. Other Margins and Equities	0.00	0.00	0.00
36. Total Margins & Equities (30 thru 35)	41,489,949.96	50,508,880.51	9,018,930.55
37. Long-Term Debt - RUS (Net)	22,692,649.45	20,954,652.85	-1,737,996.60
38. Long-Term Debt - FFB - RUS Guaranteed	0.00	0.00	0.00
39. Long-Term Debt - Other - RUS Guaranteed	0.00	0.00	0.00
40. Long-Term Debt - Other (Net)	1,219,886.00	1,232,818.00	12,932.00
41. Long-Term Debt - RUS Econ. Devel. (Net)	0.00	0.00	0.00
42. Payments - Unapplied	0.00	0.00	0.00
43. Total Long-Term Debt (37 thru 41 - 42)	23,912,535.45	22,187,470.85	-1,725,064.60
44. Obligations Under Capital Leases - Noncurrent	1,296,976.75	1,167,898.01	-129,078.74
45. Accumulated Operating Provisions	0.00	0.00	0.00
46. Total Other Noncurrent Liabilities (44 + 45)	1,296,976.75	1,167,898.01	-129,078.74
47. Notes Payable	0.00	0.00	0.00
48. Accounts Payable	1,760,688.65	2,983,643.97	1,222,955.32
49. Consumers Deposits	0.00	0.00	0.00
50. Current Maturities Long-Term Debt	0.00	0.00	0.00
51. Current Maturities Long-Term Debt - Econ. Devel.	0.00	0.00	0.00
52. Current Maturities Capital Leases	0.00	0.00	0.00
53. Other Current and Accrued Liabilities	2,101,862.90	2,050,229.44	-51,633.46
54. Total Current & Accrued Liabilities (47 thru 53)	3,862,551.55	5,033,873.41	1,171,321.86
55. Regulatory Liabilities	2,498,604.48	1,917,394.89	-581,209.59
56. Other Deferred Credits	0.00	0.00	0.00
57. Total Liab. & Other Credits (36+43+46+54 thru 56)	73,060,618.19	80,815,517.67	7,754,899.48

Current Assets To Current Liabilities	8.52	to 1	6.66	to 1
Margins and Equities To Total Assets	56.79	%	62.50	%
Long-Term Debt To Total Utility Plant	32.55	%	26.68	%

General Ledger
Financial And Operating Report Electric Distribution

INCOME STATEMENT FOR NOV 2021

Item	Year - To - Date Last Year	Year - To - Date This Year	Year - To - Date Budget	Period - To - Date Current	Period - To - Date Budget
1. Operating Revenue and Patronage Capital	18,602,149.35	19,550,176.62	19,526,580.11	1,583,724.32	1,565,729.18
2. Power Production Expense	758,915.62	1,095,282.38	975,793.32	90,842.98	84,789.49
3. Cost of Purchased Power	9,407,513.12	9,419,844.72	9,961,343.50	769,144.52	742,690.50
4. Transmission Expense	0.00	0.00	0.00	0.00	0.00
5. Regional Market Expense	0.00	0.00	0.00	0.00	0.00
6. Distribution Expense - Operation	285,141.65	458,482.99	423,667.50	65,085.95	41,162.39
7. Distribution Expense - Maintenance	1,699,711.93	1,792,068.01	2,059,488.75	147,848.35	187,226.25
8. Customer Accounts Expense	403,735.70	438,635.95	665,613.39	30,625.58	59,828.49
9. Customer Service and Informational Expense	14,614.04	19,473.20	21,816.63	4,212.09	1,183.33
10. Sales Expense	0.00	0.00	0.00	0.00	0.00
11. Administrative and General Expense	2,327,584.52	2,174,441.31	2,189,068.07	219,733.65	224,141.92
12. Total Operation & Maintenance Expense (2 thru 11)	14,897,216.58	15,398,228.56	16,296,791.16	1,327,493.12	1,341,022.37
13. Depreciation & Amortization Expense	2,281,438.79	2,467,714.89	2,406,250.00	232,341.31	218,750.00
14. Tax Expense - Property & Gross Receipts	0.00	0.00	0.00	0.00	0.00
15. Tax Expense - Other	0.00	0.00	0.00	0.00	0.00
16. Interest on Long-Term Debt	518,312.44	460,418.02	460,478.52	0.00	0.00
17. Interest Charged to Construction - Credit	0.00	0.00	0.00	0.00	0.00
18. Interest Expense - Other	0.00	0.00	0.00	0.00	0.00
19. Other Deductions	0.00	0.00	0.00	0.00	0.00
20. Total Cost of Electric Service (12 thru 19)	17,696,967.81	18,326,361.47	19,163,519.68	1,559,834.43	1,559,772.37
21. Patronage Capital & Operating Margins (1 minus 20)	905,181.54	1,223,815.15	363,060.43	23,889.89	5,956.81
22. Non Operating Margins - Interest	244,253.80	74,591.33	151,250.00	5,801.99	13,750.00
23. Allowance for Funds Used During Construction	0.00	0.00	0.00	0.00	0.00
24. Income (Loss) from Equity Investments	0.00	0.00	0.00	0.00	0.00
25. Non Operating Margins - Other	4,064,785.17	8,038,012.82	2,760,613.26	381,514.25	239,394.66
26. Generation and Transmission Capital Credits	0.00	0.00	0.00	0.00	0.00
27. Other Capital Credits and Patronage Dividends	0.00	0.00	0.00	0.00	0.00
28. Extraordinary Items	0.00	0.00	0.00	0.00	0.00
29. Patronage Capital or Margins (21 thru 28)	5,214,220.51	9,336,419.30	3,274,923.69	411,206.13	259,101.47
Operating - Margin	5,214,220.51	9,336,419.30	3,274,923.69	411,206.13	259,101.47
Non Operating - Margin	0.00	0.00	0.00	0.00	0.00
Times Interest Earned Ratio - Operating	2.75	3.66			
Times Interest Earned Ratio - Net	11.06	21.28			
Times Interest Earned Ratio - Modified	11.06	21.28			

12/10/2021 6:32:18 am

General Ledger
Directors Report 2 - Detail
NOV 2021

Div	Account	Description	Budget YTD	Current YTD	Budget PTD	Current PTD
0	414.0	OTHER INCOME	13,750.00	49,486.09	1,250.00	3,754.17
0	414.1	POLE ATTACHMENT FEE INCOME	44,069.00	46,085.50	0	0
0	414.2	CONNECTION FEE INCOME	32,083.26	32,250.00	2,916.66	3,280.00
0	414.3	PENALTY INCOME	36,666.63	38,725.87	3,333.33	3,178.06
0	418.0	NON-OPERATING RENTAL INCOME	16,500.00	16,500.00	1,500.00	3,000.00
0	440.0	ELECTRIC - RESIDENTIAL INCOME	10,469,126.78	11,126,922.13	861,617.87	916,564.02
0	440.99	UNBILLED REVENUE	0	0	0	0
0	442.0	ELECTRIC - GENERAL SERVICES INCOME	7,119,734.12	6,949,707.02	617,844.90	589,758.29
0	445.0	JORDANELLE POWER SALES	1,673,440.00	1,206,751.90	72,490.00	61,061.75
0	445.1	JORDANELLE O & M	120,293.69	82,748.11	4,693.09	3,028.03
0	451.0	WRITE OFFS COLLECTED	0	0	0	0
0	451.1	METER READING CHARGE	916.63	1,000.00	83.33	100.00
Line 1. Operating Revenue and Patronage Capital			19,526,580.11	19,550,176.62	1,565,729.18	1,583,724.32
0	542.0	HYDRO MAINTENANCE	142,717.63	109,175.01	12,974.33	11,437.25
0	547.0	GAS GENERATION - FUEL COSTS	525,548.36	622,895.33	43,858.13	24,170.36
0	548.0	GENERATION EXPENSE	307,527.33	363,212.04	27,957.03	55,235.37
Line 2. Power Production Expense			975,793.32	1,095,282.38	84,789.49	90,842.98
0	555.0	POWER PURCHASES	7,380,953.50	7,689,986.60	587,750.50	714,608.68
0	555.1	JORDANELLE PARTNER ENERGY	1,673,440.00	1,145,689.84	72,490.00	0
0	555.2	ENERGY REBATES	137,500.00	25,399.32	12,500.00	900.00
0	556.0	SYSTEM CONTROL AND LOAD DISPATCHI	769,450.00	558,768.96	69,950.00	53,635.84
Line 3. Cost of Purchased Power			9,961,343.50	9,419,844.72	742,690.50	769,144.52
Line 4. Transmission Expense			0	0	0	0
Line 5. Regional Market Expense			0	0	0	0
0	401.0	OPERATION EXPENSE	279,038.90	290,206.38	28,110.89	27,945.18
0	402.0	MATERIALS - OPERATIONS	1,062.50	1,248.15	0	0
0	402.1	SAFETY MATERIALS	72,341.54	92,196.66	6,576.54	26,529.47
0	402.2	MATERIALS - TOOL EXPENSE	22,916.30	26,708.67	2,083.30	6,621.80
0	586.0	METER EXPENSES	48,308.26	48,123.13	4,391.66	3,989.50
Line 6. Distribution Expense - Operation			423,667.50	458,482.99	41,162.39	65,085.95
0	591.0	MAINTENANCE OF STRUCTURES	1,677,225.00	1,411,106.92	152,475.00	120,324.33
0	592.0	MAINTENANCE OF STATION EQUIPMENT	382,263.75	380,961.09	34,751.25	27,524.02
Line 7. Distribution Expense - Maintenance			2,059,488.75	1,792,068.01	187,226.25	147,848.35

General Ledger
Directors Report 2 - Detail
NOV 2021

Div	Account	Description	Budget YTD	Current YTD	Budget PTD	Current PTD
0	597.0	METERING MAINTENANCE	264,835.01	174,116.92	24,075.91	10,009.08
0	903.23	COLLECTION FEE/COMMISSIONS	2,200.00	2,015.81	200.00	430.28
0	904.0	BAD DEBTS	7,500.00	40.60	0	0
0	908.0	CUSTOMER ASSISTANCE EXPENSES	303,078.38	167,980.69	27,552.58	12,379.38
0	921.5	BILLING STATEMENT EXPENSES	88,000.00	94,481.93	8,000.00	7,806.84
Line 8. Customer Accounts Expense			665,613.39	438,635.95	59,828.49	30,625.58
0	426.4	COMMUNITY RELATIONS	19,800.00	19,473.20	1,000.00	4,212.09
0	910.0	MISC CUSTOMER SERVICE AND INFORMA	2,016.63	0	183.33	0
Line 9. Customer Service and Informational Expense			21,816.63	19,473.20	1,183.33	4,212.09
Line 10. Sales Expense			0	0	0	0
0	401.1	BUILDING EXPENSES	31,363.04	33,558.76	1,998.19	2,881.91
0	401.2	TRAINING & TRAVEL	214,282.15	204,379.42	32,991.65	35,656.80
0	920.0	SALARIES ADMINISTRATIVE	931,547.98	709,377.91	84,686.18	-47,057.65
0	920.1	PAID ADMINISTRATIVE LEAVE	0	60,087.48	0	0
0	920.99	PAYROLL ALLOCATION (SICK, COMP, CAL	0	0	0	0
0	921.0	BUSINESS OFFICE SUPPLIES	11,550.00	11,390.97	1,050.00	1,434.57
0	921.1	OPERATIONS OFFICE SUPPLIES	0	0	0	-2,872.82
0	921.2	LEGAL OFFICE SUPPLIES	0	0	0	0
0	921.3	POSTAGE/SHIPPING	7,837.61	7,148.01	712.51	132.93
0	921.4	BANK & CREDIT CARD FEES	86,533.26	98,920.68	7,866.66	9,616.19
0	923.0	OUTSIDE SERVICES	133,000.00	127,307.29	25,000.00	12,218.24
0	926.0	EMPLOYEE PENSION & BENEFITS	0	682.70	0	-22.50
0	926.1	POST EMPLOYMENT BENEFITS	23,833.26	20,725.36	2,166.66	1,711.03
0	926.2	FICA - MEDICARE/SOC SECURITY	0	0	0	35,486.18
0	926.3	RETIREMENT	0	28,652.19	0	28,885.61
0	926.4	ACTUARIAL CALCULATED PENSION EXPE	0	0	0	0
0	930.2	MISCELLANEOUS	7,500.00	77,336.78	250.00	73,958.11
0	935.0	MAINTENANCE OF GENERAL PLANT	27,500.00	9,623.85	2,500.00	16.81
0	935.1	COMMUNICATIONS	97,309.63	100,991.39	8,846.33	11,713.29
0	935.2	TRUCKS	362,674.51	381,354.14	32,970.41	25,249.58
0	935.3	IT MAINT/SUPPORT	254,136.63	302,904.38	23,103.33	30,725.37
0	935.4	GENERAL PLANT EXPENSE	0	0	0	0
Line 11. Administrative and General Expense			2,189,068.07	2,174,441.31	224,141.92	219,733.65

General Ledger
Directors Report 2 - Detail
NOV 2021

Div	Account	Description	Budget YTD	Current YTD	Budget PTD	Current PTD
Line 12. Total Operation & Maintenance Expense (2 thru 11)			16,296,791.16	15,398,228.56	1,341,022.37	1,327,493.12
0	403.0	DEPRECIATION	2,406,250.00	2,467,714.89	218,750.00	232,341.31
Line 13. Depreciation & Amortization Expense			2,406,250.00	2,467,714.89	218,750.00	232,341.31
Line 14. Tax Expense - Property & Gross Receipts			0	0	0	0
Line 15. Tax Expense - Other			0	0	0	0
0	427.0	INTEREST EXPENSE	460,478.52	460,418.02	0	0
Line 16. Interest on Long-Term Debt			460,478.52	460,418.02	0	0
Line 17. Interest Charged to Construction - Credit			0	0	0	0
Line 18. Interest Expense - Other			0	0	0	0
Line 19. Other Deductions			0	0	0	0
Line 20. Total Cost of Electric Service (12 thru 19)			19,163,519.68	18,326,361.47	1,559,772.37	1,559,834.43
Line 21. Patronage Capital & Operating Margins (1 minus 20)			363,060.43	1,223,815.15	5,956.81	23,889.89
0	419.0	INTEREST INCOME	151,250.00	74,591.33	13,750.00	5,801.99
Line 22. Non Operating Margins - Interest			151,250.00	74,591.33	13,750.00	5,801.99
Line 23. Allowance for Funds Used During Construction			0	0	0	0
Line 24. Income (Loss) from Equity Investments			0	0	0	0
0	415.0	CONSTRUCTION INCOME	1,833,333.26	5,777,845.03	166,666.66	180,786.33
0	421.0	IMPACT FEE REVENUE	927,280.00	2,260,167.79	72,728.00	200,727.92
0	421.1	GAIN ON SALE OF ASSET	0	0	0	0
Line 25. Non Operating Margins - Other			2,760,613.26	8,038,012.82	239,394.66	381,514.25
Line 26. Generation and Transmission Capital Credits			0	0	0	0
Line 27. Other Capital Credits and Patronage Dividends			0	0	0	0
Line 28. Extraordinary Items			0	0	0	0
Line 29. Patronage Capital or Margins (21 thru 28)			3,274,923.69	9,336,419.30	259,101.47	411,206.13
Operating - Margin			3,274,923.69	9,336,419.30	259,101.47	411,206.13
Non Operating - Margin			0	0	0	0
Times Interest Earned Ratio - Operating				3.66		
Times Interest Earned Ratio - Net				21.28		
Times Interest Earned Ratio - Modified				21.28		

November - 2021 - HLP Investment/Banking Summary

Investment Statement

Holding	Purpose	10/31 Balance	Activity	Interest	11/30 Balance
2019 Bond	Project Fund	15,237,448	-	4,287	15,241,735
PTIF	Reserve Account	3,645,805	17,070	1,046	3,663,921
Zions - General	Main Operations	1,175,431	(793,441)	36	382,027
Zions - Impact Fee	Impact Capital Improvements	3,871,279	102,327	172	3,973,778
Grand Valley Bank	Equipment Reserve Account	472,230	20,000	40	492,270
		24,258,204	**(654,043)**	**5,581**	**23,753,731**

Summary of Activity

- Project account had standard monthly interest activity.
- PTIF account had standard monthly interest activity, November repayment for generator.
- General fund seen typical monthly expenditures in excess of cash received, AP Aging has $1.8M owed.
- Impact Fee November payments.
- Grand Valley Bank interest earned. October and November fleet deposit.

Heber Light & Power - Five Year Forecast and Capital Improvement Plan

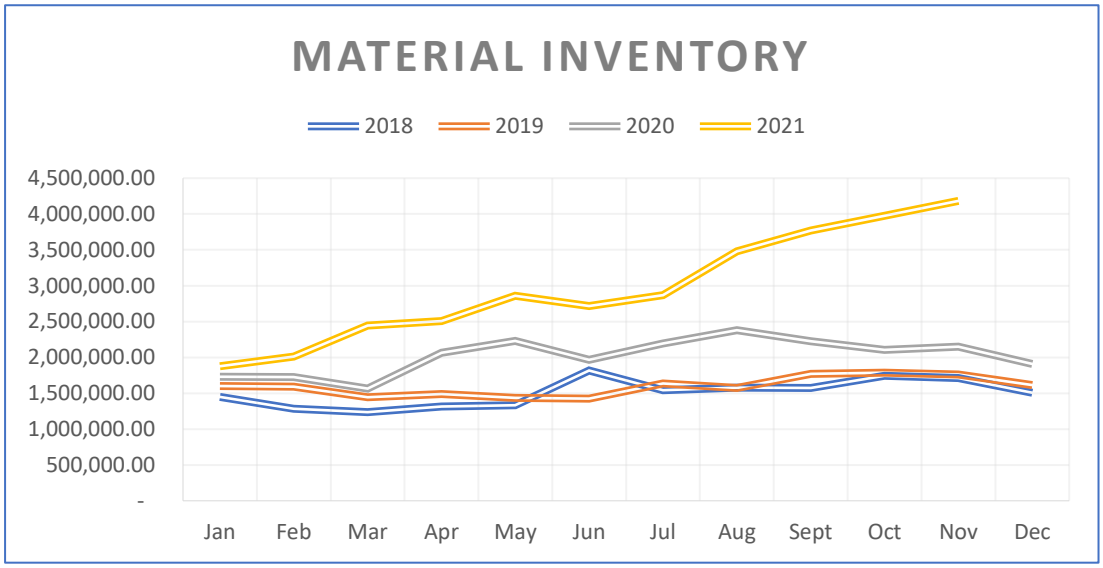
Upcoming Projects	Impact Fee Related %	Impact Fee	Prior Actuals	Estimated Projected Cost ($1,000) 2021	2022	2023	2024	2025	Total Project Estimates	Total Project Actuals	2021 Budget Total	2021 Actual Total	Est. Start	Est. Finish
Buildings														
Generator Fire Suppression System (WO 10732)	0%	$ -	330	291	498	684	666	-	2,515	888	291	558	Compl - 21	Compl - 21
New Office Building (WO 10677)	0%	$ -	76	1,010	8,010	-	-	-	9,133	104	1,010	28	1/1/2020	2022
EV Charging Systems (WO 10845)	0%	$ -	-	130	-	-	-	-	130	81	130	81	3/15/2021	12/3/2021
Millflat Water Line Replacement	0%	$ -	-	50	-	-	-	-	50	-	50	-	pushed	pushed
Plant 2 Switchgear Room AC Unit (10019)	0%	$ -	-	18	-	-	-	-	18	8	18	8	Complete	Complete
Gas Plant Security Measures (WO 10018)	0%	$ -	-	55	-	-	-	-	55	2	55	2	6/1/2021	8/31/2021
Plant 1 Electrical Upgrades (10020)	0%	$ -	-	-	-	-	50	-	50	5	-	5	Complete	Complete
Lake Creek Heater	0%	$ -	-	-	-	-	-	-	-	1	-	1	Complete	Complete
Plant HVAC Upgrades (WO 10015)	0%	$ -	-	199	74	84	84	-	441	85	199	85	Compl - 21	Compl - 21
		$ -	*406*	*1,753*	*8,582*	*768*	*800*	-	12,392	1,174	*1,753*	*768*		
Generation														
Annual Generation Capital Improvements	0%	$ -	-	50	50	50	200	-	350	-	50	-	As needed	--
Lower Snake Creek Plant Upgrade	0%	$ -	-	15	5	5	5	5	35	-	15	-	As needed	--
Upper Snake Creek Capital Improvements	0%	$ -	-	2	5	5	5	5	22	-	5	-	As needed	--
Lake Creek Capital Improvements	0%	$ -	-	5	5	5	15	5	35	-	5	-	As needed	--
New Generation (Battery, Engine) (WO 10734, 10013)	0%	$ -	70	1,200	1,315	1,215	-	-	3,730	1,047	-	977	2020	2023
Unit Overhauls (10023)	0%	$ -	-	-	188	83	188	-	647	83	-	83	As needed	--
Gas Plant 1 XFMR Upgrade	200%	$ 1,000	-	-	-	-	500	-	500	-	-	-	2024	2024
Gas Plant 3 Switchgear Upgrade	0%	$ -	-	-	-	-	80	-	80	-	-	-	2024	2024
Lake Creek Bearing Replacement	0%	$ -	-	-	-	-	-	10	10	-	-	-	2025	2025
Mobile Standby Generator	0%	$ -	-	66	-	-	-	-	66	-	66	-	Jun-2021	Dec-2021
Unit 8 Jacket Heater (WO 10017)	0%	$ -	-	8	-	-	-	-	8	7	-	7	Complete	Complete
Unit 8 Generator Replacement (WO 10843)	0%	$ -	-	178	-	-	-	-	178	197	-	197	4/1/2021	Sept-2021
Gas Plant Exhaust Compliance (WO 10813)	0%	$ -	-	200	-	-	-	-	200	-	-	-	1/1/2021	2022
Lake Creek Breaker Replacement (WO 10016)	100%	$ 75	-	75	-	-	-	-	75	50	-	50	2/10/2021	Jan-2022
		$ 1,075	*70*	*1,799*	*1,568*	*1,363*	*993*	*25*	5,936	1,384	*141*	*1,314*		
Lines														
Cross-Valley Transmission Line(POI) (WO 10312, 557, 597, 598, 812)	100%	$ 6,164	3,082	3,300	-	-	-	-	6,164	5,394	3,300	2,312	Started	Mar-2022
Underground System Improvements (WO 5221)	0%	$ -	-	150	75	75	75	75	456	72	150	72	On-going	--
Aged & Environmental Distribution Replacement/Upgrade (WO 5121)	0%	$ -	-	150	150	150	150	150	900	148	150	148	On-going	--
Fault Indicator - Underground System	0%	$ -	-	10	10	10	10	10	50	-	10	-	2021	2022
Rebuild PR201_Main Street to Burgi Lane	100%	$ 400	-	200	200	-	-	-	400	-	200	-	Apr-21	2022
Additional Circuits out of Jailhouse to the East (WO 10320)	100%	$ 560	340	-	140	140	-	-	560	435	-	95	Compl - 21	Compl - 21
Additional Circuits out of College to South and East (WO 10565)	100%	$ 280	85	-	140	140	-	-	280	170	-	85	Compl - 21	Compl - 21
Install Voltage Regulators at Timber Lakes Gate	100%	$ 100	-	-	100	-	-	-	100	-	-	-	2022	2022
Heber Substation Additional Circuits (South & West)	100%	$ 280	-	-	280	-	-	-	280	-	-	-	2022	2022
Reconductor HB305_600 West - Substation to 300 South	100%	$ 50	-	-	-	25	25	-	50	-	-	-	2021	2024
Midway Substation - Get Aways	50%	$ 80	-	-	-	160	-	-	160	-	-	-	2023	2023
Load to Parsons (Reconductor)	0%	$ -	-	-	-	100	-	-	100	-	-	-	2023	2023
Reconductor Heber City Main 600 S to 1000 S	100%	$ 100	-	-	-	100	-	-	100	-	-	-	2023	2023
1200 S Transmission Line	100%	$ 3,900	-	-	-	3,900	-	-	3,900	-	-	-	2023	2023
Reconductor Pine Canyon Road - Midway	60%	$ 108	-	-	-	-	180	-	180	-	-	-	2024	2024
Reconductor JH502/503_Old Mill Drive - 800 South to 1200 South	100%	$ 300	-	-	-	-	300	-	300	-	-	-	2024	2024
Reconductor MW101/102 from 4/0 to 477	100%	$ 350	-	-	-	-	350	-	350	-	-	-	2024	2024

Heber Light & Power - Five Year Forecast and Capital Improvement Plan

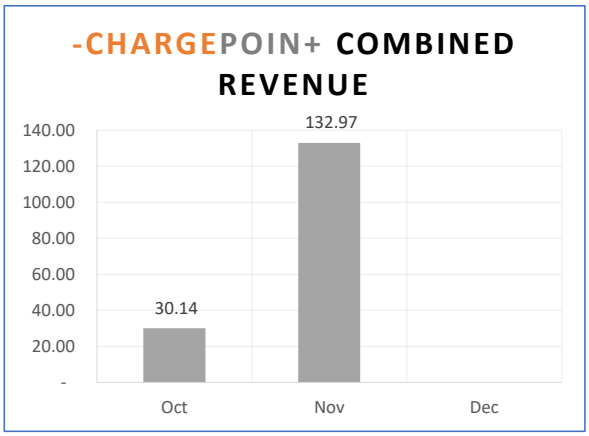
Upcoming Projects	Impact Fee Related %	Impact Fee	Prior Actuals	Estimated Projected Cost ($1,000) 2021	2022	2023	2024	2025	Total Project Estimates	Total Project Actuals	2021 Budget Total	2021 Actual Total	Est. Start	Est. Finish
Rebuild CL402_600 West to Tate Lane	100%	$ 550	-	-	-	-	550	-	550	-	-	-	2024	2024
Tie line from 305 to 402 to 303	100%	$ -	-	-	-	-	-	-	-	-	-	-	--	--
Tie from 702 up to 500 East in Heber (HB304)	100%	$ -	-	-	-	-	-	-	-	-	-	-	--	--
2021 Customer Driven (CIAC)	0%	$ -	-	-	-	-	-	-	2,000	3,358	2,000	3,358	On-going	12/31/2021
		$ 13,222	*3,507*	*3,810*	*1,095*	*4,800*	*1,640*	*235*	*16,880*	*9,577*	*5,810*	*6,070*		
Substation														
2nd Point of Interconnect Substation (WO 10177)	70%	$ 7,490	2,384	10,400	300	-	-	-	10,700	3,092	10,400	708	Started	9/30/2022
Replacement Recloser for Joslyn Reclosers	0%	$ -	-	25	-	-	-	-	100	-	25	-	10/1/2021	10/31/2021
Substation Bird Guard	0%	$ -	-	6	3	-	-	-	9	-	6	-	6/1/2021	12/31/2021
East Substation (WO 10024)	100%	$ 4,750	-	750	-	4,000	-	-	4,750	3	750	3	1/1/2021	12/31/2023
Cloyes LTC Rebuild	0%	$ -	-	-	40	-	-	-	40	-	-	-	2022	2022
Provo River Substation Rebuild	100%	$ 5,000	-	-	1,000	4,000	-	-	5,000	-	-	-	2022	2023
Battery Replacement Program	0%	$ -		-	10	-	19	8	37	-	-	-	2022	2025
Midway Substation - High Side Rebuild	90%	$ 450	-	-	-	-	500	-	500	-	-	-	2024	2024
Heber Relay Upgrade	0%	$ -	-	-	-	-	25	-	25	-	-	-	2024	2024
Jailhouse Fence Replacement	0%	$ -	-	-	-	-	-	129	129	-	-	-	2025	2025
		$ 17,690	*2,384*	*11,181*	*1,353*	*8,000*	*544*	*137*	21,290	3,095	*11,181*	*711*		
Systems & Technology														
Annual IT Upgrades (WO 10011)	0%	$ -	-	124	22	85	22	44	297	156	124	156	1/1/2021	12/31/2021
Annual OT Upgrades (WO 10012)	0%	$ -	3	318	68	30	30	30	476	245	318	242	1/1/2021	12/31/2021
Smart Grid Investment	0%	$ -	-	10	10	10	10	10	50	-	10	-	1/1/2021	12/31/2021
Meter Deployment	0%	$ -	-	70	-	-	-	-	70	-	70	-	1/1/2021	12/31/2021
			3	*522*	*100*	*125*	*62*	*84*	893	401	*522*	*398*		
Tools & Equipment														
Annual Tool & Equipment Purchases	0%	$ -	-	55	45	45	45	45	235	75	55	75	1/1/2021	12/31/2021
Vehicle														
Line/Bucket Truck			-	300	300	-	600	750	1,950	-	300	-	3/1/2021	12/31/2021
Service Truck			-	85	-	-	-	-	85	50	85	50	3/1/2021	12/31/2021
Fleet Vehicle			-	50	-	170	35	70	325	(12)	50	(12)	3/1/2021	12/31/2021
			-	*435*	*300*	*170*	*635*	*820*	*2,360*	*38*	*435*	*38*		
	2021-2025 Capital Plan Totals:		**6,370**	**19,555**	**13,043**	**15,271**	**4,719**	**1,346**	**59,986**	**15,744**	**19,897**	**9,374**		

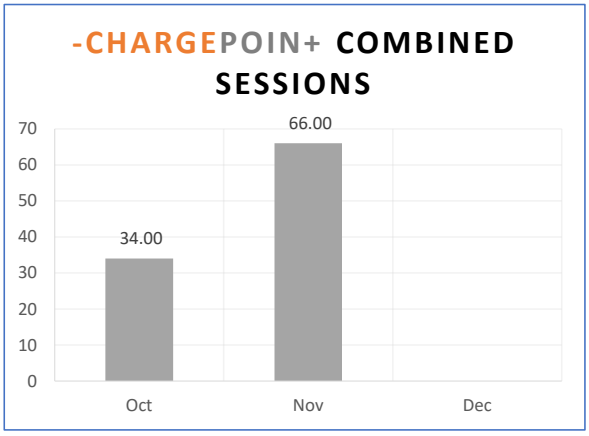
Material Inventory Balances
as of 11/30/2021

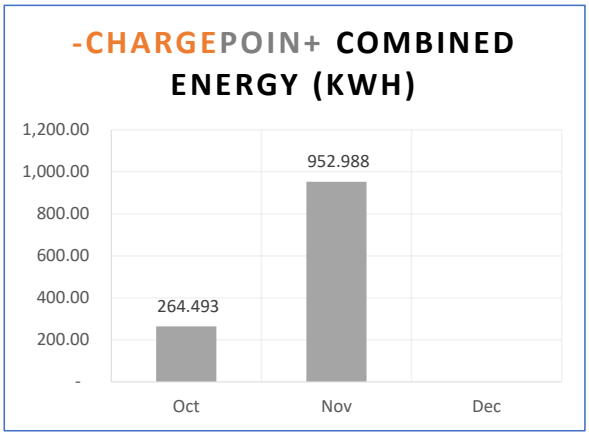
	2018	2019	2020	2021
Jan	1,448,304.85	1,601,740.98	1,728,766.37	1,876,937.53
Feb	1,283,948.23	1,592,627.56	1,724,716.01	2,012,415.24
Mar	1,236,811.52	1,444,949.84	1,565,215.01	2,442,873.61
Apr	1,314,153.27	1,488,644.72	2,066,865.53	2,506,042.19
May	1,333,960.80	1,437,242.68	2,229,751.79	2,859,551.36
Jun	1,817,227.58	1,425,132.71	1,965,712.29	2,717,905.59
Jul	1,540,591.16	1,635,905.94	2,195,774.62	2,868,558.09
Aug	1,580,343.98	1,572,530.18	2,379,717.31	3,480,918.77
Sept	1,573,070.68	1,769,879.46	2,226,443.13	3,771,207.98
Oct	1,745,477.35	1,787,293.48	2,106,447.02	3,973,984.50
Nov	1,713,125.85	1,762,336.64	2,151,167.13	4,183,177.91
Dec	1,507,984.47	1,615,660.43	1,908,637.41	



EV Charger Analytics
as of 11/30/2021







Wasatch High School

	kWh	Sessions	Rev
Jan	-	0	-
Feb	-	0	-
Mar	-	0	-
Apr	-	0	-
May	-	0	-
Jun	-	0	-
Jul	-	0	-
Aug	-	0	-
Sept	-	0	-
Oct	54.513	6	8.15
Nov	185.823	14	27.89
Dec			

Soldier Hollow Golf Course

	kWh	Sessions	Rev
Jan	-	0	
Feb	-	0	
Mar	-	0	
Apr	-	0	
May	-	0	
Jun	-	0	
Jul	-	0	
Aug	-	0	
Sept	-	0	
Oct	36.394	5	5.47
Nov	94.633	13	14.17
Dec			

Public Safety Building

	kWh	Sessions	Rev
Jan	-	0	
Feb	-	0	
Mar	-	0	
Apr	-	0	
May	-	0	
Jun	-	0	
Jul	-	0	
Aug	-	0	
Sept	-	0	
Oct	110.065	14	12.66
Nov	186.831	7	18.08
Dec			

Midway City Offices

	kWh	Sessions	Rev
Jan	-	0	
Feb	-	0	
Mar	-	0	
Apr	-	0	
May	-	0	
Jun	-	0	
Jul	-	0	
Aug	-	0	
Sept	-	0	
Oct	57.793	4	3.00
Nov	401.619	23	60.22
Dec			

Heber City Offices

	kWh	Sessions	Rev
Jan	-	0	-
Feb	-	0	-
Mar	-	0	-
Apr	-	0	-
May	-	0	-
Jun	-	0	-
Jul	-	0	-
Aug	-	0	-
Sept	-	0	-
Oct	5.728	5	0.86
Nov	84.082	9	12.61
Dec			

Wasatch County Offices

	kWh	Sessions	Rev
Jan	-	0	-
Feb	-	0	-
Mar	-	0	-
Apr	-	0	-
May	-	0	-
Jun	-	0	-
Jul	-	0	-
Aug	-	0	-
Sept	-	0	-
Oct	-	0	-
Nov	-	0	-
Dec			

Prepaid Expenses Activity
as of 11/30/2021

Account Activity

Beginning Balance:		*361,303.96*
New Prepaid Amounts	338,388.84	
Prepaid Xfers Out (Jan-Nov)	(331,440.31)	
Change in Balance:	**6,948.53**	
Ending Balance:		*368,252.49*

New Prepaids

January

ESRI - Mapping Solutions	11,500.00
Drone2Map ArcGIS License	1,503.00

February

Cisco Meraki - 3 Year Service License	7,194.73

March

Cisco Meraki - 3 Year Service License	2,306.50
Cisco Meraki Cloud	5,855.19
2021 WCF Premium	19,874.00
05/21 - 04/22 Liability Insurance Premium	212,126.00

May

AV Capture Software	2,388.00
KnowBe4	3,581.42
Mini-Ex Rental	6,750.00

August

Backhoe Rental	9,500.00

October

Sensus	49,310.00
Skid Steer	6,500.00

Open Miscellaneous Receivable Invoices
as of 11/30/2021

Customer	Purpose	Period	Amount
State of Utah	EV Grant	Nov-21	37,322.13
Colden Heiner	Line Extension	Nov-21	1,118.76
			38,440.89

Open Projects and Balances
as of 11/30/2021

Work Order	Open Date	Cost-To-Date
10011 - Mapwise Implementation	10/1/2020	46,209.48
10012 - NEW SCADA System	10/1/2020	241,089.99
10013 - Lake Creek Battery Bank	10/7/2020	44,584.09
10016 - Lake Creek Breaker Replacement	1/1/2021	26,222.93
10017 - Unit 8 Jacket Water Heater	2/24/2021	6,811.68
10018 - Plant Security Upgrades	2/25/2021	1,821.68
10021 - Underground Storage Tank Removal	5/1/2021	-
10022 - System Load Study	5/1/2021	-
10023 - Unit 2 Top-end Rebuild	7/21/2021	79,299.83
10024 - East Substation	7/28/2021	3,000.00
10025 - Unit 5 Replacement	8/27/2021	1,222.50
10026 - 2021 Service Truck	9/21/2021	7,618.22
10027 - 2nd POI - Network Upgrade Charges	9/1/2021	-
10028 - Cooperative Peaking Plant	11/5/2021	440.00
10029 - East Line Permitting/Easement	10/1/2021	-
10030 - College Substation RTAC Upgrade	11/24/2021	-
10031 - Cloyes Substation RTAC Upgrade	11/24/2021	-
10032 - Upper Snake Creek RTAC Upgrade	11/24/2021	-
10177 - 2nd POI Substation	12/1/2015	988,131.21
10312 - Midway CUP Permitting Process	12/1/2019	45,163.84
10557 - Cross-Valley Transmission Line	11/1/2018	217,654.83
10562 - SAWMILL PHASE 1A	12/6/2018	31,572.08
10597 - Transmission Underbuild Bury Midway	3/25/2019	494,443.27
10598 - Transmission Underbuild Bury Heber	3/25/2019	1,147,913.36
10639 - Center Creek Recloser Replacement	7/1/2019	51,681.39
10642 - Mill Road Apartments	7/23/2019	1,532.22
10656 - 10694 Cottonwood Lane Timberlakes	9/3/2019	221.83
10677 - New Office Building	10/30/2019	93,688.00
10689 - Heber City Mixed Use	12/31/2019	105.68
10712 - 500 North Main Street light Hit	4/26/2020	628.96
10719 - Car Hit Pole 600 West 100 North	6/1/2020	153.93
10729 - Hit Secondary Box Red Ledges Lot 330	6/24/2020	2,076.90
10731 - Lake Creek Crossings Backbone - 2A	6/22/2020	5,940.49
10746 - 402/403 Neutral Overcurrent Problem	7/1/2020	2,059.70
10757 - Karl Malone Polaris	9/14/2020	5,647.29
10760 - Ernie Giles Line Extension	9/16/2020	-
10765 - Timberlakes Lot 303 Transformer	9/24/2020	477.01
10772 - Highlands at Soldier Hollow Subdivision	10/13/2020	1,573.49
10773 - Heber Junction	10/13/2020	515.33
10781 - RMP State Park	10/28/2020	1,764.88
10783 - Wasatch Business Park Ph 1	11/9/2020	742.61
10786 - Car hit Transformer 1200 S 500 E	11/11/2020	2,103.18
10790 - Switzer Dr OH to UG - Section #1	11/18/2020	261.19
10793 - Crossings at Lake Creek 7B/8B	12/3/2020	45,168.33

Open Projects and Balances
as of 11/30/2021

Work Order	Open Date	Cost-To-Date
10794 - Center Creek Meadows Ph 2	12/2/2020	281.87
10795 - JBS Ranch, LLC - Barn	12/9/2020	638.51
10796 - Switzer Dr OH to UG - Swiss Mountain Est	12/9/2020	2,193.40
10799 - The Reserve @ Midway Ph 1	12/17/2020	287,564.06
10804 - Sequoia at Turner Mill, Heber City	1/14/2021	2,071.73
10807 - Wasatch Business Park Ph 2	1/19/2021	-
10809 - Red Ledges Public Park	1/25/2021	826.56
10812 - Midway 138kV Line Project	1/1/2021	979,521.28
10813 - Plant Exhaust Stack DAQ Compliance	1/1/2021	97.94
10815 - Kennedy Residence XFMR - Charleston	1/27/2021	128.14
10817 - Red Ledges A1 Peak Hit XFMR Replacement	2/1/2021	2,575.18
10818 - Coyote Ridge Phase 1 - Offsite	2/3/2021	122,252.54
10819 - Lake Creek Crossings Ph 2B	2/3/2021	635.00
10820 - Car Hit Transformer 9200 E. Lake Pines	1/27/2021	1,511.32
10821 - Car Hit Transformer. 882 Schneitter Circ	1/27/2021	3,858.62
10822 - Car Hit Secondary Box Windflower	1/27/2021	171.59
10824 - Center Creek Water	2/17/2021	22,180.82
10825 - The Orchard Subdivision	2/23/2021	2,627.26
10826 - Self Help Homes Wasatch Vista Plat C	2/23/2021	722.58
10828 - Edelweiss Meadows Subdivision	3/9/2021	192.29
10829 - Klein Huis Offsite - OH to UG Bury	3/15/2021	64.07
10830 - Turner Mill Commercial Property	3/1/2021	160.17
10832 - Jordanelle Ridge V2 Pods 20/21 Backbone	3/24/2021	88,340.24
10834 - 12th South Road Widening	3/31/2021	9,290.85
10836 - Saddle Creek Ph1 - 9 Lot Subdivision	4/6/2021	29,992.05
10837 - Taylor Buisness Park	4/6/2021	175.97
10839 - Heber Valley Station	4/6/2021	176.21
10841 - Homestead Resort Remodel	4/6/2021	1,255.76
10842 - Cottages at Old Farm	4/8/2021	491.01
10843 - Unit 8 New Generator	4/8/2021	195,996.42
10844 - 2021 F-550 Substation Truck	4/8/2021	76,518.12
10846 - Red Ledges 2J	4/16/2021	467.79
10847 - Killowen Construction Harris Home Lot#9	4/16/2021	3,289.25
10850 - Coyote Ridge Subdivision Ph 1	4/19/2021	14,458.52
10851 - Doug Dent Line Extension North Fields	4/27/2021	70.47
10854 - The Springs At Coyote Ridge	5/7/2021	1,007.69
10855 - Watts Enterprises Wasatch Med	5/7/2021	209.67
10856 - Heber MOB / CR Lighting & Electric	5/10/2021	14,405.69
10858 - Davis Barn	5/12/2021	-
10859 - Timberlakes Lots 1424 & 1427	5/12/2021	34.25
10860 - Dig in Valley View Heights near 1050 N	6/8/2021	-
10865 - Strawberry Communications Pole Change	7/7/2021	5,813.66
10866 - Parkview Place Transformer Move	7/8/2021	3,834.41
10867 - Lake Creek Substation Fiber Project	7/13/2021	5,921.00

Open Projects and Balances
as of 11/30/2021

Work Order	Open Date	Cost-To-Date
10868 - North Heber City Annexation	7/1/2021	58,651.69
10869 - Plant Three Switchgear Upgrade	7/22/2021	-
10870 - Car Hit Pole Bern Way	8/13/2021	2,841.99
10871 - The Reserve @ Midway - 3PH XFMR	10/25/2021	-
10872 - 882 W Schneiter Circle Transformer	11/4/2021	3,868.86
10875 - Lodges at Snake Creek Dig in 576 W 1150	8/27/2021	1,147.18
10876 - Damaged light pole 348 E 180 N Midway	9/15/2021	-
10877 - Car Hit Pole 1000 West Highway 113	9/20/2021	3,017.24
10878 - Broadhead Well	9/27/2021	-
10880 - Dig in Timberlakes Lot 1652	10/19/2021	-
10882 - Jordanelle Ridge Plat B Phase 2	11/18/2021	89,716.79
10883 - Ground rod through conductor Chimney Roc	11/18/2021	-
10884 - Ward Lane Temporary Poles Move	12/8/2021	9.78
10885 - Valley Hill PUG Replacement	12/8/2021	-
27473 - Crown Ridge Ph 3G 2800 E Boulder Top Way	3/12/2021	1,115.09
27474 - Red Ledges 3K 750 N Haystack Mtn. Dr	3/12/2021	207.15
27477 - Red Ledges Ph 3F	3/12/2021	518.58
27775 - Scott Treu / Bryan T Osborn	4/1/2021	-
28382 - 1484 Clyde Lake Dr TL lot 301	5/11/2021	35.15
28441 - Charleston Water tank	5/14/2021	162.59
28446 - Edgington 3811 S Blazing Star	5/17/2021	-
28543 - Heber/UDOT 1500 South Conduit	5/21/2021	601.16
28574 - Soldier Hollow Campground Project	5/24/2021	-
28731 - Jorgenson Builders 551 W Powerline Rd	6/3/2021	24,831.92
28817 - Blue Sage Ranch	6/8/2021	689.09
28820 - Excel Business Solutions Ph 2 & 3	6/8/2021	206.63
28834 - Heber City Business Park	6/8/2021	144.78
28909 - Huntleigh Woods Subdivision	6/14/2021	214.53
28913 - 7516 Oak View TL lot 1499	6/14/2021	-
28986 - Jordanelle Plat C	6/18/2021	-
28989 - Jordanelle Ridge Plat B	6/18/2021	28,980.00
28991 - OLD MILL VILLAGE	6/18/2021	639.78
28998 - Dutch Brothers Coffee	6/18/2021	68.96
28999 - Klein Huis @ Turner Mill	6/18/2021	716.59
29010 - Triple V Ranch / Van Leeuwen	6/21/2021	79.38
29064 - Rising Ranch Subdivision	6/23/2021	206.56
29073 - Coyote Ridge Phase 2	6/23/2021	230.50
29074 - Coyote Ridge ph 3	6/23/2021	279.93
29075 - Coyote Ridge Ph 4	6/23/2021	65.80
29076 - Coyote Ridge Ph 5	6/23/2021	185.73
29085 - Strata Shelter POE	6/23/2021	338.36
29333 - Red Ledges 3L Abajo Peak Way	7/9/2021	330.20
29343 - 11417 E Aspen Rd TL lot 69	7/9/2021	-
29355 - 11538 Violet Way TL lot 1849	7/12/2021	6,322.53

Open Projects and Balances
as of 11/30/2021

Work Order	Open Date	Cost-To-Date
29440 - Whitaker Clubhouse 801 Stone Barn Ln	7/16/2021	-
29516 - Kimball Villas	7/22/2021	206.35
29533 - RBM Building Timberlakes Retreats	7/22/2021	68.81
29569 - OH to UG Farmhouse Way	7/27/2021	-
29697 - JR Village 2 Pod 21A Phase 1	8/4/2021	-
29698 - JR V2 Pod 20A Phase 1	8/4/2021	-
29817 - 11505 Violet Way lot 1846	8/12/2021	230.02
29859 - Sawmill Phase 4	8/17/2021	412.79
29931 - 261 N Kings Peak Ct	8/23/2021	-
29994 - Replacing secondary box	8/26/2021	433.51
30007 - Saddle Creek Dev. Ph 2-3	8/26/2021	-
30040 - The Reserve Phase 2	8/30/2021	-
30189 - 1866 W 650 S Rothwell Residence	9/8/2021	214.53
30252 - Haslam Garage 3PH service	9/10/2021	-
30333 - Colden Heiner	9/16/2021	-
30366 - Whitney Residence 4755 E 1200 S 600 amp	9/17/2021	-
30404 - Haynie 3 lot Subdivision 151 E 600 N Mi	9/21/2021	82.54
30484 - 9777 E Clubhouse	9/27/2021	-
30557 - McLane Barn 1610 E 1950 N	9/30/2021	-
30617 - 115 S 700 E 9B	10/4/2021	-
30618 - 1074 E 3000 S Daniel	10/4/2021	-
30721 - McKee Barn 971 S 4800 E	10/12/2021	-
30727 - 4800 E 1200 S Penz Property - Happy Acre	10/13/2021	-
30753 - Coyote Lift Station	10/14/2021	-
30792 - 2042 S Hwy 40	10/18/2021	-
30794 - 2042 S Hwy 40 PH 1	10/18/2021	-
30795 - 2042 S Hwy 40 PH 2	10/18/2021	-
30796 - 2042 S Hwy 40 PH 3	10/18/2021	-
30797 - 2042 S Hwy 40 PH 4	10/18/2021	-
30799 - 2042 S Hwy 40 PH 5	10/18/2021	-
30800 - 2042 S Hwy 40 PH 6	10/18/2021	-
30814 - Lindsay Lane Estates	10/19/2021	1,072.77
30837 - The Farm @ Wilson Ln 1500 N Canyon View	10/20/2021	-
30857 - 2189 S Daniel Rd Modular Home	10/21/2021	-
30990 - Brown Storage Units 2323 W 3000 S	10/29/2021	-
31166 - 565 S 3600 E Tyler Residence	11/10/2021	-
31185 - The Crossings @ Lake Creek Phase 25C	11/15/2021	-
31204 - Christensen transformer 1725 S 2340 E	11/16/2021	-
31337 - America First Sign	11/23/2021	-
31392 - Lindsey Man Cave 1589 N 1200 E	12/1/2021	-
31414 - Saddle Creek Dev Ph 4	12/1/2021	-
31484 - Red Ledges Mail Hut	12/7/2021	-
5021 - Avian Protection 2021	1/1/2021	904.32
5121 - Pole Replacement 2021	12/30/2020	135,299.92

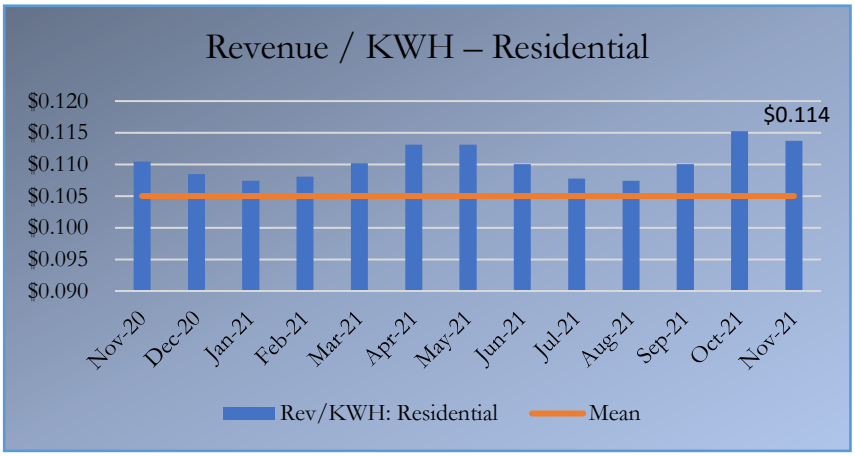
Open Projects and Balances
as of 11/30/2021

Work Order	Open Date	Cost-To-Date
5221 - Underground Replacement 2021	1/1/2021	41,893.70
5321 - Outages 2021	12/30/2020	10,509.15
5421 - Service Work 2021	12/30/2020	44,539.20
5521 - Blue Stakes 2021	12/30/2020	742.88
5621 - Wire Pull 2021	44197	30,175.00
6021 - Mapping/System Improvement 2021	44197	21,886.72
6121 - Mapping/Labeling Streetlights 2021	44197	-
6221 - Customer Consultation - 2021	44195	71,913.27
7121 - 2021 Net Metering Efforts	44197	-

November 2021 - Capitalized Projects
Actual versus Estimate

Work Order	Project Description	Open Date	Closed Date	Actual Costs	Estimate	CIAC
10020 - Plant 1 Backroom Electrical Upgrade	Replace old-wire system in the plant	5/1/2021	11/30/2021	5,083.57	50,000.00	-
10864 - Greg Thurgood 2958 W Summerfield Way	Relocate transformer at customer'e request	6/29/2021	11/30/2021	2,150.32	2,012.28	(2,012.28)
10874 - Secondary Box 1192 N Explorer Peak Cir	Replace damaged secondary box	8/26/2021	11/30/2021	-	368.69	(368.69)
28534 - MCC / Murphey 225 W 970 S Midway	3-Phase Line extension	5/20/2021	11/30/2021	16,384.54	16,577.45	(16,577.45)
30362 - 11545 Cliffrose Dr / Platt	Line extension	9/17/2021	11/30/2021	225.50	484.31	(784.31)
30593 - 12041 E Hawk Ln TL lot 2101A	Line extension	10/4/2021	11/30/2021	225.50	1,054.03	(686.34)

Heber Light & Power - Select Operating and Financial Ratios

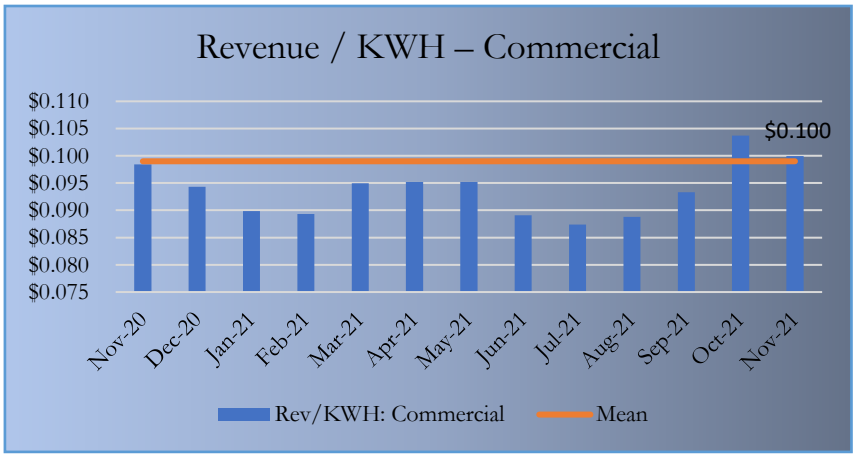


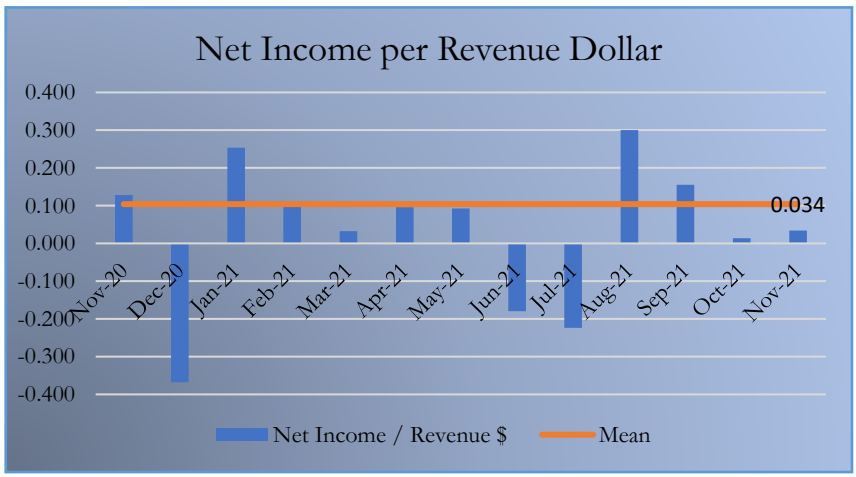
The Residential average Revenue per Kilowatt hour for utilities that service 10,000 – 20,000 customers is 10.5 cents.

Heber Light & Power's average for the trailing 13 months is at 10.7 cents.

The Commercial average Revenue per Kilowatt hour for utilities that service 10,000 – 20,000 customers is 9.9 cents.

Heber Light & Power's revenue per kilowatt hour average for the trailing 13 months is 8.9 cents.

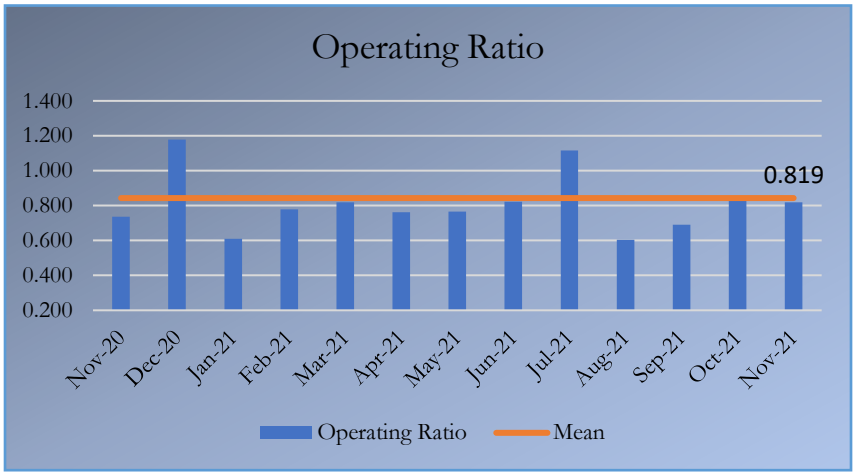




Heber Light & Power has an average of 3.1 cents Net Income per Revenue Dollar in the last 13 months.

The industry average for utilities in comparable size is 10.4 cents.

Heber Light & Power - Select Operating and Financial Ratios



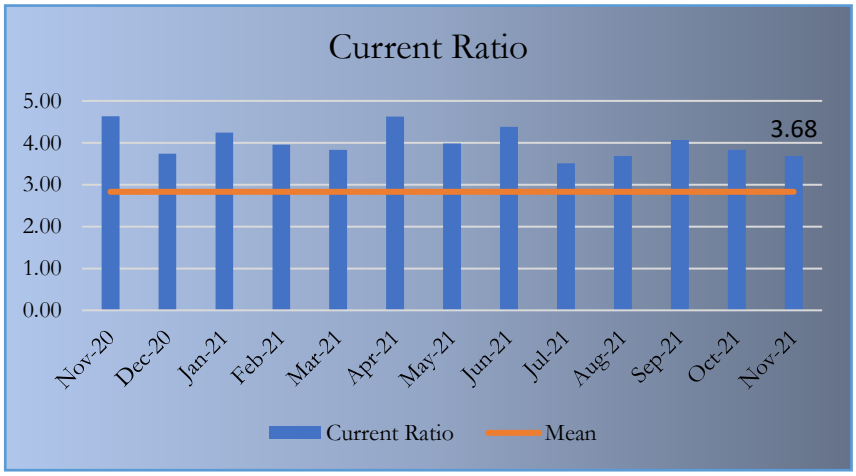
The ratio of total operation and maintenance to total operating revenues.

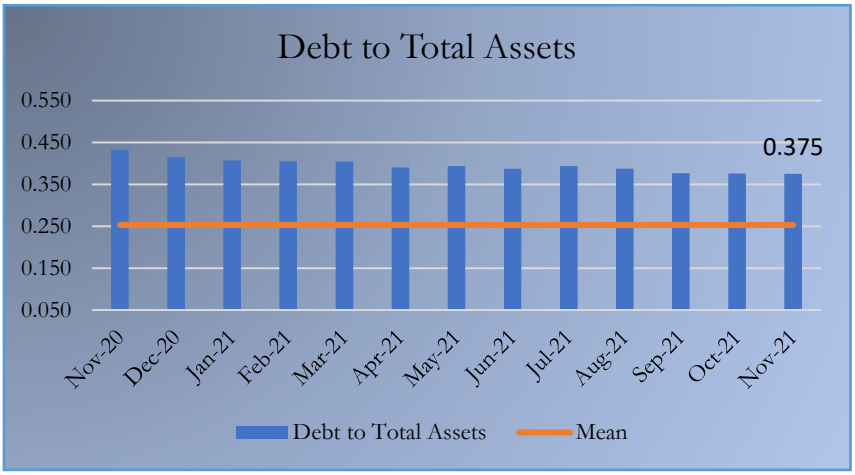
HLP has an average ratio of .816 in the past 13 months.

The industry average operating ratio for our size of utility is .843

The ratio of total current assets to total current liabilities.

The current ratio industry average is 2.83 and HLP has an average of 4.39 over the past 13 months.

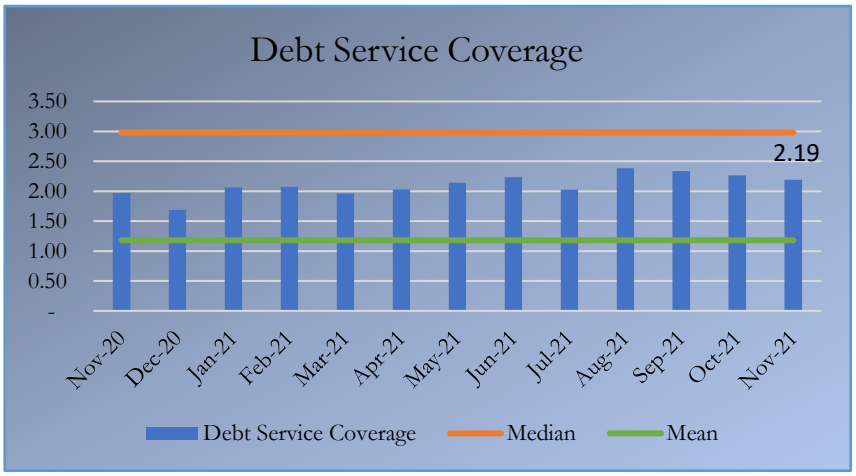




The debt to total assets for utilities of similar size is .225.

HLP has a debt to total assets average of .443

Heber Light & Power - Select Operating and Financial Ratios



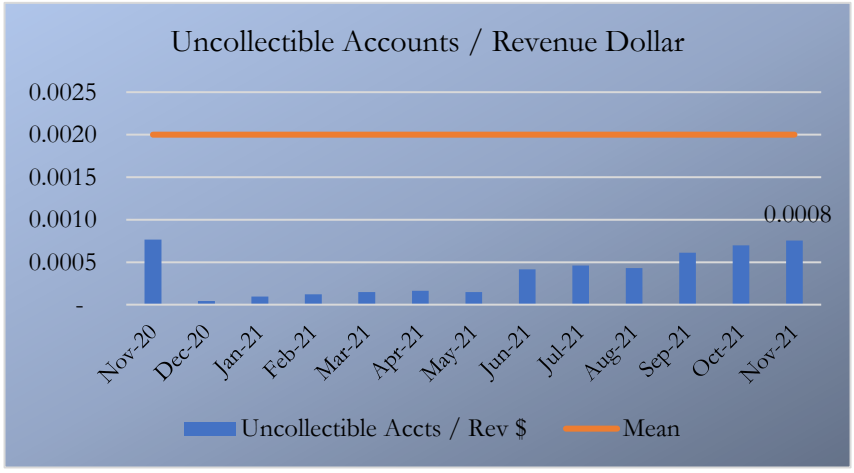
The average debt service coverage minimum Indenture Security is 1.18

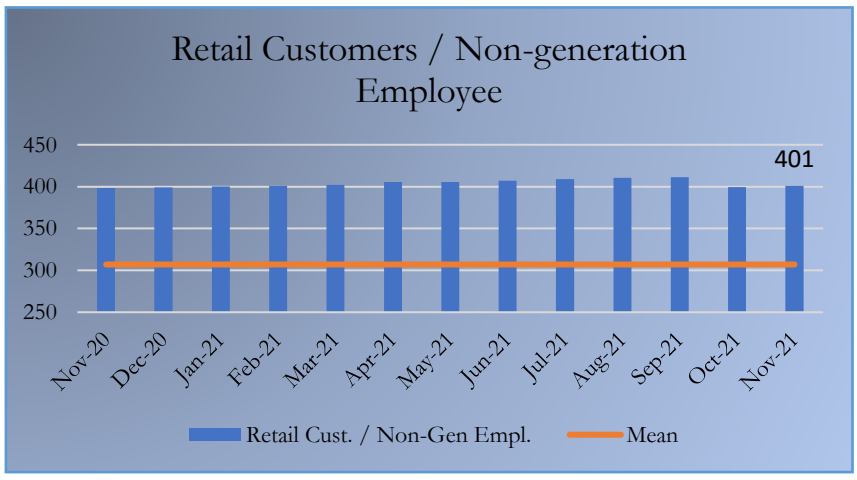
The industry median debt service coverage is 2.98

HLP's average is 1.94 for the trailing 13 months

The industry average for Uncollectible Accounts to every Revenue Dollar is .0020.

HLP's average in this category over 13 months is .0014.

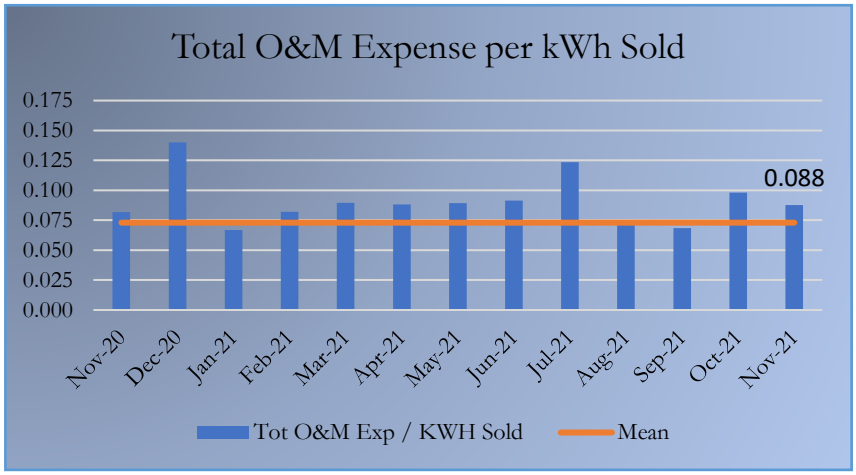




Heber Light & Power has had a gradual increase to 401 in the ratio of retail customer to non-generation employees.

For utilities of similar size there is an average of 307 retail customers to every non-generation employee.

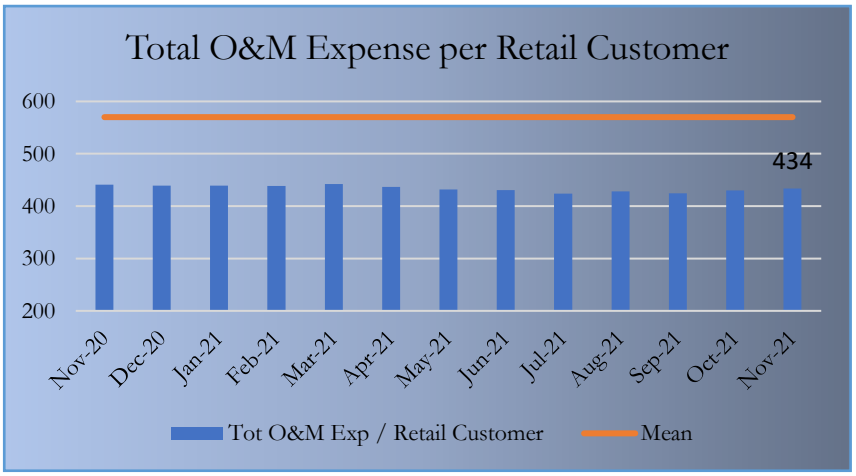
Heber Light & Power - Select Operating and Financial Ratios

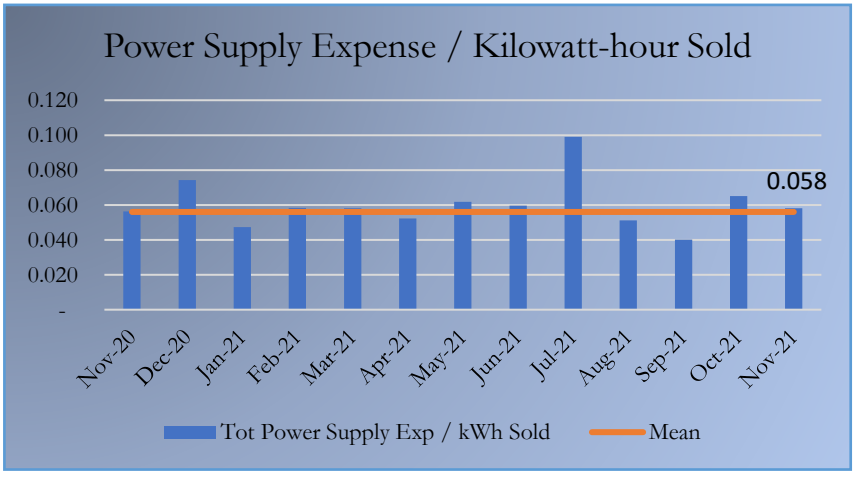


HLP's average Operation and Maintenance per kilowatt sold for the last 13 months is .091

.073 is the average for utilities of similar size.

HLP's average Operation and Maintenance expense per retail customer of 437 is consistently below the industry average of 570.

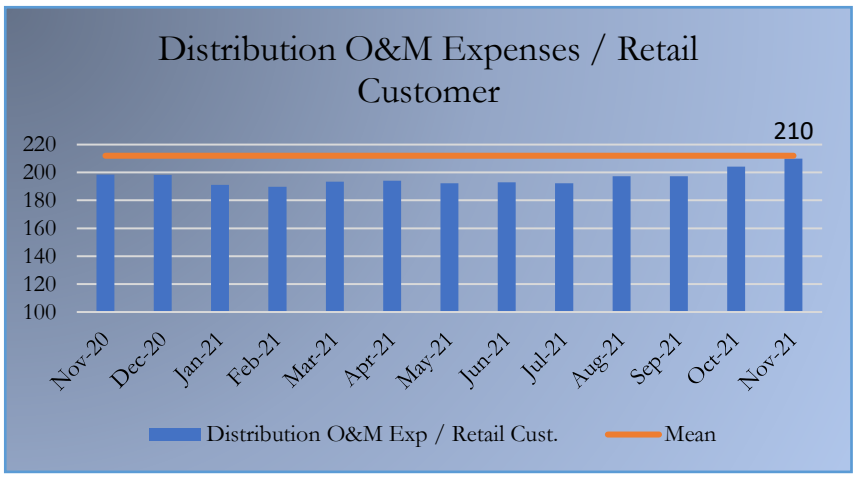




The average power supply expense to kilowatt-hour sold for the industry is .056.

HLP also has an average of .060 over the last 13 months.

Heber Light & Power - Select Operating and Financial Ratios

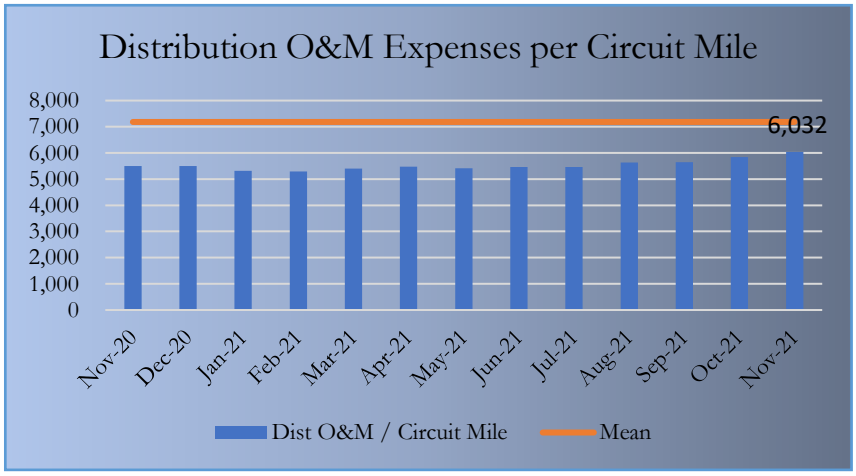


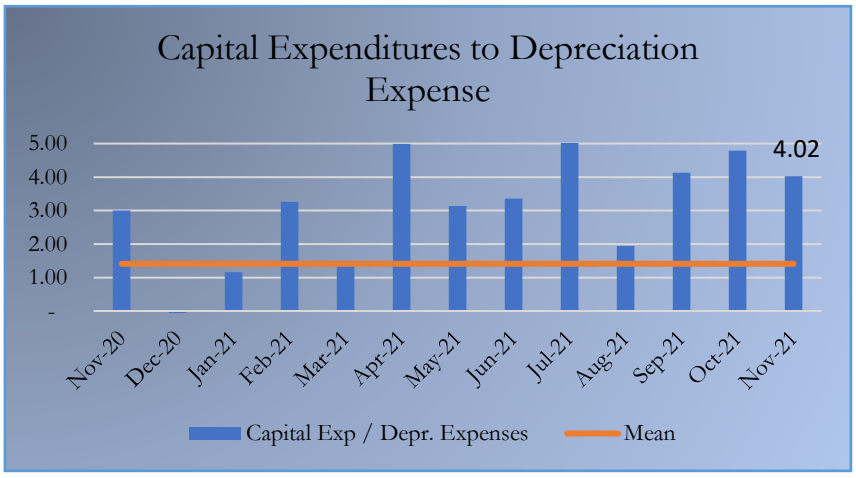
HLP averages $193 in operation and maintenance expenses to every retail Customer.

Compared to the industry average of $212 per retail customer.

HLP averages $5,310 in operation and maintenance expenses for every circuit mile.

Utilities that compare in size average $7,183 for every circuit mile.



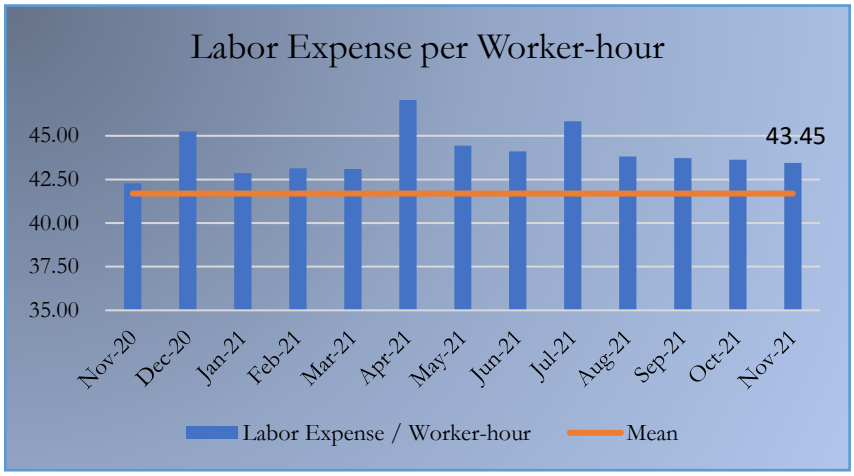


The industry average of capital expenditures to depreciation expense is 1.41

Heber Light & Power has an average of 1.08 over the past 13 months

December had negative depreciation due to retiring assets

Heber Light & Power - Select Operating and Financial Ratios



HLP average labor expense is $42.91 per worker-hour.

The industry average labor expense is $41.69 per worker-hour.

The industry average administration and general expense is $222 to every retail customer.

HLP has an average admin and general expense of $17.36 to every retail customer.

HLP has an average customer service cost of $5.56 for each retail customer.

The average cost for the industry is $68.

Accounts Payable
Check Register

11/01/2021 To 11/30/2021

Bank Account: 1 - ZIONS BANK GENERAL FUND

Check / Tran	Date	Pmt Type	Vendor	Vendor Name	General Ledger Div	Account	Dept	Actv	BU Project	Distr Amount	Amount
1585	11/3/21	WIRE	276	CIMA ENERGY, LP							9,026.46
1021-002760-1				October 2021 - Fuel Charges	0	547.0	4	0		9,026.46	
1587	11/4/21	WIRE	558	UNITED STATES TREASURY							35,636.68
20211103163229001				PL Federal Withholding-Married	0	241.1	0	0		7,939.88	
				PL Federal Withholding-Single	0	241.1	0	0		5,909.50	
				PL Medicare-Employee	0	926.2	1	0		2,064.82	
				PL Medicare-Employer	0	926.2	1	0		2,064.82	
				PL Social Security-Employee	0	926.2	1	0		8,828.83	
				PL Social Security-Employer	0	926.2	1	0		8,828.83	
										Total for Check/Tran - 1587:	35,636.68
1588	11/4/21	WIRE	1065	UTAH STATE RETIREMENT							36,024.98
20211103163229003				PL Employee 401k Deferral	0	242.4	0	0		4,300.96	
				PL Employee 457 Deferral	0	242.4	0	0		2,145.00	
				PL Employee Roth IRA Deferrals	0	242.4	0	0		1,431.00	
				PL URS Employer 401k Contribution	0	926.3	1	0		1,860.91	
				PL URS Tier 1	0	926.3	1	0		15,376.03	
				PL URS Tier 2	0	926.3	1	0		9,869.03	
				PL URS Loan Repayment	0	930.2	1	0		1,042.05	
										Total for Check/Tran - 1588:	36,024.98
1589	11/4/21	WIRE	1322	HEALTH EQUITY							3,322.87
20211103163229002				PL Employee HSA Contributions	0	243.0	0	0		3,322.87	
1590	11/18/21	WIRE	268	BRENDA KOZLOWSKI							475.32
STIPEND-NOV21				November 21 Board Stipend	0	920.0	1	0		475.32	
1591	11/19/21	WIRE	747	STEVE DOUGHERTY							475.32
STIPEND-NOV21				November 21 Board Stipend	0	920.0	1	0		475.32	
1593	11/1/21	WIRE	787	SURVALENT							30,434.00
U19128				New Scada System	0	107.0	0	0		30,434.00	
1594	11/18/21	WIRE	558	UNITED STATES TREASURY							37,939.24
20211117151859001				PL Federal Withholding-Married	0	241.1	0	0		8,386.03	

Accounts Payable
Check Register

11/01/2021 To 11/30/2021

Bank Account: 1 - ZIONS BANK GENERAL FUND

Check / Tran	Date	Pmt Type	Vendor	Vendor Name	Invoice	GL Reference	Div	Account	Dept	Actv	BU Project	Distr Amount	Amount
						PL Federal Withholding-Single	0	241.1	0	0		6,542.65	
						PL Medicare-Employee	0	926.2	1	0		2,184.93	
						PL Medicare-Employer	0	926.2	1	0		2,184.93	
						PL Social Security-Employee	0	926.2	1	0		9,320.35	
						PL Social Security-Employer	0	926.2	1	0		9,320.35	
												Total for Check/Tran - 1594:	37,939.24
1595	11/17/21	WIRE	121	AFLAC									364.14
					009838	November AFLAC Withholdings	0	926.0	1	0		364.14	
1596	11/11/21	WIRE	688	EQUITABLE									5,815.35
					1261856	December Premiums	0	926.0	1	0		5,815.35	
1597	11/22/21	WIRE	1322	HEALTH EQUITY									250.00
					20211122113814169	Employee HSA Contributions to AP	0	926.0	1	0		250.00	
1598	11/23/21	WIRE	964	STATE TAX COMMISSION-SALES									56,142.61
					NOV21SALESTAX	November Sales Tax Collection	0	241.0	0	0		56,142.61	
1599	11/22/21	WIRE	965	STATE TAX COMMISSION-W/H									13,544.54
					NOV 2021 WH	Nov State Payroll Withholding	0	241.2	0	0		13,544.54	
62709	11/5/21	CHK	1	JASON GILES									50.00
					GILES REBATE 1121	Fridge Energy Rebate	0	555.2	1	0		50.00	
62710	11/5/21	CHK	1	DAVID S. WHITEHEAD									100.00
					WHITEHEAD 1121	Thermostat Rebate	0	555.2	1	0		100.00	
62711	11/5/21	CHK	11	ARAMARK									71.78
					458000110422	Coverall Rental - 10/5 - 10/11/2021	0	402.1	4	0		35.89	
					458000113211	Coverall Rental 10/12 - 10/18/2021	0	402.1	4	0		35.89	
												Total for Check/Tran - 62711:	71.78
62712	11/5/21	CHK	34	HEBER RANCH & TRAILER SALES									142.14
					65485	Past Due Invoice	0	935.2	4	0		142.14	

Accounts Payable
Check Register

11/01/2021 To 11/30/2021

Bank Account: 1 - ZIONS BANK GENERAL FUND

Check / Tran	Date	Pmt Type	Vendor	Vendor Name / GL Reference	Div	Account	Dept	Actv	BU Project	Distr Amount	Amount
62713	11/5/21	CHK	230	WILDING ENGINEERING							3,830.75
126641				Substation Site Geotechnical Analysis	0	107.0	0	0		3,830.75	
62714	11/5/21	CHK	353	DISH NETWORK							163.09
DISH-1021				November Dish Network Subscription	0	401.0	5	0		163.09	
62715	11/5/21	CHK	428	FREEDOM MAILING							3,740.05
41538				October Cycle 1 Statements	0	921.5	1	0		3,740.05	
62716	11/5/21	CHK	484	HEBER LIGHT & POWER CO							20,000.00
OCT21-RESERV				Monthly Reserve Funding	0	131.2	0	0		20,000.00	
62717	11/5/21	CHK	844	PEHP GROUP INSURANCE							682.70
10/21/21 FLEX				Employee FSA Contribution	0	926.0	1	0		682.70	
62718	11/5/21	CHK	864	MVC CONSTRUCTION COMPANY, INC.							263,787.00
GRADING-2				Grading Progress Payment 2	0	107.0	0	0		263,787.00	
62719	11/5/21	CHK	961	STAPLES CREDIT PLAN							29.49
2934036401				Office Dog Treats	0	921.0	1	0		29.49	
62720	11/5/21	CHK	984	SUMMIT LINE CONSTRUCTION							50,883.26
5478				T-Line Progress Billing 3 - October 2021	0	107.0	0	0		50,883.26	
62721	11/5/21	CHK	1014	TIMBERLINE GENERAL STORE							153.87
146568				Small Space Heater	0	592.0	3	0		36.99	
146645				Various Drill Bits	0	402.2	2	0		67.04	
146655				Various Small Parts	0	591.0	2	0		49.84	
										Total for Check/Tran - 62721:	153.87
62722	11/5/21	CHK	1038	UAMPS							497,051.84
HLP-0921				September Energy Uasage Payment	0	555.0	5	0		497,051.84	
62723	11/5/21	CHK	1100	WASATCH COUNTY SOLID WASTE							192.00
80040-OCT21				Mill Flat Garbage Oct-Dec	0	401.1	1	0		48.00	

Accounts Payable
Check Register

11/01/2021 To 11/30/2021

Bank Account: 1 - ZIONS BANK GENERAL FUND

Check / Tran	Date	Pmt Type	Vendor	Vendor Name	General Ledger Div	Account	Dept	Actv	BU Project	Distr Amount	Amount
Invoice			GL Reference								
80053-OCT21			Operations Garbage Oct-Dec		0	401.1	1	0		48.00	
6321-OCT21			Probst House Garbage Oct-Dec		0	401.1	1	0		96.00	
										Total for Check/Tran - 62723:	192.00
62724	11/5/21	CHK	1128	WESTERN STATES CIRCUIT BREAKER, I							5,850.00
3793-21RA			Unit 5 Maintencane		0	935.2	4	0		5,850.00	
62725	11/5/21	CHK	1256	PURE WATER SOLUTIONS							333.08
850940			November Water Service		0	401.1	1	0		333.08	
62726	11/4/21	CHK	877	UTAH HEAT PROGRAM							91.93
CHRISTENSONREFUND			HEAT Payment Refund for Vacated Tenant		0	414.0	0	0		91.93	
62727	11/5/21	CHK	1	MICHAEL POLEI							50.00
POLEI REBATE 11/02			Smart Thermostate Energy Rebate		0	555.2	1	0		50.00	
62728	11/5/21	CHK	11	ARAMARK							35.89
458000118475			Coverall Rental - 11/01		0	402.1	4	0		35.89	
62729	11/5/21	CHK	63	POINT S HEBER CITY							1,501.33
0188194			Tire Alignment		0	935.2	4	0		1,501.33	
62730	11/5/21	CHK	88	KARL MALONE							78.72
152322			Oil Change - Truck 218		0	935.2	4	0		78.72	
62731	11/5/21	CHK	167	SMITH HARTVIGSEN,PLLC							9,618.25
52077			October Water Rights		0	923.0	1	0		94.00	
52078			Shadow Time / Initial Travel		0	923.0	1	0		480.00	
52079			Second Point of Delivery		0	107.0	0	0		264.00	
52080			Midway Transmission Line Project		0	107.0	0	0		2,442.00	
52081			Gertsch Litigation		0	107.0	0	0		1,804.00	
52082			October General Legal Matters		0	923.0	1	0		4,534.25	
										Total for Check/Tran - 62731:	9,618.25
62732	11/5/21	CHK	267	CHARLESTON TOWN							9,375.00

Accounts Payable
Check Register

11/01/2021 To 11/30/2021

Bank Account: 1 - ZIONS BANK GENERAL FUND

Check / Tran	Date	Pmt Type	Vendor	Vendor Name / GL Reference	Div	Account	Dept	Actv	BU Project	Distr Amount	Amount
				General Ledger							
Invoice				**GL Reference**	**Div**	**Account**	**Dept**	**Actv**	**BU Project**	**Distr Amount**	**Amount**
3RDQTR DIVIDEND 2021				3rd Quarter Dividend 2021	0	433.0	0	0		9,375.00	
62733	11/5/21	CHK	282	AUTOZONE							23.98
236329				Tub O Towels 90ct	0	935.2	4	0		23.98	
62734	11/5/21	CHK	406	FASTENAL COMPANY							868.03
UTLIN153851				Vending Machine	0	401.0	1	0		25.66	
				Vending Machine	0	402.1	1	0		44.53	
				Vending Machine	0	402.2	2	0		94.03	
				Vending Machine	0	402.2	6	0		55.71	
				Vending Machine	0	556.0	5	0		8.59	
				Vending Machine	0	591.0	2	0		221.73	
				Vending Machine	0	592.0	3	0		23.59	
				Vending Machine	0	921.3	1	0		4.91	
				Vending Machine	0	921.3	2	0		21.72	
				Vending Machine	0	921.3	3	0		1.65	
				Vending Machine	0	921.3	5	0		0.99	
				Vending Machine	0	921.3	6	0		4.25	
				Vending Machine	0	935.3	6	0		5.00	
UTLIN1583693				18tpi Recip	0	591.0	2	0		18.85	
				Tskap 218 Kzbk Plrzd	0	591.0	2	0		153.53	
				Shipping	0	921.3	2	0		18.97	
UTLIN154070				Ear Muff	0	402.1	4	0		130.85	
				Ear Plugs	0	402.1	4	0		22.72	
				Shipping & Handling	0	921.3	1	0		10.75	
										Total for Check/Tran - 62734:	868.03
62735	11/5/21	CHK	480	HEBER CITY CORPORATION							56,789.05
10.23970.1 OCT21				Sept Water & Sewer Heber Sub	0	401.1	1	0		34.07	
10.24620.1 OCT21				Sept Water & Sewer Operations	0	401.1	1	0		91.36	
10.24625.1 OCT21				Sept Water & Sewer Plant 1	0	401.1	1	0		54.59	
10.24630.1 OCT21				Sept Water & Sewer Line Shop	0	401.1	1	0		40.76	
20.02049.0 OCT21				Oct Water & Sewer New Office Property	0	401.1	1	0		256.68	
9.22740.1 OCT21				Oct Water & Sewer Office	0	401.1	1	0		61.59	
3RDQTR DIVIDEND				3rd Quarter Dividend 2021	0	433.0	0	0		56,250.00	
										Total for Check/Tran - 62735:	56,789.05

Accounts Payable
Check Register

11/01/2021 To 11/30/2021

Bank Account: 1 - ZIONS BANK GENERAL FUND

Check / Tran	Date	Pmt Type	Vendor	Vendor Name / GL Reference	Div	Account	Dept	Actv	BU Project	Distr Amount	Amount
62736	11/5/21	CHK	624	LABRUM FORD							1,166.20
153503				Truck 207 Maintenance	0	935.2	4	0		876.24	
123964				Truck 215 Maintenance	0	935.2	4	0		216.12	
153565				Truck 260 Maintenace	0	935.2	4	0		73.84	
										Total for Check/Tran - 62736:	1,166.20
62737	11/5/21	CHK	627	LAKE CREEK IRRIGATION CO.							85.50
2022ASSESMENT				2022 Water Share Assesment	0	930.2	1	0		85.50	
62738	11/5/21	CHK	705	MIDWAY CITY OFFICES							9,375.00
3RDQTR DIVIDEND				3rd Quarter Dividend 2021	0	433.0	0	0		9,375.00	
62739	11/5/21	CHK	780	O'REILLY AUTOMOTIVE INC							13.96
3664181749				Whiteboard Tape - Cathie	0	921.0	1	0		13.96	
62740	11/5/21	CHK	844	PEHP GROUP INSURANCE							705.20
11/04/21 FLEX				Employee FSA Contribution	0	926.0	1	0		705.20	
62741	11/5/21	CHK	1014	TIMBERLINE GENERAL STORE							100.96
146214				Battery ALK AAAA	0	548.0	4	0		20.97	
146277				Extension Cord	0	402.2	2	0		79.99	
										Total for Check/Tran - 62741:	100.96
62742	11/5/21	CHK	1483	EMILY BRANDT							492.06
JACKSON PER DIEM				Board Retreat - Per Diem and Lodging	0	401.2	5	0		492.06	
62743	11/5/21	CHK	1	OLSON SHANER							692.12
1209614-NOV04				Garnishment Reference 1209614 - 11/04/21	0	920.0	1	0		692.12	
62744	11/5/21	CHK	635	RECYCLOPS							110.00
149312				September Recycling	0	401.1	1	0		110.00	
62745	11/12/21	CHK	1	J PHILIP COOK, LLC							16,082.77
25964				Appraisals - Midway Line Segment	0	107.0	0	0		16,082.77	

Accounts Payable
Check Register

11/01/2021 To 11/30/2021

Bank Account: 1 - ZIONS BANK GENERAL FUND

Check / Tran	Date	Pmt Type	Vendor	Vendor Name	General Ledger Div	Account	Dept	Actv	BU Project	Distr Amount	Amount
Invoice				GL Reference							
62746	11/12/21	CHK	1	TIMOTHY O'DONNELL							50.00
O'DONNELL 11/21				Smart Fridge Energy Rebate	0	555.2	1	0		50.00	
62747	11/12/21	CHK	1	THE JOHN & BRENDA PRICE FAMILY T							151,050.00
TLINE EASEMENT				JOHN & BRENDA PRICE TRUST EASEMENT	0	107.0	0	0		151,050.00	
62748	11/12/21	CHK	11	ARAMARK							35.89
458000121271				Coverall Rental 11/08	0	402.1	4	0		35.89	
62749	11/12/21	CHK	51	JESS GRAHAM							9.99
GRAHM BBQ				Wheeler Lunch Reimbursement	0	930.2	1	0		9.99	
62750	11/12/21	CHK	52	LEE'S MARKETPLACE HEBER							137.76
40024				Assorted Food, Heber City Halloween Even	0	426.4	1	0		41.83	
40041				Hot Dogs, Heber City Halloween Event	0	426.4	1	0		38.60	
5733				Halloween Party	0	426.4	1	0		57.33	
										Total for Check/Tran - 62750:	137.76
62751	11/12/21	CHK	87	MCMASTER-CARR							193.82
67212077				Hazardous Location Light	0	402.2	3	0		193.82	
62752	11/12/21	CHK	105	A T & T							60.40
0512678562001-OCT21				Oct Long Distance	0	935.1	6	0		60.40	
62753	11/12/21	CHK	262	CENTURYLINK - DATA SERVICES							2,133.33
247081251				November IP and Data Service	0	935.1	6	0		2,133.33	
62754	11/12/21	CHK	320	CUWCD							66,617.00
12161				Oct 2021 Hydropower Generation	0	555.0	5	0		66,617.00	
62755	11/12/21	CHK	375	IGNITION CREATIVE GROUP							2,250.00
6669				Heber Valley Life Advertisement	0	426.4	1	0		2,250.00	
62756	11/12/21	CHK	401	KARLY SCHINDLER							301.51
SCHINDLER, IPMA CONF				Travel Reimbursement, IPMA HR Meeting	0	401.2	1	0		301.51	

Accounts Payable
Check Register

11/01/2021 To 11/30/2021

Bank Account: 1 - ZIONS BANK GENERAL FUND

Check / Tran	Date	Pmt Type	Vendor	Vendor Name	Invoice	GL Reference	Div	Account	Dept	Actv	BU Project	Distr Amount	Amount
62757	11/12/21	CHK	406	FASTENAL COMPANY									2,549.15
					UTLIN154163	Vending Machine Issuances	0	401.0	1	0		166.75	
						Vending Machine Issuances	0	402.2	1	0		63.11	
						Vending Machine Issuances	0	591.0	2	0		462.41	
						Vending Machine Issuances	0	592.0	3	0		2.50	
						Vending Machine Issuances	0	921.3	1	0		15.05	
						Vending Machine Issuances	0	921.3	2	0		30.27	
						Vending Machine Issuances	0	921.3	3	0		0.16	
					UTLIN154180	Vending Machine	0	402.1	1	0		12.17	
						Vending Machine	0	402.1	2	0		37.61	
						Vending Machine	0	402.2	1	0		126.23	
						Vending Machine	0	591.0	2	0		330.80	
						Vending Machine	0	921.3	1	0		9.68	
						Vending Machine	0	921.3	2	0		27.56	
						Vending Machine	0	935.2	2	0		25.16	
					UTLIN153496	6 Mil Black	0	402.0	1	0		8.96	
						Face Masks	0	402.1	2	0		13.19	
						Smoke Eyewear	0	402.1	2	0		22.74	
						Face Masks	0	402.1	3	0		1.82	
						Face Masks	0	402.1	5	0		18.22	
						11" Blk Cbl Tie	0	591.0	2	0		61.84	
						AAA Alk Btry	0	591.0	2	0		2.62	
						Wiper 12ct	0	591.0	2	0		21.56	
						123 RRLithium Btry	0	592.0	3	0		8.91	
						AA Procell Alk Btry	0	592.0	3	0		5.50	
						Shipping & Handling	0	921.3	1	0		0.98	
						Shipping & Handling	0	921.3	2	0		13.40	
						Shipping & Handling	0	921.3	3	0		1.78	
						Shipping & Handling	0	921.3	5	0		2.05	
						Shipping & Handling	0	921.3	6	0		1.76	
						123 RRLithium Btry	0	935.3	6	0		2.50	
						AA Procell Alk	0	935.3	6	0		13.76	
					UTLIN153852	Bolt Bin	0	548.0	4	0		300.92	
						Bolt Bin	0	591.0	2	0		300.92	
						Shipping & Handling	0	921.3	2	0		21.07	
						Shipping & Handling	0	921.3	4	0		21.07	
					UTLIN154026	8 1/2 Buckskin Glove	0	402.1	2	0		33.16	
						Xl Black Safety Glove	0	402.1	2	0		5.97	

Accounts Payable
Check Register

11/01/2021 To 11/30/2021

Bank Account: 1 - ZIONS BANK GENERAL FUND

Check / Tran	Date	Pmt Type	Vendor	Vendor Name / GL Reference	Div	Account	Dept	Actv	BU Project	Distr Amount	Amount
				9 1/2 Buckskin Glove	0	402.1	3	0		99.48	
				Sfty Glss	0	402.1	3	0		5.61	
				Xl Black Safety Glove	0	402.1	6	0		2.99	
				1/4 x 1/2 Adapter	0	402.2	2	0		12.94	
				SideCutting Plier	0	402.2	2	0		63.11	
				AA Btry	0	591.0	2	0		8.26	
				AAA Btry	0	591.0	2	0		2.62	
				Lockback Knife	0	591.0	2	0		55.71	
				Wiper126ct	0	591.0	2	0		43.12	
				11" Blk CableTie	0	592.0	3	0		30.92	
				12RR Lithium Btry	0	592.0	3	0		2.50	
				Scrubs InsecShield	0	592.0	3	0		1.12	
				Shipping & Handling	0	921.3	2	0		18.21	
				Shipping & Handling	0	921.3	3	0		8.30	
				Shipping & Handling	0	921.3	6	0		0.10	
									Total for Check/Tran - 62757:		2,549.15
62758	11/12/21	CHK	478	ANIXTER POWER SOLUTIONS LLC							13,950.00
5091907-00				PO Materials Received	0	154.0	0	0		13,950.00	
62759	11/12/21	CHK	480	HEBER CITY CORPORATION							1,560.06
STIPEND-NOV21				November-21 HLP Board Stipend	0	401.1	1	0		1,560.06	
62760	11/12/21	CHK	574	STANTEC CONSULTING SERVICES INC							2,058.00
1852345				Unit 13 Plant Emisisons Modeling	0	107.0	0	0		2,058.00	
62761	11/12/21	CHK	635	RECYCLOPS							100.00
157379				October Recycling	0	401.1	1	0		100.00	
62762	11/12/21	CHK	637	VALLEY HARDWARE							27.86
2110-018632				Miscellaneous Parts	0	542.0	8	0		27.86	
62763	11/12/21	CHK	734	MOUNTAINLAND ONE STOP							55.87
134508				Forklift Propane	0	935.2	4	0		26.54	
134632				Forklift Propane	0	935.2	4	0		29.33	
									Total for Check/Tran - 62763:		55.87

Accounts Payable
Check Register

11/01/2021 To 11/30/2021

Bank Account: 1 - ZIONS BANK GENERAL FUND

Check / Tran	Date	Pmt Type	Vendor	Vendor Name	General Ledger Div	Account	Dept	Actv	BU Project	Distr Amount	Amount
Invoice				GL Reference							
62764	11/12/21	CHK	736	PROTELESIS							499.04
I-45504				Oct 2021 - Phone Support	0	935.1	6	0		499.04	
62765	11/12/21	CHK	740	IRBY CO.							100,148.47
S012653053.006				PO Materials Received	0	154.0	0	0		11,367.56	
S012667263.005				PO Materials Received	0	154.0	0	0		5,807.44	
S012669776.006				PO Materials Received	0	154.0	0	0		22,735.12	
S012688363.001				PO Materials Received	0	154.0	0	0		8,124.00	
S012531532.006				PO Materials Received	0	154.0	0	0		834.00	
S012550732.008				PO Materials Received	0	154.0	0	0		139.00	
S012591141.013				PO Materials Received	0	154.0	0	0		960.00	
S012591141.014				PO Materials Received	0	154.0	0	0		800.00	
S012591141.015				PO Materials Received	0	154.0	0	0		3,135.60	
S012599601.004				PO Materials Received	0	154.0	0	0		300.50	
S012599601.005				PO Materials Received	0	154.0	0	0		556.00	
S012599601.006				PO Materials Received	0	154.0	0	0		4,114.00	
S012618838.010				PO Materials Received	0	154.0	0	0		3,740.00	
S012618838.011				PO Materials Received	0	154.0	0	0		231.00	
S012652328.008				PO Materials Received	0	154.0	0	0		335.83	
S012652328.009				PO Materials Received	0	154.0	0	0		10,054.17	
S012652328.010				PO Materials Received	0	154.0	0	0		3,450.00	
S012652328.011				PO Materials Received	0	154.0	0	0		871.25	
S012653053.004				PO Materials Received	0	154.0	0	0		935.00	
S012653053.005				PO Materials Received	0	154.0	0	0		517.50	
S012667262.003				PO Materials Received	0	154.0	0	0		1,035.00	
S012667263.003				PO Materials Received	0	154.0	0	0		236.50	
S012667263.004				PO Materials Received	0	154.0	0	0		414.00	
S012669776.004				PO Materials Received	0	154.0	0	0		7,098.00	
S012669776.005				PO Materials Received	0	154.0	0	0		225.00	
S012680775.001				PO Materials Received	0	154.0	0	0		1,362.00	
S012692582.001				Conductor, UG, Secondary, 1/0, Tri	0	107.0	0	0		1,450.00	

Accounts Payable
Check Register

11/01/2021 To 11/30/2021

Bank Account: 1 - ZIONS BANK GENERAL FUND

Check / Tran	Date	Pmt Type	Vendor	Vendor Name / GL Reference	Div	Account	Dept	Actv	BU Project	Distr Amount	Amount
S012546688.001				TE CLP-100 LINEAR POTENTIOMETER	0	542.0	4	0		1,030.00	
S012571416.007				PO Material Received	0	154.0	0	0		5,500.00	
S012652328.004				PO Material Received	0	154.0	0	0		2,790.00	
										Total for Check/Tran - 62765:	100,148.47
62766	11/12/21	CHK	756	FITCH RATINGS, INC							5,000.00
7119075238				Rating Review Fee - 11/21-10/22	0	921.4	1	0		5,000.00	
62767	11/12/21	CHK	825	LINDE GAS & EQUIPMENT INC							36.20
66681714				Compressed Cylinder Recharge	0	592.0	3	0		36.20	
62768	11/12/21	CHK	845	DOMINION ENERGY							262.83
1344060000-NOV21				November Gas Service - Snake Creek Garag	0	401.1	1	0		75.90	
382516748-NOV21				November Gas Service - Probst House	0	401.1	1	0		186.93	
										Total for Check/Tran - 62768:	262.83
62769	11/12/21	CHK	908	SECURITY INSTALL SOLUTIONS							240.00
I-3688				November Security Fee	0	935.3	6	0		240.00	
62770	11/12/21	CHK	1047	US DEPT OF ENERGY							2,565.81
JJPB1643B1021				Firm Electric Service	0	555.0	5	0		2,565.81	
62771	11/12/21	CHK	1075	VERIZON WIRELESS							170.85
9891914998				November Phone Bill	0	935.1	6	0		170.85	
62772	11/12/21	CHK	1091	WASATCH AUTO PARTS							73.15
236517				Misc Item for Jailhouse Substation	0	592.0	3	0		8.10	
236558				Jailhouse Substation Parts	0	592.0	3	0		45.30	
236568				Jailhouse Substation Parts	0	592.0	3	0		11.65	
236571				Jailhouse Substation Coupling	0	592.0	3	0		8.10	
										Total for Check/Tran - 62772:	73.15
62773	11/12/21	CHK	1095	WASATCH COUNTY							475.32
STIPEND-NOV21				November-21 HLP Board Stipend	0	920.0	1	0		475.32	

Accounts Payable
Check Register

11/01/2021 To 11/30/2021

Bank Account: 1 - ZIONS BANK GENERAL FUND

Check / Tran	Date	Pmt Type	Vendor	Vendor Name / GL Reference	Div	Account	Dept	Actv	BU Project	Distr Amount	Amount
62774	11/12/21	CHK	1100	WASATCH COUNTY SOLID WASTE							597.00
90083-NOV21				Office Waste Removal	0	401.1	1	0		75.00	
93539 NOV21				November Waste Removal	0	401.1	1	0		185.00	
29622				Roll Off Container Fee	0	401.1	1	0		337.00	
										Total for Check/Tran - 62774:	597.00
62775	11/19/21	CHK	1	ALAN HALL							500.00
HALL,11/21				EV Charger Rebate	0	555.2	1	0		500.00	
62776	11/19/21	CHK	2	JAMES M LUJAN							17.19
20211119084008170				Credit Balance Refund	0	142.99	0	0		17.19	
62777	11/19/21	CHK	2	AMY STARKS							103.83
20211119084204943				Credit Balance Refund	0	142.99	0	0		103.83	
62778	11/19/21	CHK	11	ARAMARK							35.89
458000123883				Coverall Rental 11/15	0	402.1	4	0		35.89	
62779	11/19/21	CHK	52	LEE'S MARKETPLACE HEBER							82.03
40030				Gatorade	0	591.0	2	0		65.03	
40031				Lemon Gatorade	0	592.0	3	0		10.00	
40038				Gatorade for Jess Grahm	0	592.0	3	0		7.00	
										Total for Check/Tran - 62779:	82.03
62780	11/19/21	CHK	133	ALL WEST COMMUNICATIONS							1,046.31
HLP-1121				November Internet Service	0	935.1	6	0		1,046.31	
62781	11/19/21	CHK	206	BLUE STAKES OF UTAH 811							847.21
UT202102713				October Email Notifications	0	591.0	2	0		847.21	
62782	11/19/21	CHK	216	JAN-PRO CLEANING SYSTEMS							1,576.00
322380				Extra Cleaning Days	0	401.1	1	0		250.00	
322596				November Cleaning Fee	0	401.1	1	0		1,326.00	
										Total for Check/Tran - 62782:	1,576.00

Accounts Payable
Check Register

11/01/2021 To 11/30/2021

Bank Account: 1 - ZIONS BANK GENERAL FUND

Check / Tran	Date	Pmt Type	Vendor	Vendor Name / GL Reference	Div	Account	Dept	Actv	BU Project	Distr Amount	Amount
62783	11/19/21	CHK	261	CENTURYLINK							201.85
4356540084254B-NOV21				Nov 2021 Phone Bill	0	935.1	6	0		119.03	
4356541682903B				Nov Phone Bill	0	935.1	6	0		46.25	
4356541118732B-NOV				November Phone Bill	0	935.1	6	0		36.57	
										Total for Check/Tran - 62783:	201.85
62784	11/19/21	CHK	267	CHARLESTON TOWN							6,429.50
0921FRAN				Franchise Tax Collection Remittance	0	241.5	0	0		3,347.59	
1021FRAN				Franchise Tax Collection Remittance	0	241.5	0	0		3,081.91	
										Total for Check/Tran - 62784:	6,429.50
62785	11/19/21	CHK	323	DANIEL TOWN							3,165.22
0921FRAN				Franchise Tax Collection Remittance	0	241.6	0	0		1,660.83	
1021FRAN				Franchise Tax Collection Remittance	0	241.6	0	0		1,504.39	
										Total for Check/Tran - 62785:	3,165.22
62786	11/19/21	CHK	386	BORDER STATES INDUSTRIES INC.							13,653.55
923082263				PO Materail Received	0	591.0	2	0		3,236.96	
923006690				Service Truck Returns	0	107.0	0	0		-35.06	
922955267				Hot Dog Trailer Supplies	0	426.4	1	0		60.40	
923000629				Service Truck Material	0	107.0	0	0		70.14	
923000710				Service Truck Material	0	107.0	0	0		39.38	
923080360				Extention Cord - School Tours	0	426.4	1	0		184.92	
923116441				Business Office LED Light Bulbs	0	935.0	1	0		12.32	
922908916				Transmission Underbuild - Materials	0	107.0	0	0		234.61	
922737034				Test Lead Set	0	402.2	2	0		79.40	
923054019				Cross Valley Line - Materials	0	107.0	0	0		20.28	
923052998				Truck Tools Harold	0	402.2	2	0		399.00	
923029304				Transmission Underbuild Material	0	107.0	0	0		202.02	
922947797				Lake Creek Fiber	0	542.0	8	0		829.24	
922640682				Metering Tools	0	402.2	7	0		433.39	
922947865				Lake Creek Storage Conduit	0	542.0	8	0		1,171.44	

Accounts Payable
Check Register

11/01/2021 To 11/30/2021

Bank Account: 1 - ZIONS BANK GENERAL FUND

Check / Tran	Date	Pmt Type	Vendor	Vendor Name / GL Reference	Div	Account	Dept	Actv	BU Project	Distr Amount	Amount
Invoice				GL Reference	Div	Account	Dept	Actv	BU Project	Distr Amount	Amount
922975331				Lake Creek Solar	0	542.0	8	0		21.47	
923072107				Lower Snake Creek Lights	0	542.0	8	0		1,279.21	
922613047				Step Drill Bits	0	402.2	3	0		92.38	
923080238				Waller Driller Kit	0	402.2	3	0		54.62	
923080740				Zipper Bags	0	592.0	3	0		42.08	
923161032				Metering Tools	0	402.2	7	0		21.80	
922593497				Backbone Upgrade Materials	0	107.0	0	0		492.81	
922593499				Backbone Upgrade Materials	0	107.0	0	0		130.70	
922593552				Backbone Upgrade	0	107.0	0	0		932.54	
922600017				Backbone Upgrade Materials	0	107.0	0	0		3,465.04	
922620365				Backbone Upgrade Materials	0	107.0	0	0		34.20	
922639331				Bolt Cutters	0	402.2	2	0		148.26	
										Total for Check/Tran - 62786:	13,653.55
62787	11/19/21	CHK	396	A T & T MOBILITY							4,929.76
287299264421X1028202				Sep 20 - Oct 21 Cell Coverage	0	935.1	6	0		4,929.76	
62788	11/19/21	CHK	406	FASTENAL COMPANY							857.55
UTLIN153674				Sfty Glss	0	402.1	2	0		11.22	
				Smoke Drag Eyewear	0	402.1	2	0		22.74	
				Blk Caraz Glss	0	402.1	3	0		23.59	
				Kazbek Safety Glss	0	402.1	3	0		14.72	
				1/4" Adapter	0	402.2	2	0		25.88	
				123 RR LithBtry	0	591.0	2	0		7.51	
				LED HeadLamp	0	591.0	2	0		90.14	
				Tin Dsl Fluid	0	591.0	2	0		12.58	
				Scrubs Insctshidt	0	592.0	3	0		1.12	
				Scrubs Insctshldt	0	592.0	3	0		2.24	
				Sharpie	0	592.0	3	0		6.98	
				SideCutting Plier	0	592.0	3	0		63.11	
				Wiper 12ct	0	592.0	3	0		43.12	
				Shipping & Handling	0	921.3	2	0		18.71	
				Shipping & Handling	0	921.3	3	0		17.03	
UTLIN154353				Vending Machine	0	402.1	1	0		219.34	

Accounts Payable
Check Register

11/01/2021 To 11/30/2021

Bank Account: 1 - ZIONS BANK GENERAL FUND

Check / Tran	Date	Pmt Type	Vendor	Vendor Name / GL Reference	Div	Account	Dept	Actv	BU Project	Distr Amount	Amount
UTLIN154352				Lg Ninja Glvs	0	402.1	1	0		37.61	
				Buckskin Glvs	0	402.1	2	0		69.34	
				XL Blck Glvs	0	402.1	2	0		2.99	
				Buckskin Glvs	0	402.1	3	0		69.34	
				Buckskin Glvs	0	556.0	5	0		5.01	
				S&H	0	921.3	1	0		5.40	
				S&H	0	921.3	2	0		10.39	
				S&H	0	921.3	3	0		9.96	
				S&H	0	921.3	5	0		5.53	
				S&H	0	921.3	6	0		2.08	
				123RR Lithium Battery	0	935.3	6	0		5.01	
				Microfbr Cloths	0	935.3	6	0		9.50	
UTLIN154027				Misc shop Materials	0	591.0	2	0		45.36	
									Total for Check/Tran - 62788:		857.55
62789	11/19/21	CHK	428	FREEDOM MAILING							3,716.52
41608				October Cycle 2 Statements	0	921.5	1	0		3,716.52	
62790	11/19/21	CHK	456	GRAINGER, INC.							2,389.99
9074198491				Cordless blower - Generation	0	402.2	4	0		215.02	
9094755841				New Service Truck Material	0	107.0	0	0		171.21	
9091711771				Lineman Tool Bags	0	402.2	2	0		2,003.76	
									Total for Check/Tran - 62790:		2,389.99
62791	11/19/21	CHK	478	ANIXTER POWER SOLUTIONS LLC							15,140.00
5014833-02				PO Material Received	0	154.0	0	0		1,525.00	
5021696-00				PO Materials Received	0	154.0	0	0		9,150.00	
				Increased Cost 3 PH Sectionalizer	0	591.0	2	0		2,520.00	
5027129-00				PO Materials Received	0	154.0	0	0		1,525.00	
				Increased Cost 3 PH Sectional	0	591.0	2	0		420.00	
									Total for Check/Tran - 62791:		15,140.00
62792	11/19/21	CHK	480	HEBER CITY CORPORATION							110,337.30
0921FRAN				Franchise Tax Collection Remittance	0	241.3	0	0		55,240.71	
1021FRAN				Franchise Tax Collection Remittance	0	241.3	0	0		52,531.22	

Accounts Payable
Check Register

11/01/2021 To 11/30/2021

Bank Account: 1 - ZIONS BANK GENERAL FUND

Check / Tran	Date	Pmt Type	Vendor	Vendor Name / Invoice	GL Reference	Div	Account	Dept	Actv	BU Project	Distr Amount	Amount
FIREHYDRANT 1121					Fire Hydrant Meter Refund Requisition	0	107.0	0	0		2,565.37	
											Total for Check/Tran - 62792:	110,337.30
62793	11/19/21	CHK	550	INTERMTN CONS PROF ENGINEERS								3,105.00
034-043-1021					Nov Engineering Services	0	107.0	0	0		2,985.00	
034-044-1021					Unit 5 Engineering Services	0	107.0	0	0		120.00	
											Total for Check/Tran - 62793:	3,105.00
62794	11/19/21	CHK	644	US BANK NATIONAL ASSOCIATION								120,920.79
17305					2012 Bond - November 2021 Payment	0	136.2	0	0		29,566.63	
17317					2019 Bond - November 2021 Payment	0	136.6	0	0		91,354.16	
											Total for Check/Tran - 62794:	120,920.79
62795	11/19/21	CHK	705	MIDWAY CITY OFFICES								43,021.15
0921FRAN					Franchise Tax Collection Remittance	0	241.4	0	0		22,108.13	
1021FRAN					Franchise Tax Collection Remittance	0	241.4	0	0		20,913.02	
											Total for Check/Tran - 62795:	43,021.15
62796	11/19/21	CHK	736	PROTELESIS								499.04
I-45626					Nov 2021 - Phone Support	0	935.1	6	0		499.04	
62797	11/19/21	CHK	740	IRBY CO.								76,562.87
S012601061.002					MILW 2879-22 M18 FORCE LOGIC 15T CRIMPE	0	394.0	0	0		5,525.00	
S012653053.007					PO Materials Received	0	154.0	0	0		3,248.00	
S012667262.004					PO Materials Received	0	154.0	0	0		2,121.00	
S012667263.006					PO Materials Received	0	154.0	0	0		517.50	
S012667263.007					PO Materials Received	0	154.0	0	0		2,057.00	
S012669776.007					PO Materials Received	0	154.0	0	0		931.50	
S012669776.008					PO Materials Received	0	154.0	0	0		13,380.00	
S012669776.009					PO Materials Received	0	154.0	0	0		3,240.00	
S012688363.002					PO Materials Received	0	154.0	0	0		11,197.77	
S012591141.011					PO Materials Received	0	154.0	0	0		320.00	
S012652328.012					PO Materials Received	0	154.0	0	0		434.10	

Accounts Payable
Check Register

11/01/2021 To 11/30/2021

Bank Account: 1 - ZIONS BANK GENERAL FUND

Check / Tran	Date	Pmt Type	Vendor	Vendor Name / GL Reference	Div	Account	Dept	Actv	BU Project	Distr Amount	Amount
S012653053.008				PO Materials Received	0	154.0	0	0		843.00	
S012667262.005				PO Materials Received	0	154.0	0	0		558.00	
S012667263.009				PO Materials Received	0	154.0	0	0		559.50	
S012669776.010				PO Materials Received	0	154.0	0	0		11,807.50	
S012669776.011				PO Materials Received	0	154.0	0	0		861.50	
S012688363.003				PO Materials Received	0	154.0	0	0		487.00	
S012692582.002				Conductor, UG, Secondary, 1/0, Tri	0	107.0	0	0		4,350.00	
20211101160133				PO Materials	0	154.0	0	0		12,510.50	
S012703634.001				MILW 49-66-5101 SW LINEMANS DIST	0	402.2	2	0		199.00	
S012655057.001				ITSR GS40YX16SCC 4/0 X 16' YELLOW GS WI	0	402.2	3	0		425.00	
				ITSR GS40YX6CCA 4/0 X 6' YELLOW GROUND S	0	402.2	3	0		990.00	
										Total for Check/Tran - 62797:	76,562.87
62798	11/19/21	CHK	746	FUEL NETWORK							4,369.96
F2204E00821				Oct Fleet Fuel Usage	0	935.2	4	0		4,369.96	
62799	11/19/21	CHK	768	CANON SOLUTIONS AMERICA							81.13
4037863814				Office Copier Maintenance	0	921.0	1	0		39.96	
4037864541				Office Copier Maintenance	0	921.0	1	0		41.17	
										Total for Check/Tran - 62799:	81.13
62800	11/19/21	CHK	784	ELECTRICAL CONSULTANTS. INC.							3,545.46
97121				Easement / Aquisition: Midway 138 Line	0	107.0	0	0		3,545.46	
62801	11/19/21	CHK	825	LINDE GAS & EQUIPMENT INC							37.44
66706770				Compressed Cylinder Recharge	0	592.0	3	0		37.44	
62802	11/19/21	CHK	845	DOMINION ENERGY							3,838.65
5060020000				Cogen - November Gas Service	0	547.0	4	0		3,838.65	
62803	11/19/21	CHK	860	PETERSON TREE CARE							16,107.93
8014207280				October 2021 Tree Trimming	0	591.0	2	0		16,107.93	
62804	11/19/21	CHK	892	SAFETY-KLEEN SYSTEMS, INC.							256.00

Accounts Payable
Check Register

11/01/2021 To 11/30/2021

Bank Account: 1 - ZIONS BANK GENERAL FUND

Check / Tran	Date	Pmt Type	Vendor	Vendor Name / GL Reference	Div	Account	Dept	Actv	BU Project	Distr Amount	Amount
R002807519				Oil Removal	0	548.0	4	0		256.00	
62805	11/19/21	CHK	1014	TIMBERLINE GENERAL STORE							92.13
147055				Various Small Part Key Weiser	0	592.0	3	0		51.80	
147058				All Purpose Sprayer	0	592.0	3	0		10.57	
147088				Garden Sprayer	0	592.0	3	0		24.58	
147327				Key Kwikset	0	591.0	2	0		5.18	
										Total for Check/Tran - 62805:	92.13
62806	11/19/21	CHK	1075	VERIZON WIRELESS							74.88
9892381387				Nov Back-Up Router	0	935.1	6	0		74.88	
62807	11/19/21	CHK	1091	WASATCH AUTO PARTS							36.74
236922				Ice Scrapper	0	935.2	4	0		5.29	
237183				Jailhouse Substation Supplies	0	592.0	3	0		31.45	
										Total for Check/Tran - 62807:	36.74
62808	11/19/21	CHK	1115	WAVE PUBLISHING CO.							152.64
17413				Budget & Fee Schedule	0	426.4	1	0		64.76	
17414				Cap Facilities Hearing	0	426.4	1	0		87.88	
										Total for Check/Tran - 62808:	152.64
62809	11/19/21	CHK	1131	WHEELER MACHINERY CO.							66,080.69
RS0000196777				2022 Skid Steer Rental	0	165.0	0	0		6,500.00	
SS000352261				Unit 2 Rebuild	0	107.0	0	0		60,456.86	
ARC193426				Core Return	0	548.0	4	0		-930.60	
PS0001190083				Unit 13 Part	0	548.0	4	0		54.43	
										Total for Check/Tran - 62809:	66,080.69
62810	11/19/21	CHK	1266	SHANE CARLSON							250.00
BOOT REIMBURSEMENT				Shane Carlson Boot Reimbursement	0	402.1	2	0		250.00	
62811	11/19/21	CHK	1389	RITZ SAFETY							5,713.32
2273				Behunin FR Clothing	0	402.1	2	0		441.99	

Accounts Payable
Check Register

11/01/2021 To 11/30/2021

Bank Account: 1 - ZIONS BANK GENERAL FUND

Check / Tran	Date	Pmt Type	Vendor	Vendor Name	Invoice	GL Reference	Div	Account	Dept	Actv	BU Project	Distr Amount	Amount
					2653	Quick FR Clothing	0	402.1	1	0		210.22	
					3342	Parcell FR Clothing	0	402.1	3	0		479.12	
					3343	Ford FR Clothing	0	402.1	5	0		408.00	
					3542	Surratt FR Clothing	0	402.1	5	0		263.11	
					2828	Jepperson FR Clothing	0	402.1	5	0		248.29	
					3762	Mecham FR Clothing	0	402.1	5	0		241.92	
					2282	Broadhead FR Clothing	0	402.1	7	0		479.78	
					3603	Stanley FR Clothing	0	402.1	7	0		999.76	
					2110	Giles FR Clothing	0	402.1	3	0		625.71	
					45374	Employee FR Clothing	0	402.1	3	0		227.20	
					2726	Employee FR Clothing	0	402.1	4	0		578.85	
					2285	Despain FR Clothing	0	402.1	2	0		509.37	
												Total for Check/Tran - 62811:	5,713.32
62812	11/19/21	CHK	1433	EXECUTECH									1,064.85
					EXEC-105502	Acronis Storage - November 21	0	935.3	6	0		1,064.85	
62813	11/19/21	CHK	1467	NISC									10,397.15
					507784	Monthly Service Fee - NISC	0	401.0	1	0		9,970.93	
					509472	Oct 2021 NISC Bank Fees	0	921.4	1	0		357.30	
						Oct 2021 NISC Posting Fees	0	921.5	1	0		68.92	
												Total for Check/Tran - 62813:	10,397.15
62814	11/24/21	CHK	1	I-D ELECTRIC									9,608.64
					110438	Broadhead Booster VFD	0	591.0	2	0		9,608.64	
62815	11/24/21	CHK	1	OLSON SHANER									739.06
					1209614-NOV18	Garnishment Reference 1209614 - 11/18/21	0	920.0	1	0		739.06	
62816	11/24/21	CHK	105	A T & T									174.35
					0513087539001-NOV	Nov Long Distance	0	935.1	6	0		45.96	
					0300550933001	November 2021 Long Distance	0	935.1	6	0		128.39	
												Total for Check/Tran - 62816:	174.35

Accounts Payable
Check Register

11/01/2021 To 11/30/2021

Bank Account: 1 - ZIONS BANK GENERAL FUND

Check / Tran	Date	Pmt Type	Vendor	Vendor Name / GL Reference	Div	Account	Dept	Actv	BU Project	Distr Amount	Amount
62817	11/24/21	CHK	406	FASTENAL COMPANY							1,134.29
UTLIN154503				Plrzd Safetly Gls	0	402.1	2	0		59.98	
				S&H	0	921.3	2	0		4.20	
UTLIN154540				Hex Nut	0	591.0	2	0		22.10	
				S&H	0	921.3	2	0		6.59	
UTLIN154523				Sft Glvs	0	402.1	2	0		34.70	
				Cutt Plier	0	402.2	2	0		63.11	
				LockBck Knife	0	402.2	2	0		167.14	
				Hnd Wrmr	0	556.0	5	0		3.17	
				Porc Btry	0	591.0	2	0		10.75	
				Refl Tape	0	591.0	2	0		403.37	
				S&H	0	921.3	2	0		62.22	
				S&H	0	921.3	5	0		0.22	
				S&H	0	921.3	6	0		1.14	
				Terry SweatBand	0	935.3	6	0		16.41	
UTLIN154531				Misc Safety Materials	0	402.1	2	0		261.10	
				S&H	0	921.3	2	0		18.09	
									Total for Check/Tran - 62817:		1,134.29
62818	11/24/21	CHK	456	GRAINGER, INC.							1,206.29
9108648388				Lake Creek Heater	0	390.0	0	0		1,092.84	
9108593030				Lake Creek Mounting Bracket	0	542.0	8	0		113.45	
									Total for Check/Tran - 62818:		1,206.29
62819	11/24/21	CHK	740	IRBY CO.							16,523.50
S012581090.004				PO Materials Received	0	154.0	0	0		6,060.00	
S012359737.008				PO MAterials Received	0	154.0	0	0		288.00	
S012609351.002				PO Materials Received	0	154.0	0	0		420.00	
S012667263.010				PO Materials Received	0	154.0	0	0		103.50	
S012669776.012				PO Materials Received	0	154.0	0	0		276.00	
S012704044.001				CONDUCTOR UG SECONDARY, 4/0, TRIPLEX	0	107.0	0	0		8,620.00	
S012704741.001				PO Materials Received	0	154.0	0	0		756.00	
									Total for Check/Tran - 62819:		16,523.50
62820	11/24/21	CHK	825	LINDE GAS & EQUIPMENT INC							64.75

Accounts Payable
Check Register

11/01/2021 To 11/30/2021

Bank Account: 1 - ZIONS BANK GENERAL FUND

Check / Tran	Date	Pmt Type	Vendor	Vendor Name / GL Reference	Div	Account	Dept	Actv	BU Project	Distr Amount	Amount
67086806				Nitrogen K	0	592.0	3	0		64.75	
62821	11/24/21	CHK	1044	UNUM LIFE INSURANCE COMPANY OF							163.20
0906877-001 NOV21				LTD Insurance Premium - Dec	0	926.0	1	0		163.20	
62822	11/24/21	CHK	1131	WHEELER MACHINERY CO.							195,071.42
SS000353313				Unit 8 New Power Generator	0	107.0	0	0		195,071.42	
62823	11/24/21	CHK	1433	EXECUTECH							8,624.85
EXEC-10494				November IT Service Agreement	0	935.3	6	0		3,780.00	
EXECU-106165				Acronis VM Storage - Nov 21	0	935.3	6	0		1,064.85	
EXECU-10494				Nov 21 IT Service Agreement	0	935.3	6	0		3,780.00	
										Total for Check/Tran - 62823:	8,624.85
62824	11/30/21	CHK	14	LINDY ALLEN							147.50
ALLEN, IPSA TESTING				IPSA Step Training, Per Diem	0	401.2	2	0		147.50	
62825	11/30/21	CHK	70	BRAIDEN DESPAIN							147.50
DESPAIN, IPSA				IPSA Step Testing, Per Diem	0	401.2	2	0		147.50	
62826	11/30/21	CHK	321	CHAD DALEY							147.50
DALEY, IPSA				IPSA Step Testing, Per Diem	0	401.2	2	0		147.50	
									Total for Bank Account - 1 :	(131)	2,291,968.19
									Grand Total :	(131)	2,291,968.19

Accounts Payable
Check Register

PARAMETERS ENTERED:

Check Date:	11/01/2021 To 11/30/2021
Bank:	All
Vendor:	All
Check:	
Journal:	All
Format:	GL Accounting Distribution
Extended Reference:	No
Sort By:	Check/Transaction
Voids:	None
Payment Type:	All
Group By Payment Type:	No
Minimum Amount:	0.00
Authorization Listing:	No
Credit Card Charges:	No

Heber Light & Power

Fiscal Year 2022
Fees/Rates, Operating and Capital Budgets

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2022 Rates/Fees

Fees

Description	Amount	Comments
Billing/Office Fees		
Convenience Fee	3%	Used on Impact Fee and Work Order credit card payments only
Late Payment Charge (Compounded)	1.5%	Applied on any past due amounts
Returned Payment Charge	15.00	
Reconnect Fee	20.00	
Service Application Fee	20.00	
Seasonal Disconnect Fee	50.00	
Construction Fees		
Impact Fee	Amperage Calc	Included in current schedule
Line Extension/New Development - Installation	Bid Estimate	Estimate for Labor, Materials, and Overhead provided upon request
Initiation/Will Serve	200.00	Check only
Design Fee	300.00	This is a per development phase fee
Design Fee (resubmit)	20.00	Per residential/commercial unit
Truck Roll Fee	50.00	Set fee for extra vehicle trips, i.e. reinspection, meter verification, troubleshooting customer side, etc…
Temporary Meter Connection	500.00	Fee for new services that desire a temporary meter set
New Service / Meter Related Fees		
Wire Pull (up to 400 amps)	300.00 plus meter	Customer responsible for wire on services larger than 400 amps.
Meter Installation Fee – Single Phase	235.00	All new meter issuances regardless of reason, does not include replacement meters.
Meter Installation Fee – 3-Phase	470.00	
Meter - Nonstandard Meter - Monthly Meter Reading Charge	20.00	Typically those meters that must be manually read
Net Metering - Application Fee	300.00	Included in current schedule.
Device Fees		
Generation Transfer Switch - Preliminary Inspection Fee	100.00	Verification trip for sizing and device appropriateness
Generation Transfer Switch - Installation Fee	100.00	Installation and meter re-installation
Outside Lighting (Yard Lights)	$6.50/Month	Set fee regardless of consumption levels
Outside Lighting Maintenance	25.00 plus parts	

Rates

Residential	
Base/Customer Charge	14.90
1st 1,000 kWh	0.0893/kWh
All Additional	0.1097/kWh
Residential/Small Commercial - Pumping	
Base/Customer Charge	17.00
Demand Rate	9.85/kW
All kWh	0.063/kWh
General Service - Small (1kW <X<= 30kW) (Single Phase)	
Base/Customer Charge	14.00
Demand Rate	10.10/kW
1st 500 kWh	0.081/kWh
All Additional	0.051/kWh
General Service - Small (1kW <X<= 30kW) (3-Phase)	
Base/Customer Charge	19.00
Demand Rate	10.10/kW
1st 500 kWh	0.081/kWh
All Additional	0.051/kWh
General Service - Medium (>30kW & <= 250kW)	
Base/Customer Charge	91.00
Demand Rate	12.45/kW
1st 500 kWh	0.0484/kWh
All Additional	0.0457/kWh
General Service - Medium (>30kW) - Pumping	
Base/Customer Charge	91.00
Demand Rate	9.85/kW
All kWh	0.063/kWh
General Service - Large (> 250kW)	
Base/Customer Charge	177.00
Demand Rate	15.10/kW
All kWh	0.045/kWh

Heber Light & Power Company

2022 Budget – Executive Summary (State Format)

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
REVENUES				
Electricity Sales	$20,255,718	$20,955,112	$20,882,540	$21,730,674
Connect Fees	37,400	35,000	33,170	35,000
Receivables Penalty Income	36,588	40,000	42,748	40,000
Other / Miscellaneous Income	200,459	203,069	229,998	203,069
Total Revenues	*$20,530,165*	*$21,233,181*	*$21,188,456*	*$22,008,743*
COST OF ELECTRIC SERVICE				
Power Production Expense	(849,307)	(1,071,176)	(1,294,503)	(1,686,019)
Cost of Purchased Power	(10,462,883)	(10,810,464)	(10,443,404)	(11,392,745)
Dist Expense – Operations	(454,253)	(470,366)	(506,806)	(553,851)
Dist Expense – Maintenance	(2,314,752)	(2,267,315)	(2,069,442)	(2,530,868)
Customer Account Expense	(502,296)	(751,606)	(506,860)	(556,489)
Admin & General Expense	(2,903,422)	(2,421,821)	(2,313,263)	(2,624,811)
Total Operating & Maint. Expense	(17,486,913)	(17,792,748)	(17,134,278)	(19,344,783)
Depreciation	(2,325,393)	(2,625,000)	(2,690,501)	(2,860,000)
Interest on Long-Term Debt	(665,814)	(901,004)	(558,866)	(547,144)
Total Cost of Electric Service	(20,478,120)	(21,318,752)	(20,383,645)	(22,751,927)
OPERATION MARGIN	*52,045*	*(85,571)*	*804,811*	*(743,184)*
Interest Income	253,314	165,000	80,745	36,000
Non-Operating Margins-Other	4,703,979	3,015,000	7,931,499	4,515,000
Dividends	(300,000)	(300,000)	(300,000)	(300,000)
OPERATING MARGIN	*4,709,338*	*2,794,429*	*8,517,055*	*3,507,816*
CAPITAL EXPENDITURES				
Generation - Hydro	54,720	25,000	2,169	15,000
Generation – Gas Plant	322,785	1,250,000	1,212,456	2,329,000
Distribution	2,781,296	5,810,000	7,405,323	5,323,000
Substation	(235)	11,181,000	0	17,772,000
Metering	95,231	114,400	45,000	114,400
Buildings	171,095	1,737,085	780,000	8,982,000
Vehicles	496,009	435,000	140,902	325,000
Tools	21,696	54,700	76,727	288,000
Technology – IT	50,361	585,000	119,686	323,500
Total Capital	*3,993,048*	*21,187,185*	*9,782,263*	*35,471,900*

Heber Light & Power Company

2022 Budget – Executive Summary (Actuals Format)

	2019 Actual	2020 Actual	2021 Projected	2022 Budget
REVENUES				
Electricity Sales	$19,046,457	$20,255,718	$20,882,540	$21,730,674
Connect Fees	38,740	37,400	33,170	35,000
Receivables Penalty Income	47,010	36,588	42,748	40,000
Other / Miscellaneous Income	310,749	200,459	229,998	203,069
Total Revenues	*$19,442,956*	*$20,530,165*	*$21,188,456*	*$22,008,743*
COST OF ELECTRIC SERVICE				
Power Production Expense	(1,051,780)	(849,307)	(1,294,503)	(1,686,019)[1]
Cost of Purchased Power	(9,338,094)	(10,462,883)	(10,443,404)	(11,392,745)[2]
Dist Expense – Operations	(503,399)	(454,253)	(506,806)	(553,851)
Dist Expense – Maintenance	(2,167,861)	(2,314,752)	(2,069,442)	(2,530,868)[3]
Customer Account Expense	(405,546)	(502,296)	(506,860)	(556,489)
Admin & General Expense	(2,029,408)	(2,903,422)	(2,313,263)	(2,624,811)[4]
Total Operating & Maint. Expense	(15,496,088)	(17,486,913)	(17,134,278)	(19,344,783)
Depreciation	(2,082,223)	(2,325,393)	(2,690,501)	(2,860,000)
Interest on Long-Term Debt	(612,779)	(665,814)	(558,866)	(547,144)
Total Cost of Electric Service	(18,191,090)	(20,478,120)	(20,383,645)	(22,751,927)
OPERATION MARGIN	*1,251,866*	*52,045*	*804,811*	*(743,184)*
Interest Income	124,000	253,314	80,745	36,000
Non-Operating Margins-Other	3,290,421	4,703,979	7,931,499	4,515,000[5]
Dividends	(300,000)	(300,000)	(300,000)	(300,000)
OPERATING MARGIN	*4,366,287*	*4,709,338*	*8,517,055*	*3,507,816*
CAPITAL EXPENDITURES				
Generation - Hydro	2,120	54,720	2,169	15,000
Generation – Gas Plant	5,481	322,785	1,212,456	2,329,000
Distribution	2,445,072	2,781,296	7,405,323	5,323,000
Substation	155,104	(235)	0	17,772,000
Metering	30,824	95,231	45,000	114,400
Buildings	82,423	171,095	780,000	8,982,000
Vehicles	24,543	496,009	140,902	325,000
Tools	97,875	21,696	76,727	288,000
Technology – IT	24,586	50,361	119,686	323,500
Total Capital	*2,868,028*	*3,993,048*	*9,782,263*	*35,471,900*

[1] Leading increase drivers: fuel costs, added generation employee
[2] Leading increase driver: CRSP reduction of energy and rate increase
[3] Leading increase drivers: Tree trimming approach (1-year increase with future year decreases), added service employee
[4] Leading increase drivers: COLA/Merit, added apprenticeship trainings, wage and rate studies
[5] CIAC($3M) and Impact fees($1.5M)

Operating Expenditures Budget

Revenues

The 2022 electricity revenues are budgeted to increase 2.7% over the projected 2021 revenues. This represents a conservative estimate for the trended load growth and implementation of a rate increase adopted during 2019.

Revenues associated with Capital in Aid of Construction and Impact Fees are not included as these revenues are not regular and are typically subject to external economic conditions.

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
REVENUES				
Electricity Sales	$20,255,718	$20,955,112	$20,882,540	$21,730,674
Connect Fees	37,400	35,000	33,170	35,000
Receivables Penalty Income	36,588	40,000	42,748	40,000
Other / Miscellaneous Income	200,459	203,069	229,998	203,069
Total Revenues	*$20,530,165*	*$21,233,181*	*$21,188,456*	*$22,008,743*

Expenses

Power Purchased

Power Purchased expense is calculated by analyzing supply requirements, identifying the cost of supply from individual sources and adding contingency pricing for market fluctuations.

Wages and Board Compensation

Included in the wages and board compensation expense are amounts for the current complement of employees.

Board Compensation

Board Position	Stipend Amount
Chair	7,295.04
Member 1	5,703.84
Member 2	5,703.84
Member 3	5,703.84
Member 4	5,703.84
Member 5	5,703.84
	$35,814.24
Committee Compensation	4,185.76

Repairs & Maintenance

Repairs and maintenance are anticipated to continue in 2022. Tree trimming costs will significantly increase by $500,000. Furthermore, the addition of 2 new employees are included in this budget thus increasing the overall maintenance and repair costs.

Travel & Training

To maintain the advanced technical knowledge required in the industry, various training initiatives for staff are included in the 2022 Budget.

Capital Expenditures Budget

The Capital Budget for 2022 totals $35,471,900. Heber Light & Power anticipates utilizing revenue from energy sales, debt financing, capital in aid of construction and through impact fees to complete the 2022 capital program. In the event these resources are insufficient to meet these anticipated capital addition expenditures, Heber Light & Power has two other payment mechanisms at its disposal. The first, Heber Light & Power can use additional debt-financing in the event additional funds are required to complete the needed capital expansion projects. The second is through reserve accounts of which Heber Light & Power maintains two such funds. The first such fund is a contingency fund with a current balance of roughly $3.6 million which is available to address certain large capital purchases and /or reserve requirements associated with internal generation, rate stabilization and power market escalation. The second such fund is a capital reserve fund meant to supply quick access to funds in order to complete major projects considered in the Company's current Strategic Plan.

Also included in the table below are principal payments relating to the Company's long-term debt.

Classification	Expenditure	Impact	CIAC	Net Amount
Generation - Hydro	15,000	-	-	15,000
Generation – Gas Plant	2,329,000	-	-	2,329,000
Distribution	5,323,000	-	(3,000,000)	2,323,000
Substation	17,772,000	(3,800,000)	-	13,972,000
Metering	114,400	-	(96,000)	18,400
Buildings	8,982,000	-	-	8,982,000
Vehicles	325,000	-	-	325,000
Tools	288,000	-	-	288,000
Technology – IT	323,500	-	-	323,500
			Total Capital Expenditures:	$28,575,900
			Principal Payments on Long-Term Debt:	757,665
			Total Cash Requirements:	$29,333,565

Detailed capital project descriptions in support of these amounts are included on the following pages.

Buildings

1) Generator Fire Suppression System
2) New Office Building
3) Millflat Water Line Replacement
4) Gas Plant Security Upgrades
5) Plant AC Upgrades
6) Plant Analysis Fallout

Heber Light & Power

Project Analysis Form

Project Name: Generator Fire Suppression System

Project Driver: Safety

Priority Level: Medium

Purpose & Necessity:

Small fires are occasionally generated on and around the generators as a result of the excessive amounts of heat, fuel and available catalysts. As a result, the dispatchers and generation employees are using handheld extinguishing tools to extinguish these fires when they arise. Our insurance reviews are frequently critical of the lack of suppression systems on our generators and thus this project will increase safety as well as increase our insurability.

Plant 1: $660,963
Plant 2: $679,000
Plant 3 phase 1: $626,735
Plant 3 phase 2: $497,539
Campus Wide Fire A&D System Communication Network: $40,978

Risk Assessment:

Potential exists to have a major fire that either drastically damages the structure, equipment, or both. The damage can result from the fire itself or from the firefighting methods that will be employed by the local fire department with their water-based fighting technology. A larger risk exists in that employees are typically called upon to be the first line of defense to which they are woefully under supplied and un-trained.

Cash Flow Schedule:

	2020	2021	2022	2023	2024	2025	Overall
Internal Labor	1,529.67	2,077.16	-	3,000.00	3,000.00	-	9,606.83
Materials	17.25	2,749.76	-	1,500.00	1,500.00	-	5,767.01
Subcontractor	328,191.65	292,169.40	497,539.00	679,000.00	660,963.00	-	2,457,863.05
Miscellaneous	-	-	-	-	-	-	-
(CIAC) Reim	-	-	-	-	-	-	-
Subtotal:	$ 329,738.57	$ 296,996.32	$ 497,539.00	$ 683,500.00	$ 665,463.00	$ -	$ 2,473,236.89
Impact Fee %	0%	0%	0%	0%	0%	0%	0%
Net Amount:	**$329,738.57**	**$296,996.32**	**$497,539.00**	**$683,500.00**	**$665,463.00**	**$ -**	**$2,473,236.89**

Heber Light & Power

Project Analysis Form

Project Name: New Office Building

Project Driver: Upgrade

Priority Level: High

Purpose & Necessity:

Heber Light & Power has outgrown the existing work space for administrative operations. In addition, the building is older and not ADA compliant. Furthermore the division of Administration from Operations has made communications less-effective between departments. The building is currently surrounded on all four sides with rights-of-ways for other entities which causes expansion limitations. Parking for employees and customers is extremely limited. Finally, numerous secondary elements such as IT structure, and building security cannot be adequately addressed in the current state.

Risk Assessment:

Efficiency is the main advantage to combining all of the administrative functions under one roof. In addition, by remaining non-compliant with appropriate ADA standards, the company remains at risk of not accommodating customer needs. Furthermore the transition to 138kV service in the valley also opens the company to additional cyber-security scrutiny and controls. The current building set-up will require extensive adjustments to obtain compliance with NERC CIPS requirements.

Cash Flow Schedule:

	2020	2021	2022	2023	2024	2025	Overall
Internal Labor	6,527.83	1,500.00	10,000.00	-	-	-	18,027.83
Materials	-	-	-	-	-	-	-
Subcontractor	69,585.60	25,000.00	8,300,000.00	-	-	-	8,394,585.60
Miscellaneous	-	-	-	-	-	-	-
(CIAC) Reim	-	-	-	-	-	-	-
Subtotal:	$ 76,113.43	$ 26,500.00	$ 8,310,000.00	$ -	$ -	$ -	$ 8,412,613.43
Impact Fee %	0%	0%	0%				
Net Amount:	**$ 76,113.43**	**$ 26,500.00**	**$ 8,310,000.00**	**$ -**	**$ -**	**$ -**	**$ 8,412,613.43**

Heber Light & Power

Project Analysis Form

Project Name: Millflat Water Line Replacement

Project Driver: Replacement

Priority Level: High

Purpose & Necessity:

The main water line that feeds the Upper Snake Creek and ultimately the Lower Snake Creek Hydro plants is in serious need of replacement. As it currently stands, the line is old and exposed to damage by vehicles and the Forest Service as they access the upper reaches of Snake Creek Canyon. This project will be completed in unison with Midway Irrigation and as such might be delayed beyond 2022 as it was in 2021.

Risk Assessment:

Risk exists that given the right damage instance, loss of the use of both hydro plants will occur. This loss will lead to the curtailment of production which would then result in replacement energy being purchased on the spot market.

Cash Flow Schedule:

	2021	2022	2023	2024	2025	2026	Overall
Internal Labor	-	-	-	-	-	-	-
Materials	-	-	-	-	-	-	-
Subcontractor	-	50,000.00	-	-	-	-	50,000.00
Miscellaneous	-	-	-	-	-	-	-
(CIAC) Reim	-	-	-	-	-	-	-
Subtotal:	$ -	$ 50,000.00	$ -	$ -	$ -	$ -	$ 50,000.00
Impact Fee %		0%					0%
Net Amount:	**$ -**	**$ 50,000.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 50,000.00**

Heber Light & Power

Project Analysis Form

Project Name: Gas Plant Security

Project Driver: Upgrade

Priority Level: Medium

Purpose & Necessity:

HLP has been in the process of installing security access controls on all HLP facilities. The generation plants are the next in line to receive such security upgrades. Some work has been completed in 2021, while others will be required in 2022.

Risk Assessment:

Uncontrolled access is currently available to anyone that is able to penetrate the exterior fence of the campus. Such access could place the generation fleet at an unacceptable level of risk of tampering and potential destruction.

Cash Flow Schedule:

	2021	2022	2023	2024	2025	2026	Overall
Internal Labor	-	5,000.00	-	-	-	-	5,000.00
Materials	5,000.00	35,000.00	-	-	-	-	40,000.00
Subcontractor	-	10,000.00	-	-	-	-	10,000.00
Miscellaneous	-	-	-	-	-	-	-
(CIAC) Reim	-	-	-	-	-	-	-
Subtotal:	$ 5,000.00	$ 50,000.00	$ -	$ -	$ -	$ -	$ 55,000.00
Impact Fee %	0%	0%					0%
Net Amount:	**$ 5,000.00**	**$ 50,000.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 55,000.00**

Heber Light & Power

Project Analysis Form

Project Name: Plant AC Upgrades

Project Driver: Upgrade

Priority Level: High

Purpose & Necessity:

The generation plants are presently cooled through the use of numerous evaporative coolers. These coolers are prone to failure and inefficient due to their advancing age. This project would provide for the replacement of multiple evaporative coolers with a more energy efficient newer evaporative cooler. These updates will happen over the course of multiple years. The first such upgrade happened in 2019. Each year an additional set of coolers will be replaced until all have been taken care of.

Risk Assessment:

Generators require cooling in order to maintain optimal efficiency and reduce the risk of fire caused by excessive heat.

Cash Flow Schedule:

	2021	2022	2023	2024	2025	2026	Overall
Internal Labor	3,433.73	2,000.00	2,000.00	2,000.00	-	-	9,433.73
Materials	1,700.49	1,500.00	1,500.00	1,500.00	-	-	6,200.49
Subcontractor	79,634.98	70,000.00	80,000.00	80,000.00	-	-	309,634.98
Miscellaneous	-	-	-	-	-	-	-
(CIAC) Reim	-	-	-	-	-	-	-
Subtotal:	$ 84,769.20	$ 73,500.00	$ 83,500.00	$ 83,500.00	$ -	$ -	$ 325,269.20
Impact Fee %	0%	0%	0%	0%	0%	0%	0%
Net Amount:	**$ 84,769.20**	**$ 73,500.00**	**$ 83,500.00**	**$ 83,500.00**	**$ -**	**$ -**	**$ 325,269.20**

Heber Light & Power

Project Analysis Form

Project Name: Plant Analysis Fallouts

Project Driver: Upgrade

Priority Level: Medium

Purpose & Necessity:

The development of a new building for HLP as well as the current status of each existing facility lays in wait for finalization of direction from the Board of Directors with respect to the new building. If the new building is to be built, certain existing facilities will need some remodel work, while some structures will need to be removed entirely. This project is a placeholder to be fleshed out a later date. The value presented herein is the estimated amount to safely remove the structures known as Cold Storage and Line Shop assuming the new building is built.

Risk Assessment:

Facilities requiring significant adjustments for operational and safety needs will remain in a state of unfit if this project is not approved.

Cash Flow Schedule:

	2022	2023	2024	2025	2026	2027	Overall
Internal Labor	-	5,000.00	-	-	-	-	5,000.00
Materials	-	-	-	-	-	-	-
Subcontractor	-	95,000.00	-	-	-	-	95,000.00
Miscellaneous	-	-	-	-	-	-	-
(CIAC) Reim	-	-	-	-	-	-	-
Subtotal:	$ -	$ 100,000.00	$ -	$ -	$ -	$ -	$ 100,000.00
Impact Fee %	0%	0%	0%	0%	0%	0%	0%
Net Amount:	**$ -**	**$ 100,000.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 100,000.00**

Generation

1) Annual Generation Capital Improvements
2) Lower Snake Creek Plant Upgrade
3) Upper Snake Creek Capital Improvements
4) Lake Creek Capital Improvements
5) New Generation Assets
6) Unit Overhauls
7) Gas Plant 1 Transformer Upgrade
8) Gas Plant 2 Transformer Upgrade
9) Gas Plant 2 Switchgear
10) Gas Plant 2 Radiator
11) Gas Plant 2 Mufflers
12) Gas Plant 3 Switchgear Upgrade
13) Lake Creek Bearing Replacement
14) Gas Plant Exhaust Compliance
15) Mobile Standby Generator

Heber Light & Power

Project Analysis Form

Project Name: Capital Improvements - Generation

Project Driver: Reliability

Priority Level: High

Purpose & Necessity:

Each year various generation related assets are needed in order to prolong the life, meet additional environmental requirements, and increase capacity. As such a blanket amount is approved in order to increase response time when upgrades are required. Furthermore it eliminates the multiple approvals that could present themselves during the course of a year for minor capital asset additions.

2024 has additional funds for Plant 1 roof replacement, exhaust fans, and a new gas line in Plant 2

Risk Assessment:

Equipment will wear down to a point of non-function thus requiring additional expense to restore them to functionality again. An additional risk is that of an environmental penalty or sanction resulting from tardiness installing needed equipment. The gas line in plant 2 is a fire hazard as presently constituted.

Cash Flow Schedule:

	2022	2023	2024	2025	2026	2027	Overall
Internal Labor	10,000.00	10,000.00	10,000.00	10,000.00	25,000.00	-	65,000.00
Materials	40,000.00	40,000.00	40,000.00	40,000.00	175,000.00	-	335,000.00
Subcontractor	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-
(CIAC) Reim	-	-	-	-	-	-	-
Subtotal:	$ 50,000.00	$ 50,000.00	$ 50,000.00	$ 50,000.00	$ 200,000.00	$ -	$ 400,000.00
Impact Fee %	0%	0%	0%	0%	0%		0%
Net Amount:	**$ 50,000.00**	**$ 50,000.00**	**$ 50,000.00**	**$ 50,000.00**	**$ 200,000.00**	**$ -**	**$ 400,000.00**

Heber Light & Power

Project Analysis Form

Project Name: Lower Snake Creek Plant Upgrade

Project Driver: Reliability

Priority Level: Medium

Purpose & Necessity:

Each year various generation related assets are needed in order to prolong the life, meet additional environmental requirements, and increase capacity. As such a blanket amount is approved in order to increase response time when upgrades are required. Furthermore it eliminates the multiple approvals that could present themselves during the course of a year for minor capital asset additions.

Risk Assessment:

The facility will become unusable and thus eliminate the generating capacity that it provides to our system.

Cash Flow Schedule:

	2022	2023	2024	2025	2026	2027	Overall
Internal Labor	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	-	5,000.00
Materials	14,000.00	4,000.00	4,000.00	4,000.00	4,000.00	-	30,000.00
Subcontractor	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-
(CIAC) Reim	-	-	-	-	-	-	-
Subtotal:	$ 15,000.00	$ 5,000.00	$ 5,000.00	$ 5,000.00	$ 5,000.00	$ -	$ 35,000.00
Impact Fee %	0%	0%	0%	0%	0%		
Net Amount:	**$ 15,000.00**	**$ 5,000.00**	**$ 5,000.00**	**$ 5,000.00**	**$ 5,000.00**	**$ -**	**$ 35,000.00**

Heber Light & Power

Project Analysis Form

Project Name: Upper Snake Creek Plant Upgrade

Project Driver: Reliability

Priority Level: Medium

Purpose & Necessity:

Each year various generation related assets are needed in order to prolong the life, meet additional environmental requirements, and increase capacity. As such a blanket amount is approved in order to increase response time when upgrades are required. Furthermore it eliminates the multiple approvals that could present themselves during the course of a year for minor capital asset additions.

Risk Assessment:

The facility will become unusable and thus eliminate the generating capacity that it provides to our system.

Cash Flow Schedule:

	2022	2023	2024	2025	2026	2027	Overall
Internal Labor	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	-	5,000.00
Materials	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00	-	20,000.00
Subcontractor	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-
(CIAC) Reim	-	-	-	-	-	-	-
Subtotal:	$ 5,000.00	$ 5,000.00	$ 5,000.00	$ 5,000.00	$ 5,000.00	$ -	$ 25,000.00
Impact Fee %	0%	0%	0%	0%	0%		
Net Amount:	**$ 5,000.00**	**$ 5,000.00**	**$ 5,000.00**	**$ 5,000.00**	**$ 5,000.00**	**$ -**	**$ 25,000.00**

Heber Light & Power

Project Analysis Form

Project Name: Lake Creek Improvements

Project Driver: Reliability

Priority Level: Medium

Purpose & Necessity:

Each year various generation related assets are needed in order to prolong the life, meet additional environmental requirements, and increase capacity. As such a blanket amount is approved in order to increase response time when upgrades are required. Furthermore it eliminates the multiple approvals that could present themselves during the course of a year for minor capital asset additions.

Risk Assessment:

The facility will become unusable and thus eliminate the generating capacity that it provides to our system.

Cash Flow Schedule:

	2022	2023	2024	2025	2026	2027	Overall
Internal Labor	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	-	5,000.00
Materials	4,000.00	4,000.00	4,000.00	14,000.00	4,000.00	-	30,000.00
Subcontractor	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-
(CIAC) Reim	-	-	-	-	-	-	-
Subtotal:	$ 5,000.00	$ 5,000.00	$ 5,000.00	$ 15,000.00	$ 5,000.00	$ -	$ 35,000.00
Impact Fee %	0%	0%	0%	0%	0%		0%
Net Amount:	**$ 5,000.00**	**$ 5,000.00**	**$ 5,000.00**	**$ 15,000.00**	**$ 5,000.00**	**$ -**	**$ 35,000.00**

Heber Light & Power

Project Analysis Form

Project Name: New Generation

Project Driver: Growth

Priority Level: Medium

Purpose & Necessity:

The current generation portfolio will be heavily strained by 2026 without the procurement of other generating sources. Load growth is projected to be regular and consistent. The generator portfolio is used regularly to defer the market risk that is inherent with the increasing resource needs of the company. The company is working with the Caterpillar and Wheeler organizations to install a battery bank in 2022, as well as looking new engines in 2024 and 2025.

Risk Assessment:

Heber Light & Power is regularly attempting to diversify the generation portfolio. Without the acquisition of additional resources, the Company will be forced to purchase more energy from the market at the prevailing rates which may not favor the Company.

Cash Flow Schedule:

	2021	2022	2023	2024	2025	2026	Overall
Internal Labor	-	15,000.00	-	15,000.00	15,000.00	-	45,000.00
Materials	-	1,250,000.00	-	-	-	-	1,250,000.00
Subcontractor	-	50,000.00	-	1,200,000.00	1,285,000.00	-	2,535,000.00
Miscellaneous	-	-	-	-	-	-	-
(CIAC) Reim	-	-	-	-	-	-	-
Subtotal:	$ -	$ 1,315,000.00	$ -	$ 1,215,000.00	$ 1,300,000.00	$ -	$ 3,830,000.00
Impact Fee %		100%		100%	100%		100%
Net Amount:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Heber Light & Power

Project Analysis Form

Project Name: Unit Overhauls

Project Driver: Reliability

Priority Level: Medium

Purpose & Necessity:

The generating units are operated as needed until a requisite number of engine hours have been expired. As a measure of standard preventative maintenance, the engine is taken out of service and the engine is overhauled. The following engines are scheduled to reach their operating hours as follows:

Unit 4 - 2022
Unit 11 - 2023
Unit 1&2 - 2024

Risk Assessment:

Equipment will wear down to a point of non-function thus requiring additional expense to restore them to functionality again. An additional risk is that of an untimely outage of either of these two units. By scheduling the overhaul, control of the outage/loss of production can be managed.

Cash Flow Schedule:

	2021	2022	2023	2024	2025	2026	Overall
Internal Labor	-	8,000.00	8,000.00	8,000.00	-	-	24,000.00
Materials	-	-	-	-	-	-	-
Subcontractor	-	180,000.00	75,000.00	180,000.00	-	-	435,000.00
Miscellaneous	-	-	-	-	-	-	-
(CIAC) Reim	-	-	-	-	-	-	-
Subtotal:	$ -	$ 188,000.00	$ 83,000.00	$ 188,000.00	$ -	$ -	$ 459,000.00
Impact Fee %	0%	0%	0%	0%	0%	0%	0%
Net Amount:	**$ -**	**$ 188,000.00**	**$ 83,000.00**	**$ 188,000.00**	**$ -**	**$ -**	**$ 459,000.00**

Heber Light & Power

Project Analysis Form

Project Name: Gas Plant 1 Transformer Upgrade

Project Driver: Growth

Priority Level: Low

Purpose & Necessity:

Gas Plant 1 currently sits with an open generator bay. Growth in the valley will necessitate the placement of a generator in the vacant position. The current transformer is only rated for 7 MW. Additional generator load will require an upgraded transformer capable of handling 10 MW.

Risk Assessment:

The largest risk associated with the failure to complete this project is the inability to place a needed generator in the open bay of Plant 1. Projected loads will not be adequately met by the company unless the generator portfolio is maintained at the proper level.

Cash Flow Schedule:

	2022	2023	2024	2025	2026	2027	Overall
Internal Labor	-	-	45,000.00	-	-	-	45,000.00
Materials	-	-	455,000.00	-	-	-	455,000.00
Subcontractor	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-
(CIAC) Reim	-	-	-	-	-	-	-
Subtotal:	$ -	$ -	$ 500,000.00	$ -	$ -	$ -	$ 500,000.00
Impact Fee %			0%				0%
Net Amount:	**$ -**	**$ -**	**$ 500,000.00**	**$ -**	**$ -**	**$ -**	**$ 500,000.00**

Heber Light & Power

Project Analysis Form

Project Name: Gas Plant 2 Transformer Upgrade

Project Driver: Growth

Priority Level: Low

Purpose & Necessity:

Growth in the valley will necessitate the placement of a generator in the vacant position. The current transformer is only rated for 7 MW. Additional generator load will require an upgraded transformer capable of handling 10 MW.

Risk Assessment:

The largest risk associated with the failure to complete this project is the inability to place a needed generator in the open bay of Plant 2. Projected loads will not be adequately met by the company unless the generator portfolio is maintained at the proper level.

Cash Flow Schedule:

	2022	2023	2024	2025	2026	2027	Overall
Internal Labor	-	-	-	45,000.00	-	-	45,000.00
Materials	-	-	-	455,000.00	-	-	455,000.00
Subcontractor	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-
(CIAC) Reim	-	-	-	-	-	-	-
Subtotal:	$ -	$ -	$ -	$ 500,000.00	$ -	$ -	$ 500,000.00
Impact Fee %				0%			0%
Net Amount:	**$ -**	**$ -**	**$ -**	**$ 500,000.00**	**$ -**	**$ -**	**$ 500,000.00**

Heber Light & Power

Project Analysis Form

Project Name: Plant 2 Switchgear

Project Driver: Growth

Priority Level: High

Purpose & Necessity:

The switchgear in plant 2 is old and no longer supported with new components. Furthermore, the addition of newer engines in the bays left by units 5 and 6 might be of such a nature that a newer switchgear would be required. With the recent loss of unit 5, the potential has become a reality.

Risk Assessment:

Existing switchgear is no longer suitable.

Cash Flow Schedule:

	2022	2023	2024	2025	2026	2027	Overall
Internal Labor	5,000.00	-	-	-		-	5,000.00
Materials	-	-	-	-		-	-
Subcontractor	55,000.00	-	-	-	-	-	55,000.00
Miscellaneous	-	-	-	-	-	-	-
(CIAC) Reim	-	-	-	-	-	-	-
Subtotal:	$ 60,000.00	$ -	$ -	$ -	$ -	$ -	$ 60,000.00
Impact Fee %	0%	0%	0%	0%	0%	0%	0%
Net Amount:	**$ 60,000.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 60,000.00**

Heber Light & Power

Project Analysis Form

Project Name: Plant 2 Radiator

Project Driver: Growth

Priority Level: High

Purpose & Necessity:

The radiators for the remaining engines in Gas Plant 2 are old and of the non-minimal noise type. The replacement of unit 5 with a test unit will require an upgrade of the radiator.

Risk Assessment:

Without upgrading the radiator, the new test unit will not function at the desired test level as well as will provide additional noise pollution within the area.

Cash Flow Schedule:

	2022	2023	2024	2025	2026	2027	Overall
Internal Labor	5,000.00	-	-	-		-	5,000.00
Materials	-	-	-	-		-	-
Subcontractor	60,000.00	-	-	-	-	-	60,000.00
Miscellaneous	-	-	-	-	-	-	-
(CIAC) Reim	-	-	-	-	-	-	-
Subtotal:	$ 65,000.00	$ -	$ -	$ -	$ -	$ -	$ 65,000.00
Impact Fee %	0%	0%	0%	0%	0%	0%	0%
Net Amount:	**$ 65,000.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 65,000.00**

Heber Light & Power

Project Analysis Form

Project Name: Plant 2 Mufflers

Project Driver: Growth

Priority Level: High

Purpose & Necessity:

The mufflers on plant 2 are old and no longer meeting the State standards. Furthermore, the addition of newer engines in the bays left by units 5 and 6 might be of such a nature that a newer muffler would be required. With the recent loss of unit 5, the potential has become a reality.

Risk Assessment:

Fail to meet State air requirements.

Cash Flow Schedule:

	2022	2023	2024	2025	2026	2027	Overall
Internal Labor	5,000.00	-	-	-		-	5,000.00
Materials	-	-	-	-		-	-
Subcontractor	50,000.00	-	-	-	-	-	50,000.00
Miscellaneous	-	-	-	-	-	-	-
(CIAC) Reim	-	-	-	-	-	-	-
Subtotal:	$ 55,000.00	$ -	$ -	$ -	$ -	$ -	$ 55,000.00
Impact Fee %	0%	0%	0%	0%	0%	0%	0%
Net Amount:	**$ 55,000.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 55,000.00**

Heber Light & Power

Project Analysis Form

Project Name: Plant 3 Switchgear Upgrade

Project Driver: Upgrade

Priority Level: High

Purpose & Necessity:

The switchgear system in Plant 3 will no longer be adequate to operate effectively to protect the generators within Plant 3. This project will upgrade the switchgear for SCADA controlled protection scheme.

Risk Assessment:

In the event a system failure occurs, the generators in Plant 3 are protected only by an outdated system. Thus the generators could be significantly damaged if an event happens on the grid.

Cash Flow Schedule:

	2022	2023	2024	2025	2026	2027	Overall
Internal Labor	5,000.00	-	-	-	-	-	5,000.00
Materials	-	-	-	-	-	-	-
Subcontractor	225,000.00	-	-	-	-	-	225,000.00
Miscellaneous	-	-	-	-	-	-	-
(CIAC) Reim	-	-	-	-	-	-	-
Subtotal:	$ 230,000.00	$ -	$ -	$ -	$ -	$ -	$ 230,000.00
Impact Fee %	0%	0%	0%	0%	0%	0%	
Net Amount:	**$ 230,000.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 230,000.00**

Heber Light & Power

Project Analysis Form

Project Name: Lake Creek Bearing Replacement

Project Driver: Upgrade

Priority Level: High

Purpose & Necessity:

The bearing on the Lake Creek plant is showing signs of aging and normal wear. In order to extend the life of this plant, the bearing will need to be replaced.

Risk Assessment:

In the event a system failure occurs, the generator at the Lake Creek Hydro Plant will be offline. Thus the low-cost generator would not be supplying its regular energy at its reduced rate. Higher cost unplanned market energy would need to be secured to fill the hole in supply.

Cash Flow Schedule:

	2022	2023	2024	2025	2026	2027	Overall
Internal Labor	-	-	-	2,000.00	-	-	2,000.00
Materials	-	-	-	8,000.00	-	-	8,000.00
Subcontractor	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-
(CIAC) Reim	-	-	-	-	-	-	-
Subtotal:	$ -	$ -	$ -	$ 10,000.00	$ -	$ -	$ 10,000.00
Impact Fee %				0%			
Net Amount:	**$ -**	**$ -**	**$ -**	**$ 10,000.00**	**$ -**	**$ -**	**$ 10,000.00**

Heber Light & Power

Project Analysis Form

Project Name: Gas Plant Exhaust Compliance (WO 10813)

Project Driver: Upgrade

Priority Level: Medium

Purpose & Necessity:

A recent emission review by the State of Utah as a result of the Unit 13 Generator purchase, has determined that HLP is no longer meeting State guidelines for plant emissions. As such a recommendation of increasing the height of the generator smoke stacks to a height of 55 feet will get the company into compliance.

Risk Assessment:

No ability to run the gas plants due to the emission non-compliance.

Cash Flow Schedule:

	2022	2023	2024	2025	2026	2027	Overall
Internal Labor	5,000.00	-	-	-		-	5,000.00
Materials	-	-	-	-		-	-
Subcontractor	225,000.00	-	-	-	-	-	225,000.00
Miscellaneous	-	-	-	-	-	-	-
(CIAC) Reim	-	-	-	-	-	-	-
Subtotal:	$ 230,000.00	$ -	$ -	$ -	$ -	$ -	$ 230,000.00
Impact Fee %	0%						
Net Amount:	**$ 230,000.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 230,000.00**

Heber Light & Power

Project Analysis Form

Project Name: Mobile Standby Generator Purchase

Project Driver: Reliability

Priority Level: Medium

Purpose & Necessity:

In coordination with the Heber City Corporation, HLP will be purchasing a mobile 1MW standby generator. This generator would be dispatched by either the Heber City Corporation or HLP to needed locations during periods of upheaval on the system.

Risk Assessment:

Critical infratructure such as water pumps or critical faciltiies such as rest homes or emergency back-up locations would need energy in critical outages due to multiple scenarios. This unit would be used to secure the energy for these critical locations until energy can be restored.

Cash Flow Schedule:

	2021	2022	2023	2024	2025	2026	Overall
Internal Labor	-	1,000.00	-	-	-	-	1,000.00
Materials	-	130,000.00	-	-	-	-	130,000.00
Subcontractor	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-
(CIAC) Reim	-	(65,000.00)	-	-	-	-	(65,000.00)
Subtotal:	$ -	$ 66,000.00	$ -	$ -	$ -	$ -	$ 66,000.00
Impact Fee %		0%					0%
Net Amount:	**$ -**	**$ 66,000.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 66,000.00**

Distribution

1) Cross-Valley Transmission Line (2nd POI)
2) Underground System Improvements
3) Aged & Environmental Distribution Replacement / Upgrade
4) Fault Indicator - Underground System
5) Rebuild PR 201: Main Street to Burgi Lane
6) Additional Circuits out of Jailhouse to the East
7) Additional Circuits out of College to South and East
8) Install Voltage Regulators at Timber Lakes Gate
9) Heber Substation Additional Circuits (South & West)
10) Reconductor HB305_600 West - Substation to 300 South
11) Midway Substation - Get Aways
12) Load to Parsons (Reconductor)
13) Reconductor Heber City Main Street: 600 South to 1000 South
14) Jailhouse Tap T-Line and East Extension
15) Reconductor Pine Canyon Road - Midway
16) Reconductor JH 502/503: Old Mill Drive - 800 South to 1200 South
17) Reconductor MW 101/102: 4/0 to 477
18) Rebuild CL 402: 600 West to Tate Lane
19) Tie Line from 305 to 402 to 303
20) Tie from 702 up to 500 East in Heber (HB304)

Heber Light & Power

Project Analysis Form

Project Name: Cross-Valley Transmission Line (2nd POI)

Project Driver: Upgrade

Priority Level: High

Purpose & Necessity:

The transmission system that is currently used to energize the HLP distribution system is undersized and aged in most locations. This project will replace those structures that are in an advanced state of pre-failure while increasing capacity for the next quarter-century.

Risk Assessment:

The conductor itself will be out of capacity in the next 5 years as a result of regional growth. A risk of prolonged outage as a result of failure due to aged and dilapidated poles is also present.

Cash Flow Schedule:

	2018	2019	2020	2021	2022	2023	Overall
Internal Labor	497.87	19,134.91	46,735.07	331,801.46	-	-	398,169.31
Materials	-	-	309,479.91	388,420.50	-	-	697,900.41
Subcontractor	3,830.05	56,637.70	78,623.48	1,370,693.61	-	-	1,509,784.84
Miscellaneous	-	-	-	-	3,955,000.00	-	3,955,000.00
(CIAC) Reim	-	-	-	-	-	-	-
Subtotal:	$ 4,327.92	$ 75,772.61	$ 434,838.46	$ 2,090,915.57	$ 3,955,000.00	$ -	$ 6,560,854.56
Impact Fee %	0%	0%	0%	0%	0%	0%	100%
Net Amount:	**$ 4,327.92**	**$ 75,772.61**	**$ 434,838.46**	**$ 2,090,915.57**	**$ 3,955,000.00**	**$ -**	**$ 6,560,854.56**

Heber Light & Power

Project Analysis Form

Project Name: Underground System Improvements

Project Driver: Reliability

Priority Level: Low

Purpose & Necessity:

Underground equipment becomes subject to the elements and thus begin to show signs of aging and breakdown. Thus HL&P monitors the underground equipment for aging and periodically retires worn out assets by replacing them.

Risk Assessment:

By refusing to correct the installation issues in the underground assets, HL&P is at risk of unintentional outages and potential hazardous conditions for both employees and customers.

Cash Flow Schedule:

	2022	2023	2024	2025	2026	2027	Overall
Internal Labor	17,000.00	17,000.00	17,000.00	17,000.00	17,000.00	17,000.00	102,000.00
Materials	33,000.00	33,000.00	33,000.00	33,000.00	33,000.00	33,000.00	198,000.00
Subcontractor	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	25,000.00	150,000.00
Miscellaneous	-	-	-	-	-	-	-
(CIAC) Reim	-	-	-	-	-	-	-
Subtotal:	$ 75,000.00	$ 75,000.00	$ 75,000.00	$ 75,000.00	$ 75,000.00	$ 75,000.00	$ 450,000.00
Impact Fee %	0%	0%	0%	0%	0%	0%	0%
Net Amount:	**$ 75,000.00**	**$ 75,000.00**	**$ 75,000.00**	**$ 75,000.00**	**$ 75,000.00**	**$ 75,000.00**	**$ 450,000.00**

Heber Light & Power

Project Analysis Form

Project Name: Aged & Environmental Distribution Replacement/Upgrade

Project Driver: Reliability

Priority Level: Medium

Purpose & Necessity:

Distribution poles are subject to aging and decomposition. In addition, the equipment framing on some of the structures are of such an age in which proper safeguards were not put into to place to ensure raptor protection and safety. After having recently completed an avian study on the entire system as well as a pole density test on 50% of the system, it is imperative that replacement structures are installed in place of those identified as failing on either of the two studies.

Risk Assessment:

By refusing to correct the failing structures, HL&P is at risk of unintentional outages and potential hazardous conditions for both employees, customers, and wildlife.

Cash Flow Schedule:

	2022	2023	2024	2025	2026	2027	Overall
Internal Labor	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	120,000.00
Materials	130,000.00	130,000.00	130,000.00	130,000.00	130,000.00	130,000.00	780,000.00
Subcontractor	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-
(CIAC) Reim	-	-	-	-	-	-	-
Subtotal:	$ 150,000.00	$ 150,000.00	$ 150,000.00	$ 150,000.00	$ 150,000.00	$ 150,000.00	$ 900,000.00
Impact Fee %	0%	0%	0%	0%	0%	0%	0%
Net Amount:	**$ 150,000.00**	**$ 150,000.00**	**$ 150,000.00**	**$ 150,000.00**	**$ 150,000.00**	**$ 150,000.00**	**$ 900,000.00**

Heber Light & Power

Project Analysis Form

Project Name: Fault Indicator - Underground System

Project Driver: Reliability

Priority Level: Low

Purpose & Necessity:

Underground equipment becomes subject to the elements and thus begin to show signs of aging and breakdown. Thus HL&P monitors the underground equipment for aging and periodically retires worn out assets by replacing them. This project would put into place an annual amount that can be added to the system to help identify where faults are occurring on the underground portions of the distribution schedule.

Risk Assessment:

By refusing to correct the installation issues in the underground assets, HL&P is at risk of unintentional outages and potential hazardous conditions for both employees and customers.

Cash Flow Schedule:

	2022	2023	2024	2025	2026	2027	Overall
Internal Labor	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	12,000.00
Materials	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	48,000.00
Subcontractor	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-
(CIAC) Reim	-	-	-	-	-	-	-
Subtotal:	$ 10,000.00	$ 10,000.00	$ 10,000.00	$ 10,000.00	$ 10,000.00	$ 10,000.00	$ 60,000.00
Impact Fee %	0%	0%	0%	0%	0%	0%	0%
Net Amount:	**$ 10,000.00**	**$ 10,000.00**	**$ 10,000.00**	**$ 10,000.00**	**$ 10,000.00**	**$ 10,000.00**	**$ 60,000.00**

Heber Light & Power

Project Analysis Form

Project Name: Reconductor Provo River 201 (Main Street to Burgi Lane)

Project Driver: Reliability

Priority Level: High

Purpose & Necessity:

The current circuit engineering study has demonstrated that the stretch of Provo River 201 from Main Street to Burgi Lane will be undersized after 2021. In order to remedy this issue, the circuit will need to be reconductored through this section of the line.

Risk Assessment:

Failure of the existing assets will result in outages with a high likelihood of a prolonged outage. This project will achieve N-1 standard on this circuit. It is currently below this standard and as such the system reliability is at risk.

Cash Flow Schedule:

	2022	2023	2024	2025	2026	2027	Overall
Internal Labor	100,000.00	-	-	-	-	-	100,000.00
Materials	671,000.00	-	-	-	-	-	671,000.00
Subcontractor	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-
(CIAC) Reim	-	-	-	-	-	-	-
Subtotal:	$ 771,000.00	$ -	$ -	$ -	$ -	$ -	$ 771,000.00
Impact Fee %	100%						100%
Net Amount:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Heber Light & Power

Project Analysis Form

Project Name: Additional Circuits out of Jailhouse to the East

Project Driver: Growth

Priority Level: Medium

Purpose & Necessity:

The development of the South end of Heber City, and the East side of Wasatch County have necessitated additional circuits out of the Jailhouse Substation.

Risk Assessment:

Insufficient capacity to serve the numerous additional customers seeking service on the South side of Heber City and the East side of Wasatch County. This project is 100% customer driven and thus it has slipped from year to year as the development is still pending.

Cash Flow Schedule:

	2019	2020	2021	2022	2023	2024	Overall
Internal Labor	56,000.00	-	-	28,000.00	28,000.00	-	112,000.00
Materials	224,000.00	-	-	112,000.00	112,000.00	-	448,000.00
Subcontractor	-	-	.	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-
(CIAC) Reim	-	-	-	-	-	-	-
Subtotal:	$ 280,000.00	$ -	$ -	$ 140,000.00	$ 140,000.00	$ -	$ 560,000.00
Impact Fee %	100%			100%	100%		100%
Net Amount:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Heber Light & Power

Project Analysis Form

Project Name: Additional Circuits out of College to South and East

Project Driver: Growth

Priority Level: High

Purpose & Necessity:

The development of the North end of Heber City has necessitated additional circuits out of the College Substation.

Risk Assessment:

Insufficient capacity to serve the numerous additional customers seeking service on the North side of Heber City. This project is 100% customer driven and thus it has slipped from year to year as the development is still pending.

Cash Flow Schedule:

	2022	2023	2024	2025	2026	2027	Overall
Internal Labor	-	100,000.00	25,000.00	-	-	-	125,000.00
Materials	-	1,110,000.00	179,000.00	-	-	-	1,289,000.00
Subcontractor	-	140,000.00	-	-	-	-	140,000.00
Miscellaneous	-	-	-	-	-	-	-
(CIAC) Reim	-	-	-	-	-	-	-
Subtotal:	$ -	$ 1,350,000.00	$ 204,000.00	$ -	$ -	$ -	$ 1,554,000.00
Impact Fee %		100%	100%				100%
Net Amount:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Heber Light & Power

Project Analysis Form

Project Name: Install Voltage Regulators at Timber Lakes Gate

Project Driver: Reliability

Priority Level: Medium

Purpose & Necessity:

The continual growth in the Timber Lakes Subdivision along with the relative distance from the Jailhouse substation has the voltage within the subdivision subject to irregular fluctuations. These irregularities create a power quality issue for HLP customers.

Risk Assessment:

By refusing to correct the installation issues in the Timber Lakes Subdivision, customer satisfaction will decrease. In addition, customer equipment stands the chance of being damaged thus driving up insurance claims and premiums.

Cash Flow Schedule:

	2022	2023	2024	2025	2026	2027	Overall
Internal Labor	15,000.00	-	-	-	-	-	15,000.00
Materials	85,000.00	-	-	-	-	-	85,000.00
Subcontractor	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-
(CIAC) Reim	-	-	-	-	-	-	-
Subtotal:	$ 100,000.00	$ -	$ -	$ -	$ -	$ -	$ 100,000.00
Impact Fee %	100%						0%
Net Amount:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Heber Light & Power

Project Analysis Form

Project Name: Heber Substation Additional Circuits (South & West)

Project Driver: Upgrade

Priority Level: Medium

Purpose & Necessity:

The system continues to grow and require additional feeders out of the substation. The recent addition of the 2nd transformer will facilitate the future energization of these feeders. These feeders will also facilitate the switching efforts required during outages, thus minimizing customer inconvenience.

Risk Assessment:

Stranded energy as a result of the excess capacity brought on by the 2nd transformer in 2016/2017. Lengthened outages due to lack of looped feed on different circuits. Overloaded circuits of existing feeders as a result of continued growth in the area.

Cash Flow Schedule:

	2022	2023	2024	2025	2026	2027	Overall
Internal Labor	55,000.00	-	-	-	-	-	55,000.00
Materials	225,000.00	-	-	-	-	-	225,000.00
Subcontractor	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-
(CIAC) Reim	-	-	-	-	-	-	-
Subtotal:	$ 280,000.00	$ -	$ -	$ -	$ -	$ -	$ 280,000.00
Impact Fee %	100%						100%
Net Amount:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Heber Light & Power

Project Analysis Form

Project Name: Reconductor Heber 305 (600 West Substation to 300 South)

Project Driver: Reliability

Priority Level: High

Purpose & Necessity:

The current circuit engineering study has demonstrated that the stretch of Heber 305 from the Substation to 300 South along 600 West will be undersized after 2021. In order to remedy this issue, the circuit will need to be reconductored through this section of the line.

Risk Assessment:

Failure of the existing assets will result in outages with a high likelihood of a prolonged outage. This project will achieve N-1 standard on this circuit. It is currently below this standard and as such the system reliability is at risk.

Cash Flow Schedule:

	2022	2023	2024	2025	2026	2027	Overall
Internal Labor	12,000.00	-	-	-	-	-	12,000.00
Materials	55,000.00	-	-	-	-	-	55,000.00
Subcontractor	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-
(CIAC) Reim	-	-	-	-	-	-	-
Subtotal:	$ 67,000.00	$ -	$ -	$ -	$ -	$ -	$ 67,000.00
Impact Fee %	100%						100%
Net Amount:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Heber Light & Power

Project Analysis Form

Project Name: Midway Substation - Get Aways

Project Driver: Upgrade

Priority Level: High

Purpose & Necessity:

The current get aways from the Midway Substation are becoming undersized and aged. This project will replace the existing get aways with new, more appropriately sized conductor and other necessary equipment.

Risk Assessment:

Imminent failure due to the age and under-sized nature of the existing get aways. Outage and repair efforts will be determined by the type of failure which could be extensive.

Cash Flow Schedule:

	2022	2023	2024	2025	2026	2027	Overall
Internal Labor	-	32,000.00	-	-	-	-	32,000.00
Materials	-	128,000.00	-	-	-	-	128,000.00
Subcontractor	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-
(CIAC) Reim	-	-	-	-	-	-	-
Subtotal:	$ -	$ 160,000.00	$ -	$ -	$ -	$ -	$ 160,000.00
Impact Fee %		50%					50%
Net Amount:	**$ -**	**$ 80,000.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 80,000.00**

Heber Light & Power

Project Analysis Form

Project Name: Load to Parsons (Reconductor)

Project Driver: Upgrade

Priority Level: High

Purpose & Necessity:

The feeder line that supplies energy to the Parson Gravel Pit and equipment is undersized and will need to be upgraded.

Risk Assessment:

The customer has expensive equipment that requires regular and stable voltage at higher levels to satisfy their needs. If the line voltage drops, the customer stands to experience damaged equipment increasing the risk to HLP of expensive insurance claims.

Cash Flow Schedule:

	2022	2023	2024	2025	2026	2027	Overall
Internal Labor	-	15,000.00	-	-	-	-	15,000.00
Materials	-	85,000.00	-	-	-	-	85,000.00
Subcontractor	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-
(CIAC) Reim	-	-	-	-	-	-	-
Subtotal:	$ -	$ 100,000.00	$ -	$ -	$ -	$ -	$ 100,000.00
Impact Fee %		0%					0%
Net Amount:	**$ -**	**$ 100,000.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 100,000.00**

Heber Light & Power

Project Analysis Form

Project Name: Reconductor Heber City Main Street - 600 S - 1000 S

Project Driver: Upgrade

Priority Level: Low

Purpose & Necessity:

Growth on the south end of Heber City has began to exceed the acceptable conductor size for the existing assets. In order to continue to provide uninterrupted service along this feeder, the conductor needs to be upgraded.

Risk Assessment:

Failure of the existing assets will result in outages with a high likelihood of a prolonged outage. This project will achieve N-1 standard on this circuit. It is currently below this standard and as such the system reliability is at risk.

Cash Flow Schedule:

	2022	2023	2024	2025	2026	2027	Overall
Internal Labor	-	15,000.00	-	-	-	-	15,000.00
Materials	-	85,000.00	-	-	-	-	85,000.00
Subcontractor	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-
(CIAC) Reim	-	-	-	-	-	-	-
Subtotal:	$ -	$ 100,000.00	$ -	$ -	$ -	$ -	$ 100,000.00
Impact Fee %							
Net Amount:	**$ -**	**$ 100,000.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 100,000.00**

Heber Light & Power

Project Analysis Form

Project Name: Jailhouse Tap Transmission Line and East Extension

Project Driver: Growth

Priority Level: Medium

Purpose & Necessity:

Growth on the East side of Heber City will begin to exceed the capacity of the existing substations within the next decade. This project will expand the transmission infrastructure to the East allowing for the development of an Eastern Substation.

Risk Assessment:

Failure of the existing assets will result in outages with a high likelihood of a prolonged outage.

Cash Flow Schedule:

	2022	2023	2024	2025	2026	2027	Overall
Internal Labor	-	-	250,000.00	-	-	-	250,000.00
Materials	-	-	3,650,000.00	-	-	-	3,650,000.00
Subcontractor	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-
(CIAC) Reim	-	-	-	-	-	-	-
Subtotal:	$ -	$ -	$ 3,900,000.00	$ -	$ -	$ -	$ 3,900,000.00
Impact Fee %			100%				100%
Net Amount:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Heber Light & Power

Project Analysis Form

Project Name: Reconductor Pine Canyon Road - Midway

Project Driver: Upgrade

Priority Level: Low

Purpose & Necessity:

Growth in the vicinity of Pine Canyon Road has began to exceed the acceptable conductor size for the existing assets. In order to continue to provide uninterrupted service along this feeder, the conductor needs to be upgraded.

Risk Assessment:

Failure of the existing assets will result in outages with a high likelihood of a prolonged outage. This project will achieve N-1 standard on this circuit. It is currently below this standard and as such the system reliability is at risk.

Cash Flow Schedule:

	2022	2023	2024	2025	2026	2027	Overall
Internal Labor	-	-	36,000.00	-	-	-	36,000.00
Materials	-	-	144,000.00	-	-	-	144,000.00
Subcontractor	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-
(CIAC) Reim	-	-	-	-	-	-	-
Subtotal:	$ -	$ -	$ 180,000.00	$ -	$ -	$ -	$ 180,000.00
Impact Fee %			60%				60%
Net Amount:	**$ -**	**$ -**	**$ 72,000.00**	**$ -**	**$ -**	**$ -**	**$ 72,000.00**

Heber Light & Power

Project Analysis Form

Project Name: Reconductor Jailhouse 502/503 (Old Mill Drive from 800 S to 1200 S)

Project Driver: Reliability

Priority Level: Low

Purpose & Necessity:

The current circuit engineering study has demonstrated that the stretch of Jailhouse 502/503 along Old Mill Drive from 800 South to 1200 South will be undersized after 2024. In order to remedy this issue, the circuit will need to be reconductored through this section of the line.

Risk Assessment:

Failure of the existing assets will result in outages with a high likelihood of a prolonged outage. This project will achieve N-1 standard on this circuit. It is currently below this standard and as such the system reliability is at risk.

Cash Flow Schedule:

	2022	2023	2024	2025	2026	2027	Overall
Internal Labor	-	-	-	-	29,000.00	-	29,000.00
Materials	-	-	-	-	500,000.00	-	500,000.00
Subcontractor	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-
(CIAC) Reim	-	-	-	-	-	-	-
Subtotal:	$ -	$ -	$ -	$ -	$ 529,000.00	$ -	$ 529,000.00
Impact Fee %					100%		100%
Net Amount:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Heber Light & Power

Project Analysis Form

Project Name: Reconductor Midway 101/102 from 4/0 to 477

Project Driver: Reliability

Priority Level: Low

Purpose & Necessity:

The current circuit engineering study has demonstrated that the Midway 101/102 circuits will be undersized after 2024. In order to remedy this issue, the circuit will need to be reconductored.

Risk Assessment:

Failure of the existing assets will result in outages with a high likelihood of a prolonged outage. This project will achieve N-1 standard on this circuit. It is currently below this standard and as such the system reliability is at risk.

Cash Flow Schedule:

	2022	2023	2024	2025	2026	2027	Overall
Internal Labor	-	-	-	38,000.00	-	-	38,000.00
Materials	-	-	-	800,000.00	-	-	800,000.00
Subcontractor	-	-	-	100,000.00	-	-	100,000.00
Miscellaneous	-	-	-	-	-	-	-
(CIAC) Reim	-	-	-	-	-	-	-
Subtotal:	$ -	$ -	$ -	$ 938,000.00	$ -	$ -	$ 938,000.00
Impact Fee %				100%			100%
Net Amount:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Heber Light & Power

Project Analysis Form

Project Name: Reconductor Cloyes 402 (600 West to Tate Lane)

Project Driver: Reliability

Priority Level: Low

Purpose & Necessity:

The current circuit engineering study has demonstrated that the stretch of Cloyes 402 from 600 West to Tate Lane will be undersized after 2024. In order to remedy this issue, the circuit will need to be reconductored through this section of the line.

Risk Assessment:

Failure of the existing assets will result in outages with a high likelihood of a prolonged outage. This project will achieve N-1 standard on this circuit. It is currently below this standard and as such the system reliability is at risk.

Cash Flow Schedule:

	2022	2023	2024	2025	2026	2027	Overall
Internal Labor	-	-	-	100,000.00	-	-	100,000.00
Materials	-	-	-	1,196,000.00	-	-	1,196,000.00
Subcontractor	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-
(CIAC) Reim	-	-	-	-	-	-	-
Subtotal:	$ -	$ -	$ -	$ 1,296,000.00	$ -	$ -	$ 1,296,000.00
Impact Fee %				100%			100%
Net Amount:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Heber Light & Power

Project Analysis Form

Project Name: New Circuit to Hwy 32

Project Driver: Growth

Priority Level: Medium

Purpose & Necessity:

As a result of the North Annexation of land from the existing boundaries to Hwy 32 by Heber City in 2021, a new circuit will need to be taken from the College Substation to Hwy 32.

Risk Assessment:

HLP is currently relying upon the Jordanelle circuit to carry the load of the Holmes Homes Subdivision on Jordanelle Ridge. A double risk exists in that the distribution load could put strain on the line causing a disruption at the Hydro plant, or issues at the plant could impact the loads on the distribution circuit.

Cash Flow Schedule:

	2022	2023	2024	2025	2026	2027	Overall
Internal Labor	-	50,000.00	-	-	-	-	50,000.00
Materials	-	550,000.00	-	-	-	-	550,000.00
Subcontractor	-	120,000.00	-	-	-	-	120,000.00
Miscellaneous	-	-	-	-	-	-	-
(CIAC) Reim	-	-	-	-	-	-	-
Subtotal:	$ -	$ 720,000.00	$ -	$ -	$ -	$ -	$ 720,000.00
Impact Fee %	100%	100%	100%	100%	100%	100%	100%
Net Amount:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Heber Light & Power

Project Analysis Form

Project Name: Tie From 305 to 402 to 303

Project Driver: Growth

Priority Level: High

Purpose & Necessity:

This tie will provide the company with additional looped feeders for future redundant system needs. Timing and scope of the developer driven projects on the North side of Heber City make this project difficult to estimate timing and cost.

Risk Assessment:

Without completing this tie, an outage could drive an extended outage in particular sections of the system as redundant loops would not be in place to allow for switching efforts.

Cash Flow Schedule:

	2020	2021	2022	2023	2024	2025	Overall
Internal Labor	-	-	-	-	-	-	-
Materials	-	-	-	-	-	-	-
Subcontractor	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-
(CIAC) Reim	-	-	-	-	-	-	-
Subtotal:	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Impact Fee %	100%	100%	100%	100%	100%	100%	100%
Net Amount:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Heber Light & Power

Project Analysis Form

Project Name: Tie From 702 up to 500 East in Heber (HB304)

Project Driver: Growth

Priority Level: Medium

Purpose & Necessity:

This tie will complete a necessary loop on the North end of Heber City to enhance the system reliability brought upon by the growth in that area of the system.

By completing this project , the customer intends on providing an easement to enable the building of this line.

Timing and scope of the developer driven projects on the North side of Heber City make this project difficult to estimate timing and cost.

Risk Assessment:

Without completing this tie, an outage in North Heber City could result in an extended outage due to the current strain on the system capacity. A series of careful switching maneuvers would be necessary to shed the load sufficient to bring this area back online while increasing the risk of failure in other areas of the system. This project is 100% customer driven and thus it has slipped from year to year as the development is still pending.

Cash Flow Schedule:

	2021	2022	2023	2024	2025	2026	Overall
Internal Labor	-	-	-	-	-	-	-
Materials	-	-	-	-	-	-	-
Subcontractor	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-
(CIAC) Reim	-	-	-	-	-	-	-
Subtotal:	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Impact Fee %	100%	100%	100%	100%	100%	100%	100%
Net Amount:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Substation

1) 2nd Point of Interconnect
2) Replacement Recloser for Joslyn Reclosers
3) Substation Bird Guard
4) East Substation
5) Cloyes LTC Rebuild
6) Provo River Substation Rebuild
7) Battery Replacement Program
8) Midway Substation - High Side Rebuild
9) Heber Relay Upgrade
10) Jailhouse Lease Buyout or Extension
11) Jailhouse Fence Replacement

Heber Light & Power

Project Analysis Form

Project Name: 2nd Point of Interconnect Substation(POI)

Project Driver: Growth

Priority Level: High

Purpose & Necessity:

Growth within the system has been steadily increasing for numerous years. The system is currently fed off of a single point of interconnect to the RMP system. This point of interconnect is fed from a radial (meaning single line) service line. In addition the transformer at the end of the radial line is quickly becoming undersized for the local load on our system. This project will provide a second interconnect substation thus reducing the loading on the existing substation transformer. Numerous engineering studies have been conducted on the system and each has drawn the conclusion that the current system will be over-capacity by 2022 at the latest.

Risk Assessment:

This point of interconnect has two significant risks associated with it; 1) risk of damage to the radial feed thus causing immediate outages to all customers, and 2) interconnect site is currently sized to be out of capacity by 2022. If the single interconnect transformer becomes overloaded, RMP will begin to remove load form the transformer which will result in regular prolonged rolling brown-outs. All customers in the system will have a daily outage lasting up to 6 hours during peak load windows.

Cash Flow Schedule:

	2018	2019	2020	2021	2022	2023	Overall
Internal Labor	11,096.15	36,073.50	30,737.89	24,072.04	100,000.00	-	201,979.58
Materials	-	-	-	752.04	-	-	752.04
Subcontractor	66,658.85	61,826.73	61,784.00	428,483.00	10,200,000.00	-	10,818,752.58
Miscellaneous	-	2,100,000.00	-	50,000.00	1,620,000.00	-	3,770,000.00
(CIAC) Reim	-	-	-	-	-	-	-
Subtotal:	$ 77,755.00	$ 2,197,900.23	$ 92,521.89	$ 503,307.08	$ 11,920,000.00	$ -	$ 14,791,484.20
Impact Fee %		91%		70%	70%		70%
Net Amount:	**$ 77,755.00**	**$ 197,811.02**	**$ 92,521.89**	**$ 150,992.12**	**$ 3,576,000.00**	**$ -**	**$ 14,791,483.50**

Heber Light & Power

Project Analysis Form

Project Name: Replacement Recloser for Joslyn Reclosers

Project Driver: Replacement

Priority Level: Medium

Purpose & Necessity:

HL&P has a series of Joslyn Reclosers that have historically been less than reliable. The company has been swapping out these reclosers as they fail so as to maximize the usage of these reclosers. This program will spread the cost of replacement of these defective reclosers across multiple years.

Risk Assessment:

Without a spare recloser, a failure of one of the remaining Joslyn Reclosers will see a prolonged outage for a series of HL&P circuits.

Cash Flow Schedule:

	2022	2023	2024	2025	2026	2027	Overall
Internal Labor	-	-	-	-	-	-	-
Materials	25,000.00	-	-	-			25,000.00
Subcontractor	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-
(CIAC) Reim	-	-	-	-	-	-	-
Subtotal:	$ 25,000.00	$ -	$ -	$ -	$ -	$ -	$ 25,000.00
Impact Fee %	0%	0%					0%
Net Amount:	**$ 25,000.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 25,000.00**

Heber Light & Power

Project Analysis Form

Project Name: Substation Bird Guard

Project Driver: Safety

Priority Level: High

Purpose & Necessity:

In order to be more environmentally friendly, the company is undertaking efforts to add protective devices where reasonable. To be completed in phases by substation as follows:

2021 - Cloyes
2022 - Jailhouse

Risk Assessment:

Higher than necessary mortality rates of wildlife accidentally located within the substation. Increased number of outages resulting from accidental wildlife exposure to the energized elements of the system.

Cash Flow Schedule:

	2021	2022	2023	2024	2025	2026	Overall
Internal Labor	1,200.00	600.00	-	-	-	-	1,800.00
Materials	4,800.00	2,400.00	-	-	-	-	7,200.00
Subcontractor	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-
(CIAC) Reim	-	-	-	-	-	-	-
Subtotal:	$ 6,000.00	$ 3,000.00	$ -	$ -	$ -	$ -	$ 9,000.00
Impact Fee %	0%	0%	0%	0%			
Net Amount:	**$ 6,000.00**	**$ 3,000.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 9,000.00**

Heber Light & Power

Project Analysis Form

Project Name: East Substation

Project Driver: Growth

Priority Level: Medium

Purpose & Necessity:

Due to the regular growth and the planned development on the East side of the valley, additional capacity will be required by 2024. This project will include the siting, permitting, design, and construction of a new system load substation.

2021: Land Purchase
2023: Substation Build

Risk Assessment:

Lack of substation capacity in the Lake Creek area will put the system at risk of overloaded circuits and existing equipment ultimately leading to rolling brown outs across the valley.

Cash Flow Schedule:

	2021	2022	2023	2024	2025	2026	Overall
Internal Labor	-	-	-	-	-	125,000.00	125,000.00
Materials	-	-	-	-	-	2,500,000.00	2,500,000.00
Subcontractor	-	-	-	-	-	2,397,000.00	2,397,000.00
Miscellaneous	750,000.00	-	-	-	-	-	750,000.00
(CIAC) Reim	-	-	-	-	-	-	-
Subtotal:	$ 750,000.00	$ -	$ -	$ -	$ -	$ 5,022,000.00	$ 5,772,000.00
Impact Fee %	100%					100%	100%
Net Amount:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Heber Light & Power

Project Analysis Form

Project Name: Cloyes LTC Rebuild

Project Driver: Reliability

Priority Level: Low

Purpose & Necessity:

The Load Tap Changer (LTC) in a transformer allows automatic adjustment of voltage regulation. The Cloyes LTC needs to be rebuilt due to age and wear.

Risk Assessment:

Automatic voltage regulation of the transformer will fail during different loading scenarios. This will ultimately result in an outage so as to protect the assets.

Cash Flow Schedule:

	2022	2023	2024	2025	2026	2027	Overall
Internal Labor	-	-	8,000.00	-	-	-	8,000.00
Materials	-	-	32,000.00	-	-	-	32,000.00
Subcontractor	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-
(CIAC) Reim	-	-	-	-	-	-	-
Subtotal:	$ -	$ -	$ 40,000.00	$ -	$ -	$ -	$ 40,000.00
Impact Fee %							0%
Net Amount:	**$ -**	**$ -**	**$ 40,000.00**	**$ -**	**$ -**	**$ -**	**$ 40,000.00**

Heber Light & Power

Project Analysis Form

Project Name: Provo River Substation Rebuild

Project Driver: Reliability

Priority Level: Medium

Purpose & Necessity:

Provo River Substation currently serves limited load due to the age and reliability of the equipment. This project will rebuild the substation increasing its reliability.

Two options exist and being considered by HLP staff: 1) rebuild in current location; 2) include in the new 2nd POI site and then bring the feeders out and down the highway to the existing feeder connections at the current Provo River Substation.

Risk Assessment:

Outages in excess of necessity will result by keeping system control limited to current assets.

Cash Flow Schedule:

	2022	2023	2024	2025	2026	2027	Overall
Internal Labor	125,000.00	-	-	-	-	-	125,000.00
Materials	2,500,000.00	-	-	-	-	-	2,500,000.00
Subcontractor	2,339,000.00	71,000.00	-	-	-	-	2,410,000.00
Miscellaneous	-	-	-	-	-	-	-
(CIAC) Reim	-	-	-	-	-	-	-
Subtotal:	$ 4,964,000.00	$ 71,000.00	$ -	$ -	$ -	$ -	$ 5,035,000.00
Impact Fee %	100%	100%					100%
Net Amount:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Heber Light & Power

Project Analysis Form

Project Name: Battery Replacement Program

Project Driver: Replacement

Priority Level: Low

Purpose & Necessity:

The batteries in Plant 2 will have reached their cycle life in 2022. The batteries at College Substation and the Lower Snake Creek Plant will reach their life cycle end in 2024. This project will see that they are replaced.

Risk Assessment:

Battery systems provide back-up energy for black start in the event of a system transmission failure. Without them, the generator will not have energy sufficient to come online. These batteries also serve as a back-up to the switchgear equipment for similar purposes.

Cash Flow Schedule:

	2022	2023	2024	2025	2026	2027	Overall
Internal Labor	1,500.00	-	3,000.00	1,000.00	-	-	5,500.00
Materials	8,000.00	-	16,000.00	7,000.00	-	-	31,000.00
Subcontractor	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-
(CIAC) Reim	-	-	-	-	-	-	-
Subtotal:	$ 9,500.00	$ -	$ 19,000.00	$ 8,000.00	$ -	$ -	$ 36,500.00
Impact Fee %							0%
Net Amount:	**$ 9,500.00**	**$ -**	**$ 19,000.00**	**$ 8,000.00**	**$ -**	**$ -**	**$ 36,500.00**

Heber Light & Power

Project Analysis Form

Project Name: Midway Substation - High Side Rebuild

Project Driver: Growth

Priority Level: Low

Purpose & Necessity:

The Midway Substation has slowly taken on more load until it has reached its capacity on the high-side of the transformer. It is estimated that by 2022 the high-side will need to be rebuilt to serve the loads being placed on the transformer.

Risk Assessment:

The high side of the transformer is the side receiving energy from the grid. If the feed to the transformer is compromised, a prolonged outage will be experienced on the substation thus affecting all of the circuits.

Cash Flow Schedule:

	2022	2023	2024	2025	2026	2027	Overall
Internal Labor	-	-	100,000.00	-	-	-	100,000.00
Materials	-	-	2,556,000.00	-	-	-	2,556,000.00
Subcontractor	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-
(CIAC) Reim	-	-	-	-	-	-	-
Subtotal:	$ -	$ -	$ 2,656,000.00	$ -	$ -	$ -	$ 2,656,000.00
Impact Fee %			90%				90%
Net Amount:	**$ -**	**$ -**	**$ 265,600.00**	**$ -**	**$ -**	**$ -**	**$ 265,600.00**

Heber Light & Power

Project Analysis Form

Project Name: Heber Relay Upgrade

Project Driver: Replacement

Priority Level: Medium

Purpose & Necessity:

The equipment in the substations and generation plants are controlled by a computer like device called a relay. These relays have a potential to fail without notice and have no real preventative maintenance options. The relays in the Heber Substation are an older version no longer supported after 2024.

Risk Assessment:

Without the upgrade of these relays, the Heber Substation will not be properly monitored and controlled by the Dispatch department. Lack of proper monitoring and supervisory control creates serious risk to life and equipment.

Cash Flow Schedule:

	2022	2023	2024	2025	2026	2027	Overall
Internal Labor	-	-	-	-	-	-	-
Materials	-	-	20,000.00	-	-	-	20,000.00
Subcontractor	-	-	5,000.00	-	-	-	5,000.00
Miscellaneous	-	-	-	-	-	-	-
(CIAC) Reim	-	-	-	-	-	-	-
Subtotal:	$ -	$ -	$ 25,000.00	$ -	$ -	$ -	$ 25,000.00
Impact Fee %							0%
Net Amount:	**$ -**	**$ -**	**$ 25,000.00**	**$ -**	**$ -**	**$ -**	**$ 25,000.00**

Heber Light & Power

Project Analysis Form

Project Name: Jailhouse Lease Buyout or Extension

Project Driver: Reliability

Priority Level: Low

Purpose & Necessity:

When the Jailhouse Substation was originally built, it wa splaced on land owned by Wasatch County. A lease agreement between HLP and Wasatch County was entered into at the time. As the lease term is drawing to a close, HLP would prefer to outright procure the parcel as opposed to renew the lease. The preference will be to purchase the land but a renewed lease will be settled upon if agreement can't be reached on purchase terms and price.

Risk Assessment:

The first risk is that a lease will need to be re-entered into and a renewal will not be granted in the future. Thus the overall risk will be realized in that the substation will need to be relocated and the costs of doing such is far greater than that of purchasing the land outright.

Cash Flow Schedule:

	2022	2023	2024	2025	2026	2027	Overall
Internal Labor	2,500.00	-	-	-	-	-	2,500.00
Materials	-	-	-	-	-		-
Subcontractor	12,000.00	-	-	-	-	-	12,000.00
Miscellaneous	85,500.00	-	-	-	-	-	85,500.00
(CIAC) Reim	-	-	-	-	-	-	-
Subtotal:	$ 100,000.00	$ -	$ -	$ -	$ -	$ -	$ 100,000.00
Impact Fee %							0%
Net Amount:	**$ 100,000.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 100,000.00**

Heber Light & Power

Project Analysis Form

Project Name: Jailhouse Fence Replacement

Project Driver: Replacement

Priority Level: Low

Purpose & Necessity:

The jailhouse substation currently has a chain-link fence that prohibits unauthorized access. This fence is subject to high winds and regularly requires maintenance and occasional replacement of portions. A new fence more suited to handling the wind and other environmental factors while meeting the security and operational needs would be installed as part of this project. The current fence is 790 linear feet long.

Risk Assessment:

The company will continue to spend OMAG dollars on maintaining a fence that is truly not the correct type of fence for the designed purpose. With inadequate security as a result of this fence, the company has an increased risk of liability for injury or life lost. Furthermore risk exists that critical infrastructure might be damaged leading to extended outages affecting customers.

Cash Flow Schedule:

	2022	2023	2024	2025	2026	2027	Overall
Internal Labor	-	-	-	10,000.00	-	-	10,000.00
Materials	-	-	-	-	-	-	-
Subcontractor	-	-	-	119,000.00	-	-	119,000.00
Miscellaneous	-	-	-	-	-	-	-
(CIAC) Reim	-	-	-	-	-	-	-
Subtotal:	$ -	$ -	$ -	$ 129,000.00	$ -	$ -	$ 129,000.00
Impact Fee %							0%
Net Amount:	**$ -**	**$ -**	**$ -**	**$ 129,000.00**	**$ -**	**$ -**	**$ 129,000.00**

Information Technology

1) IT Upgrades
2) OT Upgrades
3) Smart Grid Investment
4) AMI North Tower

Heber Light & Power

Project Analysis Form

Project Name: 2022 Capital Improvements - IT

Project Driver: Reliability

Priority Level: Medium

Purpose & Necessity:

The following collective list of minor capital assets are various technology components that will be purchased over 2022 for installation:

- Computer Replacement Program… $50,000

Risk Assessment:

These assets help HL&P to safely manage and maintain the system and each component carries its own risk if failure to secure said item happens.

Cash Flow Schedule:

	2022	2023	2024	2025	2026	2027	Overall
Internal Labor	5,000.00	10,000.00	2,000.00	5,000.00	2,000.00	5,000.00	29,000.00
Materials	45,000.00	75,000.00	20,000.00	39,000.00	20,000.00	39,000.00	238,000.00
Subcontractor	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-
(CIAC) Reim	-	-	-	-	-	-	-
Subtotal:	$ 50,000.00	$ 85,000.00	$ 22,000.00	$ 44,000.00	$ 22,000.00	$ 44,000.00	$ 267,000.00
Impact Fee %	0%	0%	0%	0%	0%	0%	0%
Net Amount:	**$ 50,000.00**	**$ 85,000.00**	**$ 22,000.00**	**$ 44,000.00**	**$22,000.00**	**$44,000.00**	**$ 267,000.00**

Heber Light & Power

Project Analysis Form

Project Name: 2022 Capital Improvements - OT

Project Driver: Reliability

Priority Level: Medium

Purpose & Necessity:

The following collective list of minor capital assets are various technology components that will be purchased over 2022 for installation:

- SCADA System Upgrades… $30,000

Risk Assessment:

These assets help HL&P to safely manage and maintain the system and each component carries its own risk if failure to secure said item happens.

Cash Flow Schedule:

	2022	2023	2024	2025	2026	2027	Overall
Internal Labor	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	6,000.00	36,000.00
Materials	24,000.00	24,000.00	24,000.00	24,000.00	24,000.00	24,000.00	144,000.00
Subcontractor	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-
(CIAC) Reim	-	-	-	-	-	-	-
Subtotal:	$ 30,000.00	$ 30,000.00	$ 30,000.00	$ 30,000.00	$ 30,000.00	$ 30,000.00	$ 180,000.00
Impact Fee %	0%	0%	0%	0%	0%	0%	0%
Net Amount:	**$ 30,000.00**	**$30,000.00**	**$ 30,000.00**	**$ 30,000.00**	**$ 30,000.00**	**$ 30,000.00**	**$ 180,000.00**

Heber Light & Power

Project Analysis Form

Project Name: Fiber Improvements

Project Driver: Growth

Priority Level: Medium

Purpose & Necessity:

With the advanced equipment that HLP regularly installs on the system, the need for more advanced and clear communication continues to expand. Additional components need to be installed in order to match the new technology and the company communication needs.

Risk Assessment:

Equipment will not communicate either effectively or timely, thus leaving the system vulnerable to failures or delayed recovery from such.

Cash Flow Schedule:

	2022	2023	2024	2025	2026	2027	Overall
Internal Labor	3,000.00	3,000.00	3,000.00	3,000.00	-	-	12,000.00
Materials	17,000.00	17,000.00	17,000.00	17,000.00	-	-	68,000.00
Subcontractor	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-
(CIAC) Reim	-	-	-	-	-	-	-
Subtotal:	$ 20,000.00	$ 20,000.00	$ 20,000.00	$ 20,000.00	$ -	$ -	$ 80,000.00
Impact Fee %	0%	0%	0%	0%			0%
Net Amount:	**$ 20,000.00**	**$20,000.00**	**$ 20,000.00**	**$ 20,000.00**	**$ -**	**$ -**	**$ 80,000.00**

Heber Light & Power

Project Analysis Form

Project Name: 2021 Smart Grid Investment

Project Driver: Growth

Priority Level: Medium

Purpose & Necessity:

Electrical utilities are connected to a grid of assets established to transfer and supply energy where needed. Technological advances continue to make additional control features available in an automated format. These automated features are otherwise known as Smart Grid. For the foreseeable future, HLP anticipates needing funds to implement these annual Smart Grid adjustments in order to appropriately serve our customers' needs.

Risk Assessment:

The grid technology is advancing so quickly that without concentrated effort on the incorporation of these changes, HLP will be operating in a risk scenario or will ultimately require a significant grid upgrade investment later.

Cash Flow Schedule:

	2022	2023	2024	2025	2026	2027	Overall
Internal Labor	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	-	10,000.00
Materials	8,000.00	8,000.00	8,000.00	8,000.00	8,000.00	-	40,000.00
Subcontractor	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-
(CIAC) Reim	-	-	-	-	-	-	-
Subtotal:	$ 10,000.00	$ 10,000.00	$ 10,000.00	$ 10,000.00	$ 10,000.00	$ -	$ 50,000.00
Impact Fee %	0%	0%	0%	0%	0%		0%
Net Amount:	**$ 10,000.00**	**$10,000.00**	**$ 10,000.00**	**$ 10,000.00**	**$ 10,000.00**	**$ -**	**$ 50,000.00**

Heber Light & Power

Project Analysis Form

Project Name: AMI North Tower

Project Driver: Growth

Priority Level: High

Purpose & Necessity:

The recent annexation plan approval by Heber City Corporation has also expanded the potential customer territory for Heber Light & Power. As developers begin to establish buildable lots within this annexed area, HLP will begin to deploy meters for the collection and relay of usage data. In order to have these meters communicate the data, a new AMI tower will need to be erected with the appropriate equipment.

Risk Assessment:

Without installing this critical antenna, HLP will not be able to read the meter data within the newly annexed service territory.

Cash Flow Schedule:

	2021	2022	2023	2024	2025	2026	Overall
Internal Labor	-	10,000.00	-	-	-	-	10,000.00
Materials	-	60,000.00	-	-	-	-	60,000.00
Subcontractor	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-
(CIAC) Reim	-	-	-	-	-	-	-
Subtotal:	$ -	$ 70,000.00	$ -	$ -	$ -	$ -	$ 70,000.00
Impact Fee %	0%	0%	0%	0%	0%		0%
Net Amount:	**$ -**	**$70,000.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 70,000.00**

Tools / Equipment

1) 2022 Annual Program

Heber Light & Power

Project Analysis Form

Project Name: 2022 Capital Improvements - Tools

Project Driver: Replacement

Priority Level: Medium

Purpose & Necessity:

The following collective list of tools are planned to be purchased over 2022:

-*Substation*
- Substation Tools $6,000

- *Distribution*
- Trimble GPS Unit $11,000
- Hoist and Grips (2) ..... $6,000 (3,000 each)

- Facilities
- Manlift (65 foot) $85,000
- Telescoping Boom Forklift $180,000

Risk Assessment:

These tools are required in order to keep the various crews working efficiently and safely.

Cash Flow Schedule:

	2022	2023	2024	2025	2026	2027	Overall
Internal Labor	-	-	-	-	-	-	-
Materials	-	-	-	-	-	-	-
Subcontractor	-	-	-	-	-	-	-
Miscellaneous	288,000.00	105,000.00	45,000.00	45,000.00	45,000.00	45,000.00	573,000.00
(CIAC) Reim	-	-	-	-	-	-	-
Subtotal:	$ 288,000.00	$ 105,000.00	$ 45,000.00	$ 45,000.00	$ 45,000.00	$ 45,000.00	$ 573,000.00
Impact Fee %	0%	0%	0%	0%	0%	0%	0%
Net Amount:	**$ 288,000.00**	**$ 105,000.00**	**$ 45,000.00**	**$ 45,000.00**	**$ 45,000.00**	**$ 45,000.00**	**$ 573,000.00**

Vehicles

1) 2022 Annual Program

Heber Light & Power

Project Analysis Form

Project Name: 2022 Capital Improvements - Vehicles

Project Driver: Replacement

Priority Level: Medium

Purpose & Necessity:

The following vehicles are planned to be purchased in 2022:

- One(1) Digger Derrick Line Truck ($300,000) - Replaces truck 206 - International Bucket Truck (2021 replacement caught up by delayed deliveries)
- One (1) Flat bed trailer (25,000)

Risk Assessment:

These vehicles are deemed necessary to adequately service the territory. These vehicle purchases are meant to replace existing vehicles that have reached their useful life based upon company policy.

Cash Flow Schedule:

	2022	2023	2024	2025	2026	2027	Overall
Internal Labor	-		-	-	-	-	-
Materials	-	-	-	-	-	-	-
Subcontractor	-	-	-	-	-	-	-
Miscellaneous	325,000.00	170,000.00	635,000.00	1,270,000.00	-	670,000.00	3,070,000.00
(CIAC) Reim	-	-	-	-	-	-	-
Subtotal:	$ 325,000.00	$ 170,000.00	$ 635,000.00	$ 1,270,000.00	$ -	$ 670,000.00	$ 3,070,000.00
Impact Fee %	0%	0%	0%	0%	0%	0%	0%
Net Amount:	**$ 325,000.00**	**$ 170,000.00**	**$ 635,000.00**	**$ 1,270,000.00**	**$ -**	**$ 670,000.00**	**$ 3,070,000.00**

Metering

1) 2022 Metering Installs

Heber Light & Power

Project Analysis Form

Project Name: 2022 Capital Improvements - Metering

Project Driver: Growth

Priority Level: Medium

Purpose & Necessity:

The following collective list of minor capital assets are various metering components that will be purchased over 2021 for installation:

Generation 4 CL 200 Meters ... $90,600
CL320 Meters $4,600
3S 120 Volt Meters $300
3S 240 Volt Meters $300
16S Meters $5,800
9S Meters $3,900
Test Switches Single Phase $200
Test Switches Three Phase $1,600
Current Transformers Bar Type 100:5..... $2,300
Current Transformers Bar Type 200:5..... $2,500
Current Transformers Bar Type 300:5 ..... $800
Current Transformers Window Type 200:5 ... $100
Current Transformers Window Type 300:5 ... $500
Current Transformers Window Type 400:5 ... $500
Current Transformers Window Type 600:5 ... $400

Risk Assessment:

New meters are typically required to meet the new connections demand. The only risk that is involved in the purchase of these metering components is the cash flow risk as these items are purchased and stored in advance of the collection of the impact fee from the customer.

Cash Flow Schedule:

	2022	2023	2024	2025	2026	2027	Overall
Internal Labor	-		-	-	-	-	-
Materials	114,400.00	-	-	-	-	-	114,400.00
Subcontractor	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-
(CIAC) Reim	(96,096.00)	-	-	-	-	-	(96,096.00)
Subtotal:	$ 18,304.00	$ -	$ -	$ -	$ -	$ -	$ 18,304.00
Impact Fee %	0%						
Net Amount:	**$ 18,304.00**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 18,304.00**

Heber Light & Power

CONSULTANTS:

CIVIL engineer:

Name: Epic Engineering
Phone: CE phone
Email: CE email

STRUCTURAL engineer:

Name: Epic Engineering
Phone: SE phone
Email: SE email

MECHANICAL engineer:

Name: Epic Engineering
Phone: ME phone
Email: ME email

ELECTRICAL engineer:

Name: Epic Engineering
Phone: EE phone
Email: EE email

SURVEYOR:

Name: SURV name
Phone: SURV phone
Email: SURV email

GEOTECHINCAL engineer:

Name: GEO name
Phone: GEO phone
Email: GEO email

OTHER 1 engineer:

Name: OTH 1 name
Phone: OTH 1 phone
Email: OTH 1 email

OTHER 2 engineer:

Name: OTH 2 name
Phone: OTH 2 phone
Email: OTH 2 email

APPROVALS

PROJECT/CLIENT INFO.

Project Name: Heber Light & Power

Project Address: 500 W. 300 S. Heber Utah 84032

Client Name: CLIENT GIVEN & FAMILY NAME

Client Phone: CLIENT PHONE NUMBER

Client Email: CLIENT EMAIL

DRAWING INDEX:

INFORMATION CLAUSE:
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0" ▬ 1"
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Consulting Engineer stamp

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www.lythgoedesign.com
Lythgoe Design Group, inc.
Architecture - Planning - Design/Build

Heber Light & Power
500 W. 300 S. Heber Utah 84032
PROJECT DESCRIPTION: commercial
(LDG) - PROJECT #: LDG
DATE:

Revisions:

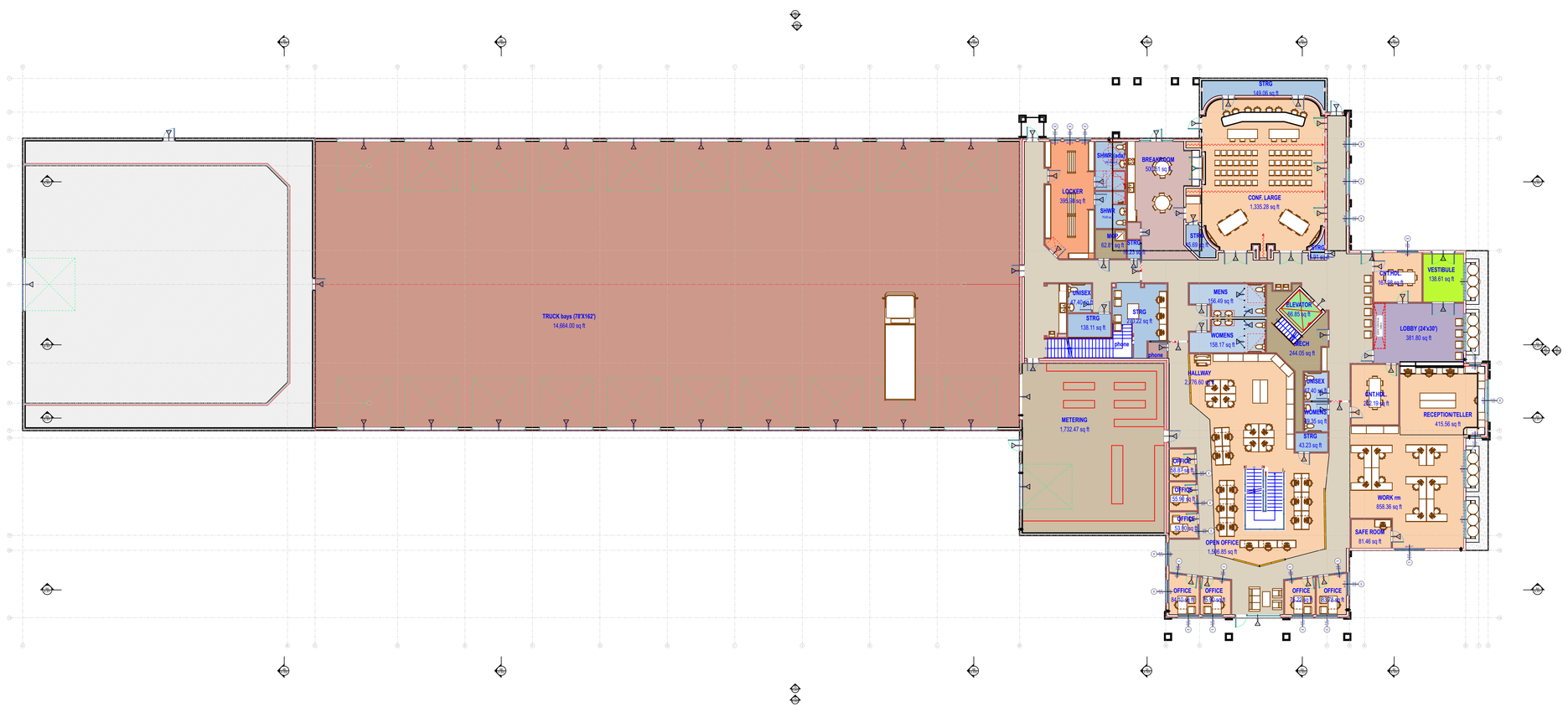
#	Date:	Description:

CONCEPT "not for construction"

COVER SHEET

Ga.101

Project update on: 12/10/21



8A 1. MAIN level (floor plan)
scale 1/16" = 1'-0"

0 8' 16' 32'

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(LDG) - PROJECT #: LDG
DATE:

CONCEPT "not for construction"

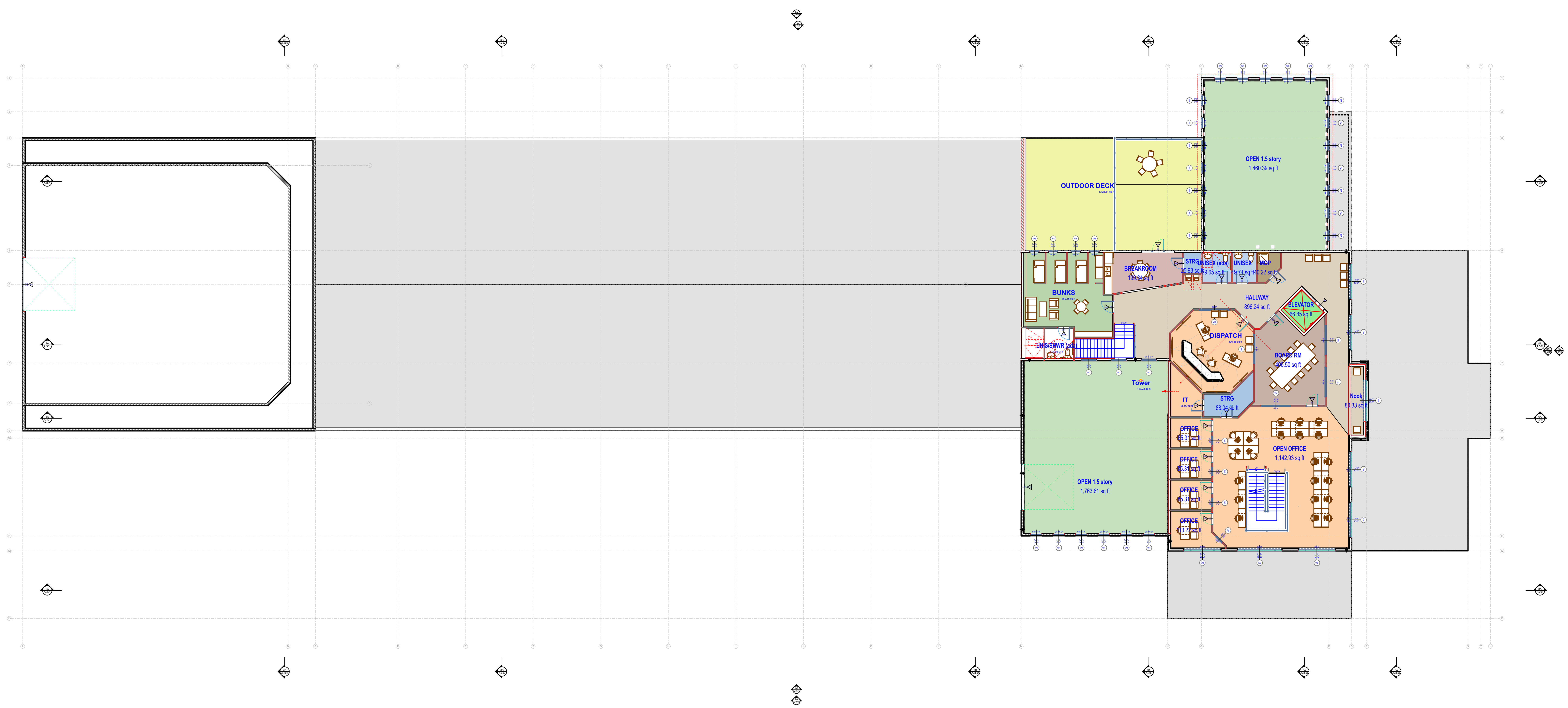
Revisions:

#	Date:	Description:

MAIN lvl (floor plan)

A.101

Project update on: 12/10/21



8A 2. UPPER level (floor plan)
scale 1/16" = 1'-0"

0 8' 16' 32'

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CONCEPT "not for construction"

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(LDG) - PROJECT #: LDG
DATE:

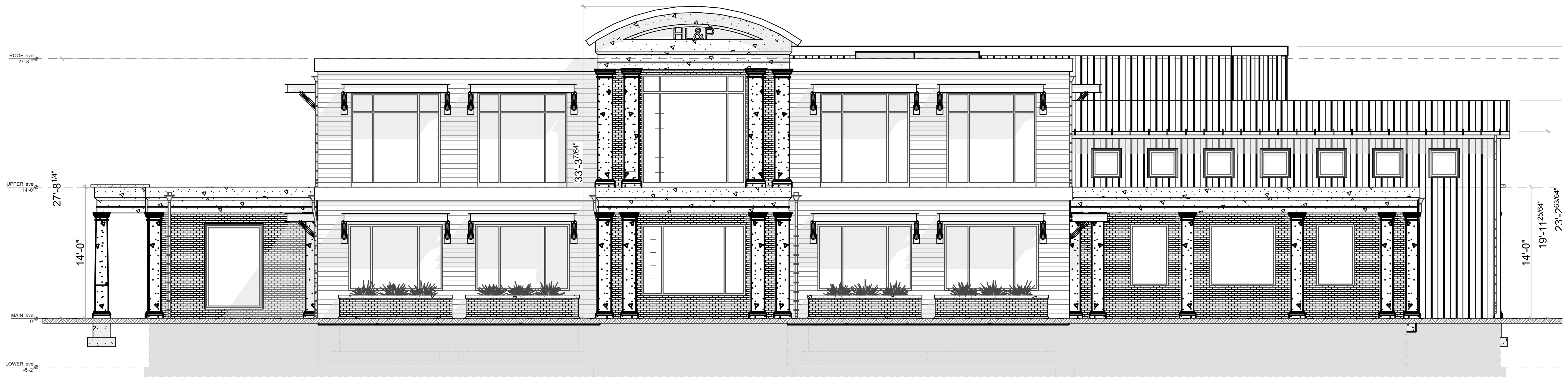
Revisions:

#	Date:	Description:

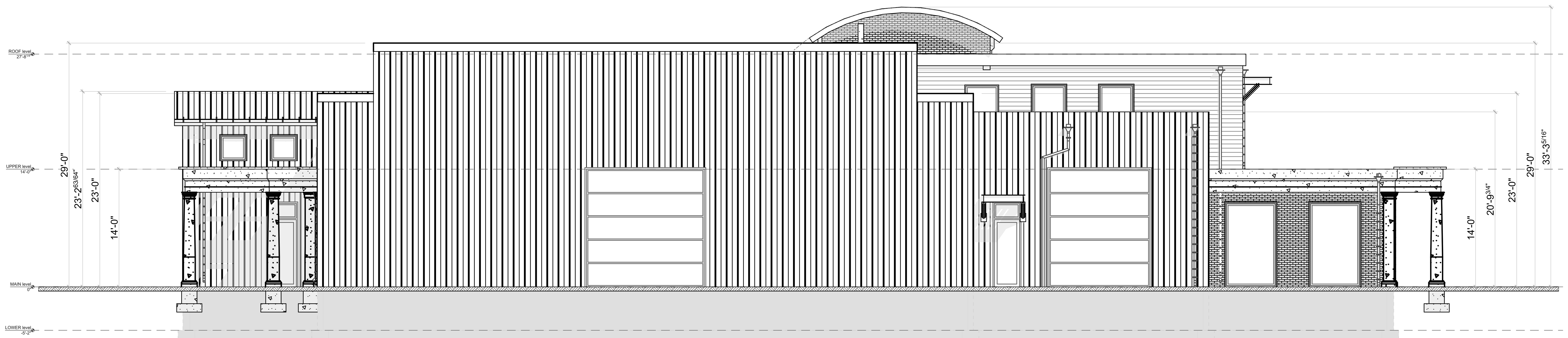
UPPER lvl (floor plan)

A.102

Project update on: 12/10/21



3A EAST elevation
scale 1/8" = 1'-0"
0 4' 8' 16'



5A WEST elevation
scale 1/8" = 1'-0"
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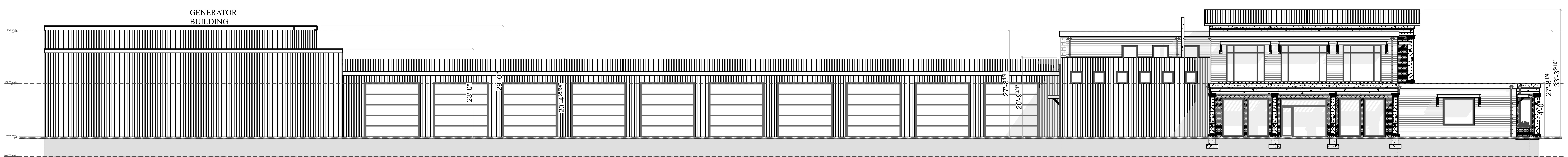
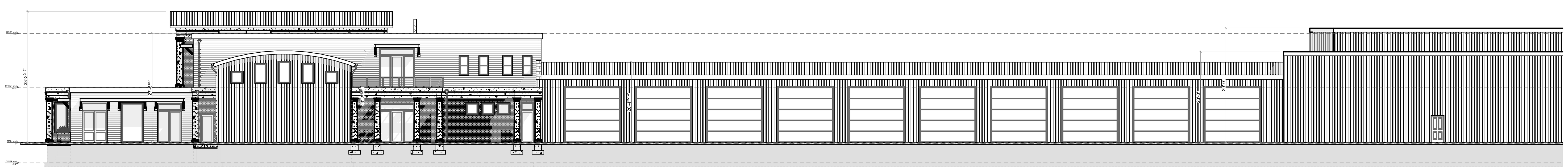


7A SOUTH elevation
scale 1/16" = 1'-0"
0 8' 16' 32'



8A 1 - NORTH elevation
scale 1/16" = 1'-0"
0 8' 16' 32'

SHEET NOTES: EXTERIOR elevations

ID	DESCRIPTION	DETAIL
EE1	Wall: 2X6 Exterior Vertical Siding	
EE2	Wall: 2X6 Exterior Horizontal Siding	
EE3	Wall: 2X6 Exterior Shake Shingle Siding	
EE4	Wall: 2X6 Exterior Stone Siding	
EE5	Shingle Roof; verify type with owner	
EE6	Door / Window Schedule	
EE7	Column Detail	
EE8	Structural Beam; see engineering	
EE9	Roof: Soffit & Fascia Detail	
EE10	Footing & Foundation; see engineering	

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Revisions:

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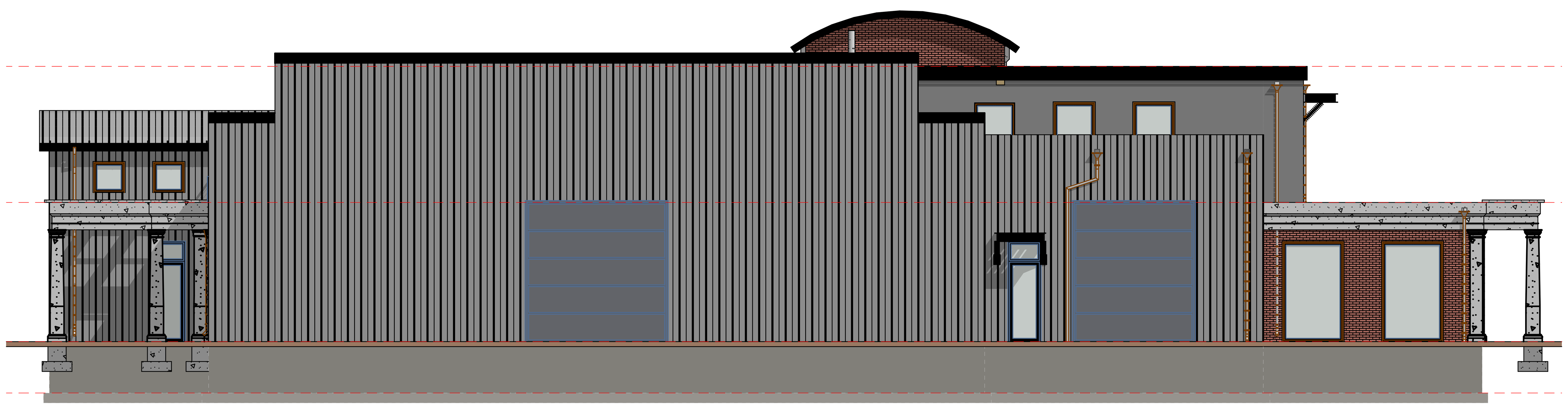
EXTERIOR
(elevations)

A.201

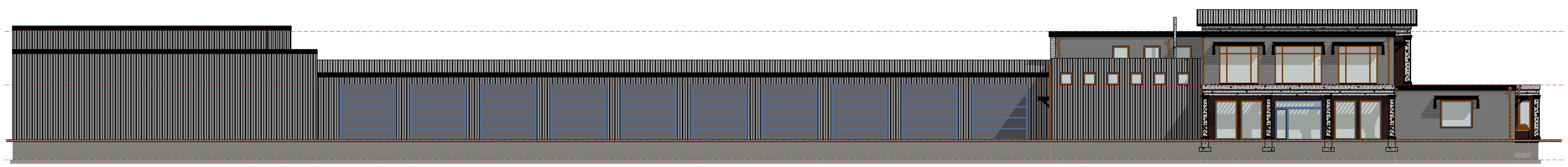
CONCEPT "not for construction"

Project update on: 12/10/21

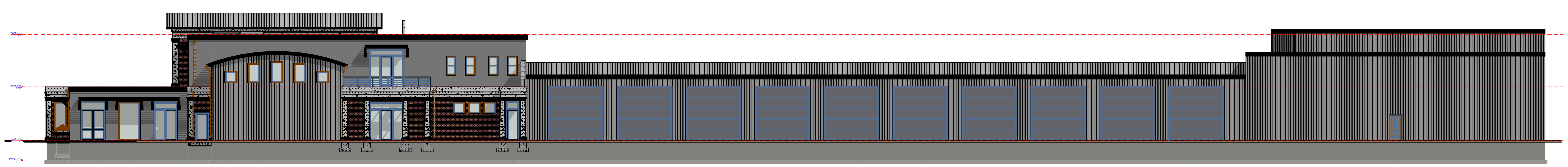
3A — 2 - EAST elevation (clr)
scale 1/8" = 1'-0"
0 4' 8' 16'



5A — 2 - WEST elevation (clr)
scale 1/8" = 1'-0"
0 4' 8' 16'



7A — 2 - SOUTH elevation (clr)
scale 1/16" = 1'-0"
0 8' 16' 32'



9A — 2 - NORTH elevation (clr)
scale 1/16" = 1'-0"
0 8' 16' 32'

Consulting Engineer stamp

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(LDG) - PROJECT #: LDG

DATE:

Revisions:

#	Date:	Description:

EXTERIOR
(elevation.color)

A.203

CONCEPT "not for construction"

/Users/joshualythgoe/Desktop/Work/LDG/HL&P/2021.12.7 l HL&P NEW admin (IFC).pln, 12/10/21

Project update on: 12/10/21

6A 2021.12.10 I HL&P NEW admin - Picture1
scale 1' = 1'-0"

0 1/2" 1" 2"

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Revisions:

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RENDERINGS

A.901

CONCEPT "not for construction"

Project update on: 12/10/21

BUILDING AND SITE ANALYSIS

HEBER LIGHT AND POWER, HEBER CITY OPERATIONS SITE

TABLE OF CONTENTS

STATEMENT OF PURPOSE

The architectural firm, Lythgoe Design Group, inc., has been contracted with Heber Light and Power to perform an existing building and site analysis on their property located at 735 West 300 South, Heber City, UT 84032, hereafter called the Heber City Operations Site. The purpose of this document is to present the general information of the site and the buildings located at the Heber City Operations Site as well as Lythgoe Design Group's observations and findings. The observations and findings will be used to provide a critical, outside analysis and perspective of the Heber City Operations Site as well as suggested courses of action where appropriate.

ANALYSIS PRESENTATION AND FORMAT

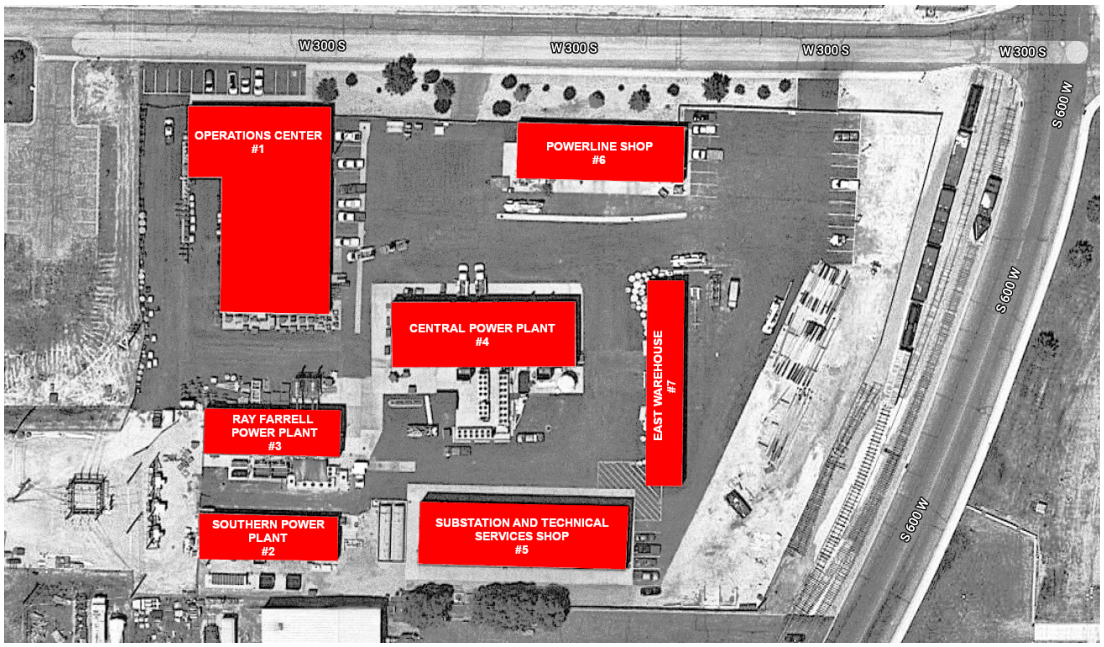
The executive summary will present the most important findings, observations, and proposals found and should serve as a general guide and condensed summary of the information contained later on in the analysis. Building information shall be presented in separate, dedicated sections with the following subsections: general building information, room/area analysis, building analysis, and building summary. The building summary subsection, located at the end of each building section, contains the most important information pertinent to that particular building and its associative areas. A SWOT (Strengths-Weaknesses-Opportunities-Threats) analysis shall also be provided. Miscellaneous site locations and areas will be presented in a similar manner, located in a separate section.

LYTHGOE DESIGN GROUP, INC.

Lythgoe Design Group, inc. is a sub-chapter S corporation located in the Heber Valley area. Since 1995, LDG has been offering high quality, personal design to both the high end residential and small commercial markets. Coming from a second generation construction family, Lane Lythgoe integrates both the artistic and technical skill sets by combining his formal education in Engineering (BS BYU) and Business (MBA, Phoenix) with his professional licenses in both Architecture (ut# 137121) and Construction (ut# 1465694). It is this combination that allows LDG to access, define, create, and solve design challenges in a multi disciplined environment. We look forward to working with you on your building project.

EXECUTIVE SUMMARY

After researching, and recently touring the Heber City Operations Site, Lythgoe Design Group, inc. analyzed the following buildings: the Operations Center, the Southern Power Plant, the Ray Farrell Power Plant, the Central Power Plant, the Substation and Technical Services Shop, the Power Line Shop, and the Eastern Warehouse. In addition, miscellaneous site locations, such as the Southeastern Material Storage Area and the Operation Center Laydown Area, were taken into consideration during analysis as well. A summary of the findings, observations, and proposals are as follows:



Operations Center - The architecture and general structure of the Operations Center is in great condition and should be kept and repurposed. Throughout the building, a general trend emerged of valuable warehouse space being cannibalized to make room for more office spaces, often on a case-by-case basis without forethought into future expansions. These case-by-case office space expansions often lead to redundant systems, such as heating and air solutions. While the repurposing of warehouse space is understandable with HL&P growth, warehouse efficiency is in decline. We propose that a new, dedicated office work space, built in mind for future expansion, be constructed and that current offices located in the Operations Center be reclaimed as warehouse space.

Southern Power Plant - The architecture and general structure of the Southern Power Plant is in good condition, especially considering its age and use. The power plant has fair expandability with empty bays for additional generators to accommodate future needs. The most pressing issue is the lack of proper fire suppression methods found within the building. A suitable fire suppression system should be installed as soon as possible to eliminate risk to structure, assets, and personnel within the Southern Power Plant.

Ray Farrell Power Plant - The architecture and general structure of the Ray Farrell Power Plant is in good condition. As with the Southern Power Plant, a critical item facing this building is the lack of proper fire suppression methods. A suitable fire suppression system should be installed as soon as possible to eliminate risk.

Central Power Plant - The architecture and general structure of the Central Power Plant is in great condition. The power plant has great expandability with empty bays for additional generators when the need arises. While there are minor improvements to be made, there are no pressing issues that need to be addressed in regards to this power plant.

Substation and Technical Services Shop - The architecture and general structure of the Substation and Technical Services Shop is in great condition, which should be expected given its age. While there are minor improvements to be made, such as modifying bathrooms to be ADA compliant and installing truck lifts, there are no pressing issues that need to be addressed in regards to this building.

Power Line Shop - The architecture and general structure of the Power Line Shop is, in general, in poor condition, which is in no small part due to its age. With current expansion and growth, operation space needs are excelling those available within this building. However, one of the largest issues with this building is that the facilities are poorly maintained, especially in the breakroom and bathrooms which has a huge impact on employee morale. We propose that the Power Line Shop be torn down and repurposed into a laydown area. A new facility to house Power Line Shop operations should be constructed with proper space for storage, training areas, quality breakrooms, and room for future growth.

Eastern Warehouse - The architecture and general structure of the Eastern Warehouse is in terrible condition, with little structural integrity. A large portion of the Eastern Warehouse is not built on sound foundation footings, which compromises its structural integrity, especially in the case of seismic disasters. All equipment and supplies that are stored there, as well as the health and safety of workers who utilize this facility, are at risk. We propose that this building be dismantled as soon as feasible and repurposed into a laydown area.

West Trail Area - An unused parcel of land located to the west of the campus that serves as a connection to the trail system. We propose that this area be expanded to the county complex, located to the west of the Heber City Operations Site.

East Laydown Area and Southeast Material Storage - Site locations on the east side of the campus. Both areas can be expanded if the parcel of land to the east can be acquired.

Due to the critical nature of Heber LIght & Power services to the Heber Valley and the long term sustainability of the community, it is also our recommendation that further structural and electrical studies need to be conducted to assess the integrity of buildings and the associated components in regards to natural or man-made disasters. While all plausible disasters should be considered, studies should focus on earthquakes and EMPs. EMPs, or Electromagnetic Pulses, are brief, but powerful, electromagnetic disturbances that can be caused by natural phenomena, such as lightning, or be man-made, such as a high altitude nuclear explosion. EMPs are known to disrupt or destroy sensitive electronic equipment. (“RED” addendum added 2020.6.24)

OPERATIONS CENTER

I. General Building Information

Number:	1
Location:	Northwestern most point of lot
Stories:	One
Square Footage:	13,990 sq. ft.
Age / History:	~1980 (40 years old), used to be a door factory before acquisition
Architecture:	• Metal framed, with standalone wood framing for office spaces • Brick and metal ribbed siding • Concrete slab flooring • 12' high metal ribbed roofing (redone 7 years ago)
Functions / Purpose:	Warehouse, Planning, Dispatching, HR, Legal Offices, Data Analytics, Visitation
Occupants:	Office and Administration Workers, Warehouse Workers
Observations:	• Architecture and structural elements of the building are in good condition. • Warehouse space is continually being repurposed into new office spaces for the growth of administration staff. Often these office spaces are being constructed on a case-by-case basis, so redundancy in systems such as the heating and air is high. • Because of the good condition of the building, and the need for dedicated office space, it might be best to relocate office workers to a new location and reclaim much needed warehouse space.

II. Room and Area Analysis

i. Entrance and Front Offices

Room / Area Number:	101
Location:	North side
Function / Purpose:	Entrance, Administration, Planning, Human Resources, Visitation, Document Handling
Occupants:	Office and Administration Workers, Planners, Assistant Planners, Operation Manager, HR Manager, Visitors
Finishes:	Dropped Panel Ceilings, Square-carpeted Flooring, White baseboard trim, gypsum painted wall
Equipment / Furniture:	Security lights, Exit signage, security cameras / CCTV, thermostats, computers, desks, white boards, Personal items
Observations:	• Planners meet with 15-20 visitors a week on an appointment-basis. • HR offices have special locks to protect employee information.
Proposal:	• Eliminate all offices from the existing building except those for direct management of warehouse staff and operations. • Relocate offices to new administration locations.

ii. Server Room

Room / Area Number:	102
Location:	Northern side, by HR on east side of entrance hallway
Function / Purpose:	Server housing for data storage
Occupants:	IT Workers
Finishes:	8' high dropped ceiling, painted gypsum walls, square carpeted floors
Equipment / Furniture:	Servers and related equipment
Observations:	• Previously an office that has since been retro-fitted.
Proposal:	• Eliminate server room from the existing building. • Relocate server room to be closer to other administration locations.

iii. Breakroom

Room / Area Number:	103
Location:	Northern side
Function / Purpose:	Breakroom for employees, R&R, meal preparation
Occupants:	Office workers, administration workers, warehouse workers
Finishes:	8' high gypsum ceiling, painted gypsum walls, metal flooring
Equipment / Furniture:	Stove, fridge, microwave, kitchen counters, coffee machine, notice board, copy machine, kitchen cabinets
Observations:	• No Fire Extinguisher. • Office equipment (copy machine) located inside the break room.
Proposal:	• Keep the breakroom for warehouse staff, update finishes.

iv. Bathrooms

Room / Area Number:	104
Location:	Northern side
Function / Purpose:	Restrooms
Occupants:	Office workers, administration workers, warehouse workers
Finishes:	8' high gypsum ceiling, painted gypsum walls, tiled floors
Equipment / Furniture:	Toilets, urinals, mirrors, soap dispensers, paper towel dispensers, sinks, cabinets,
Observations:	• Large handicap stalls are not ADA compliant, but can be remodeled to comply with ADA code requirements.
Proposal:	• Keep the breakroom bathrooms for warehouse staff. • Capture adjoining space near the large stalls to satisfy code requirements of ADA bathroom sizing regulations and install grab bar locations as necessary.

v. Conference Room

Room / Area Number:	105
Location:	Southern side
Function / Purpose:	Conference calls, team meetings
Occupants:	Office and administration workers
Finishes:	8' high gypsum ceiling, painted gypsum walls, carpeted flooring
Equipment / Furniture:	Office chairs, conference table, projector, phones, whiteboards, cabinet storage
Observations:	• Used quite a bit. • While it is still functional, it is too small for conferences.
Proposal:	• Eliminate the conference room from the existing building. • Relocate conference room to new administration locations, preferably where there is more space.

vi. Dispatch

Room / Area Number:	106
Location:	Eastern side
Function / Purpose:	Receive and coordinate dispatch requests
Occupants:	Primary dispatchers
Finishes:	8' high gypsum ceiling, painted gypsum walls, carpeted flooring
Equipment / Furniture:	Phones, computers, office chairs, maps, documents
Observations:	• During high dispatch volume times, or when the primary dispatch is unavailable, a secondary dispatcher, located in the back cubicles, will handle dispatch requests.
Proposal:	• Eliminate the dispatch room from the existing building. • Relocate dispatch room to new administration locations.

vii. Back Offices and Cubicles

Room / Area Number:	107
Location:	Southern side by the warehouse
Function / Purpose:	Office space for the attorney, the data analyst, and the secondary dispatchers
Occupants:	Office and administration workers, data analysts, secondary dispatchers, attorneys
Finishes:	8' high gypsum ceiling, painted gypsum walls, carpeted flooring
Equipment / Furniture:	Legal documents, computers, office chairs, tables, cubicles, cabinets,
Observations:	• Law office is used 1-2 times a week, includes special locks to protect confidential information. • Data analyst and secondary dispatchers share cubicle space • Some gypsum has been removed from the walls -- exposing wood studs and wiring.
Proposal:	• Eliminate the back offices from the existing building. • Relocate back offices and cubicles to new administration locations.

viii. Warehouse

Room / Area Number:	108
Location:	Southern side
Function / Purpose:	Storage, maintenance
Occupants:	Warehouse workers
Finishes:	Concrete floors, insulated metal framing
Equipment / Furniture:	Warehouse supplies, forklifts, ladders, PCB transformers, tools, LED lights, storage racks
Observations:	• Warehouse space has been diminishing due to repurposing of space for offices during growth. • New heaters were installed a few years ago and insulation is good. • Concrete floors are in good condition, just need a power wash and a fresh epoxy finish.
Proposal:	• Keep and expand the warehouse by reclaiming space currently being used by administration and office workers on the north side of the building.

ix. PCB Containment Area

Room / Area Number:	109
Location:	Southwestern side
Function / Purpose:	PCB Transformers storage and containment
Occupants:	Warehouse workers
Finishes:	Concrete floors, insulated metal framing, plywood, ribbed metal siding
Equipment / Furniture:	PCB transformers, storage racks
Observations:	• PCB transformers are tested for high amounts of PCB (polychlorinated biphenyls) and bagged. • Transformers that fail the test (low PCB) are stored until enough have accumulated for environmental services to transport them to be recycled. Transformers that pass the test (high PCB) are immediately reported to environmental services (usually happens to older transformers, but is a rare occurrence).
Proposal:	• Keep and remodel PCB Containment Area to be a cleaner, less cluttered area to eliminate hazards of working with PCB transformers while in this space.

III. Building Analysis

SWOT ANALYSIS

STRENGTHS	WEAKNESSES

• [General]
  ○ Metal framing and building architecture are in great condition.
• [Offices]
  ○ Big expansion for administration and office worker roles.
• [Warehouse]
  ○ Insulation is in great condition.
  ○ New heaters.
	• [General]
	  ○ Valuable warehouse space is being repurposed into administration offices.
	• [Offices]
	  ○ Due to expansion of offices on a case-by-case basis, redundant heating and air systems are prevelent.
	• [Break Room]
	  ○ Break room space is being occupied by office equipment.
	• [Bathrooms]
	  ○ Bathrooms are not ADA compliant due to size requirements and grab bar locations.
	• [Warehouse]
	  ○ Valuable warehouse space is being repurposed into administration offices.
	• [PCB Containment Area]
	  ○ PCB Containment Area is unnecessarily cluttered and poses hazards to warehouse workers working in the vicinity.

OPPORTUNITIES	**THREATS**

• [General]
  ○ Opportunity to reclaim warehouse space and create a proper office space for administration and office workers.
• [Bathrooms]
  ○ Can be remodeled into ADA compliance by capturing adjoining spaces by the large stalls and installing grab bars in proper locations.
• [Conference Room]
  ○ Can be expanded by taking over adjoining spaces.
• [Warehouse]
  ○ Concrete flooring is in good condition and can be refurbished by a simple power wash and a fresh layer of epoxy.
	• [General]
	  ○ Other power company warehouse spaces contain only break rooms, bathrooms, and minimal office spaces for warehouse managers, with the majority of the space being dedicated to warehouse operations.
	• [Disaster]
	  ○ LOW TO MODERATE - Due to the building's structure and equipment, if impacted by a natural or man-made disaster, emergency operations will be hampered. In the event of an EMP, computer and dispatch systems would be disrupted.
	• [Break Room]
	  ○ Fire safety violations, mainly due to lack of proper fire extinguisher placement.
	• [Bathrooms]
	  ○ Bathrooms are not ADA compliant due to size requirements and failure of proper grab bar locations.

IV. Building Summary

On a recent visit to the Operations Center, we found a metal framed building structure being utilized as a mixed purpose building with warehouse and office spaces. The architectural and structural integrity of the building was in great condition and recent remodels to the roofing and heaters add to the value of the building. However, a trend of repurposing valuable warehouse space into office work space was noticeable and being done on a case-by-case basis without thought into future expansions. The growth of administration and office spaces isn't in itself negative, but the function of the warehouse is steadily decreasing in efficiency due to the cannibalization of their previous space. With this in mind, we would recommend:

- All office spaces located in the north side of the building are removed with the exception of a break room, bathrooms, and an office for direct warehouse operations managerial staff.
- Relocate office and administration staff above to a new location.
- The bathrooms are expanded and retrofitted into ADA compliance.
- Warehouse space be expanded to reclaim the current, non-critical, office spaces.

POWER PLANT #1 - SOUTHERN POWER PLANT

I. General Building Information

Number:	2
Location:	Southwest of plot
Stories:	One
Square Footage:	3,533 sq. ft.
Age / History:	~1986 (34 years old)
Architecture:	• CMU w/ metal framing • CMU and metal ribbed siding • Concrete slab flooring • Metal roofing
Functions / Purpose:	Power plant, general technical operations
Occupants	Power plant workers
Observations:	• Architecture of the building is in generally good condition. • Currently, the power generators in this power plant are operated on an "as needed" basis during peak usage hours. Power can be expanded by installing an additional generator into the fourth generator bay. • There is a lack of fire suppression assemblies within this building.

II. Room and Area Analysis

i. Maintenance and Workshop Room

Room / Area Number:	201
Location:	East side
Function / Purpose:	Maintenance, mechanical and plumbing operations.
Occupants:	Power plant operators, generator technicians
Finishes:	CMU, exposed insulated metal roofing, concrete floor
Equipment / Furniture:	Engine oil tank w/ plumbing outlets, water cleaner and purifier, heaters, fluorescent lights, tools and hardware, pumps, electrical junction boxes, HVAC
Observations:	• Engine oil tank is directly plumbed into engines.
Proposal:	• Keep and expand in the future as necessary.

ii. Generator Bay

Room / Area Number:	202
Location:	Center of building
Function / Purpose:	Bay to house generators for power production
Occupants:	Power plant operators, generator technicians
Finishes:	CMU, exposed insulated metal roofing, concrete floor
Equipment / Furniture:	(1) 1.8MW generator, (2) 1.3MW generator, oxygen catalysts, CO scrubbers, fluorescent light fixtures, HVAC, emergency hand and eye wash station, general plumbing and electrical work
Observations:	• Generator bay has an empty space available for a fourth generator as needed in the future. • Minimal fire suppression methods within the current building. There are plans in the future to provide a nitrogen gas fire suppression system. • Power plant #1 generators operate on an "as needed" basis. All three generators typically run during peak hours between 5pm and 8pm. Power plant #1 generators average 2,000 hrs of use every year.
Proposal:	• Acquire a fourth generator when future needs demands it. • Install nitrogen or carbon-dioxide based fire suppression system as soon as possible to prevent fire hazards.

iii. Generator Technician's Office

Room / Area Number:	203
Location:	West side
Function / Purpose:	Generator operations, technician office, recreational room
Occupants:	Power plant workers, generator technicians
Finishes:	CMU, 8' high dropped ceiling tiles, carpet flooring
Equipment / Furniture:	Generator and power plant output controls, workout and recreational equipment, desks, chairs, whiteboards, heaters, personal effects, HVAC, emergency hand and eye wash station, MSDS, documents
Observations:	• During peak hours, the generator technician's office would be very loud and uncomfortable.
Proposal:	• Relocate generator technician's office to a better location away from the generator bay, but close enough to still supervise the power plant, or retrofit current generator technician's office to include noise dampening measures and more organizational space.

III. Building Analysis

SWOT ANALYSIS

STRENGTHS	WEAKNESSES

• [General]
  ○ Architecture and structure of the building is in generally good condition.
• [Generator Bay]
  ○ Additional bay open for future power generation expansion.
  ○ Generators, while a little older, are run for fewer hours compared to other generators on the site, prolonging their lifespan.
• [Technician's Office]
  ○ Generator technician is located close-by in case of emergency or immediate attention needed for the generators.
	• [General]
	  ○ Smaller than the other two power plants located on campus.
	  ○ Minimal to no fire suppression systems are found within the building.
	• [Technician's Office]
	  ○ Due to proximity to the generator bay, the technician's office is often unclean and noisy during peak hours.

OPPORTUNITIES	**THREATS**

• [Generator Bay]
  ○ Expand power generation in the future as the need arises.
	• [General]
	  ○ Minimal to no fire suppression methods located within the power plant introduces numerous health and safe risks, as well as code violations which could impact productivity.
	• [Disaster]
	  ○ MODERATE - Due to the building's structure and equipment, if impacted by a natural or man-made disaster, emergency operations will be impacted. In the event of an EMP, all electronic equipment would be disrupted or damaged.

IV. Building Summary

On our visit to the Southern Power Plant during a recent visit, we found a CMU and metal framed building structure housing power generators, workspaces, and an office for a generator technician. The architectural and structural integrity of the building was in good condition given its age. In addition, generators housed in the Southern Power Plant are run on an "as needed" basis, prolonging their lifespan and there is unused generator space ready to be utilized when the need arises. It should be noted, however, that the working conditions in the generator technician's office are not ideal. Importantly, there are currently minimal to no fire suppression measures in place to protect the structure, assets, and personnel within the building in case of a fire. With this in mind, we would recommend the following:

- Fire suppression measures, such as industrial scale nitrogen gas or carbon dioxide gas systems, should be implemented as soon as possible to mitigate possible hazards in the future.
- Relocate and /or retrofit the offices of generator technicians to a cleaner, quieter working space on the campus, while maintaining sufficient proximity to respond to technical issues.

POWER PLANT #2 - RAY FARRELL POWER PLANT

I. General Building Information

Number:	3
Location:	Southwestern side, directly south of the Operations Center
Stories:	One
Square Footage:	4,156 sq. ft.
Age / History:	~1991 (29 years old)
Architecture:	• Wood framed structure • Metal ribbed siding • Concrete slab flooring • Metal roofing, redone in 2010
Functions / Purpose:	Power Plant, general technical operations
Occupants	Power plant workers, generator technicians
Observations:	• Roofing redone in 2010 and looks to be in great condition. • Architectural and structural elements look to be in good condition.

II. Room and Area Analysis

i. Generator Bay

Room / Area Number:	301
Location:	N/A
Function / Purpose:	Bay to house generators for power production
Occupants:	Power plant workers, generator technicians
Finishes:	Gypsum wall finish, concrete flooring, insulated exposed metal roofing and structural elements.
Equipment / Furniture:	(2) 750kW natural gas generator, (2) 1.8MW natural gas generator, engine oil tank w/ direct plumbing outlets, oxygen catalysts, CO scrubbers, fluorescent light fixtures, fire extinguishers, HVAC systems, emergency hand and eye wash station, general plumbing and electrical work
Observations:	• All generators present in this building utilize natural gas. • Minimal fire suppression methods within the current building. There are plans in the future to provide a nitrogen gas fire suppression system. • Attic space above the eastern part of the generator bay.

III. Building Analysis

SWOT ANALYSIS

STRENGTHS	WEAKNESSES

• [General]
  ○ The architecture and structure of the building look to be in good condition.
  ○ Roofing was completely redone only 10 years ago.
	• [General]
	  ○ Minimal to no fire suppression systems are found within the building.

OPPORTUNITIES	**THREATS**

• [General]
  ○ Attic space can be utilized for additional equipment operations or item storage.
	• [General]
	  ○ Minimal to no fire suppression methods located within the power plant introduces numerous health and safe risks, as well as code violations which could impact productivity.
	• [Disaster]
	  ○ MODERATE - Due to the building's structure and equipment, if impacted by a natural or man-made disaster, emergency operations will be impacted. In the event of an EMP, all electronic equipment would be disrupted or damaged.

IV. Building Summary

On our visit to the Ray Farrell Power Plant during a recent visit, we found a wood framed building structure housing power generators with good architectural and structural integrity. However, there are currently minimal to no fire suppression measures currently in place to protect the structure, assets, and personnel within the building in case of a fire. With this in mind, we would recommend:

- Fire suppression measures, such as industrial scale nitrogen gas or carbon dioxide gas systems, should be implemented as soon as possible to mitigate possible hazards in the future.

POWER PLANT #3 - CENTRAL POWER PLANT

I. General Building Information

Number:	4
Location:	Center of the site
Stories:	One
Square Footage:	6,437 sq. ft.
Age / History:	~2005 (15 years old)
Architecture:	• Metal framing • Metal ribbed siding • Concrete slab flooring • Metal roofing
Functions / Purpose:	Power Plant, general technical operations
Occupants	Power plant workers, generator technicians
Observations:	• Architecture and structural elements of the building are in great condition. • Currently, the power generators in this power plant are the newest and most efficient generators on the campus. Power operations can be significantly expanded by installing additional generators into the fourth, fifth, and sixth bays.

II. Room and Area Analysis

i. Observation Room

Room / Area Number:	401
Location:	West side
Function / Purpose:	Control and monitoring, observation of generators,
Occupants:	Office and Administration Workers, Planners, Assistant Planners, Operation Manager, HR Manager, VIsitors
Finishes:	Gypsum wall finish, concrete flooring, ~15' high dropped ceiling tiles
Equipment / Furniture:	Generator and power plant output controls and monitoring devices, desks, fluorescent light fixtures, HVAC systems, general electrical wiring, documents
Observations:	• Observation windows are located on the east side of the room overseeing the generator bay. • A few ceiling tiles are missing and a few have acquired some water damage.
Proposal:	• Install missing ceiling tiles and replace damaged ceiling tiles.

ii. Generator Bay

Room / Area Number:	402
Location:	Center of building
Function / Purpose:	Bay to house generators for power production
Occupants:	Power plant workers, generator technicians
Finishes:	Concrete floors, exposed insulated metal roofing, walls with metal ribbed siding
Equipment / Furniture:	(1) 2MW generator, (1) 2.2MW generator, (1) 2.5MW generator, oxygen catalysts, CO scrubbers, carts, ladders, HVAC, emergency hand and eye wash stations, fans, chairs
Observations:	• Generator bay has 3 empty spaces available for generators as needed in the future. • This generator bay houses the newest, most efficient generators on site. • Power plant #3 generators average 5,000 hrs of use every year.

III. Building Analysis

SWOT ANALYSIS

STRENGTHS	WEAKNESSES

• [General]
  ○ Building architecture and structure are new and in great condition.
• [Generator Bay]
  ○ Clean and well organized.
  ○ Future proofed with empty bays open for additional generators in the future.
	• [General]
	  ○ Partial water damage in the observation and control room above sensitive equipment.

OPPORTUNITIES	**THREATS**

• [Generator Bay]
  ○ Expand power generation in the future as the need arises.
	• [Disaster]
	  ○ MODERATE - Due to the building's structure and equipment, if impacted by a natural or man-made disaster, emergency operations will be impacted. In the event of an EMP, all electronic equipment would be disrupted or damaged.

IV. Building Summary

On our visit to the Central Power Plant during a recent visit, we found a metal framed building structure housing power generators with good architectural and structural integrity. The operations within this building are in generally great condition, however, some ceiling tiles in the observation room are missing or have water damage. As these ceiling tiles are located directly above sensitive electrical equipment, we would recommend the following:

- Replace missing and damaged ceiling tiles in the observation room and monitor for future damage.

SUBSTATION AND TECHNICAL SERVICES SHOP

I. General Building Information

Number:	5
Location:	Southeast of plot
Stories:	Two
Square Footage:	8,343 sq. ft.
Age / History:	~2012 (8 years old)
Architecture:	• Steel framed building • Metal ribbed siding • Concrete slab flooring • Metal roofing
Functions / Purpose:	Vehicle maintenance, equipment maintenance, metering servicing, capacitor servicing, substation documentation, substation management
Occupants	Mechanics, substation manager, technicians, FAA drone pilots
Observations:	• The building is very new and all architectural and structural elements are in great condition. • This building contains a lot of bathrooms to meet personnel and code requirements.

II. Room and Area Analysis

i. Service Bays

Room / Area Number:	501
Location:	Ground level - east side of building
Function / Purpose:	Metering services, vehicle maintenance, equipment maintenance
Occupants:	Technicians, mechanics
Finishes:	Exposed metal framing and roofing with insulation, concrete floors, plywood finishes on bay separators and interior office and bathroom spaces
Equipment / Furniture:	Metal storage shelves, LED lights, heaters, electric meters, tools and hardware, workbenches, chairs, emergency wash stations, HVAC, first aid station
Observations:	• Vehicle maintenance could be easier with truck lifts • Bays also serve as parking for larger vehicles. Occasionally, large equipment is brought in for welding and maintenance. Brought in through large overhead doors. • Metering technicians spend time at the meter and capacitor workbench maintaining and programming them for better power factors • Some supplies are left on the floor due to limited storage capacity. Employees mention the need for more clean, organized storage and working space.
Proposal:	• If possible, install truck lifts for mechanics to more easily maintain vehicles. • Construct a larger, more organized working space for meter servicing, capacitor servicing, and general supply storage.

ii. Substation Bay Offices and Bathrooms

Room / Area Number:	502
Location:	Ground level - east side of building
Function / Purpose:	Office space for mechanics and technicians, bathrooms
Occupants:	Technicians, mechanics
Finishes:	Gypsum wall finish, 8' high gypsum ceiling finish, concrete flooring
Equipment / Furniture:	Offices - chairs, desks, AC units, phones, personal effects Bathroom - toilets, sinks, soap dispensers, cleaning supplies,
Observations:	• Bathrooms look to be ADA compliant • There are a lot of bathrooms located within this building to comply with code and personnel requirements. • Offices are pretty basic, probably serving more as a short resting area for the mechanics and document storage than anything else.

iii. Substation Lower Offices and Bathrooms

Room / Area Number:	503
Location:	Ground level - west side of building
Function / Purpose:	Document storage, cubicle space for substation workers
Occupants:	Substation workers
Finishes:	Gypsum wall finish, 8' high gypsum ceiling finish, carpeted, bathroom floors are tiled
Equipment / Furniture:	Offices - desks, chairs, cubicles, documents, storage, cabinets, personal, effects Bathrooms - toilets, sinks, soap dispensers, grab bars, mirror
Observations:	• Bathrooms look to be ADA compliant • Substation workers leave a messy office environment. • Low levels of organization. • Two bathrooms are present, one mens' and one womens'. However, there is a lack of female personnel in this office space.
Proposal:	• Resign bathrooms as gender neutral. • General clean up and install better organizational storage for technical documents.

iv. Upper Level

Room / Area Number:	504
Location:	Upper level
Function / Purpose:	Training, breakroom, office space, drone storage
Occupants:	Substation workers, substation manager, FAA drone pilots
Finishes:	Office and Breakroom - gypsum wall finish, carpeted flooring, dropped ceiling tiles Bathroom - gypsum wall finish, tiled flooring, dropped ceiling tiles Kitchen - gypsum wall finish, tiled flooring, dropped ceiling tiles
Equipment / Furniture:	Office and Breakroom - conference table, chairs, desks, projector and screen, computers, drones Bathroom - toilet, sink Kitchen - cabinets, fridge, garbage bins, microwave, first aid station, sink, coffee machine
Observations:	• Bathrooms are not ADA compliant, grab bars are missing. • Drones could use separate, dedicated storage for safe keeping • A little messy and disorganized.
Proposal:	• Make bathrooms ADA compliant, install necessary grab bars and expand bathroom size if necessary. • Create dedicated storage for drones and batteries.

III. Building Analysis

SWOT ANALYSIS

STRENGTHS	WEAKNESSES

• [General]
  ○ Building architecture and structure are new and in great condition
• [Service Bays and Bathrooms]
  ○ A lot of bathrooms to satisfy needs of personnel and code requirements.
  ○ Offices for mechanics to utilize during work.
	• [General]
	  ○ Lack of organized storage.
	• [Offices]
	  ○ Unorganized and messy.
	• [Upper Bathrooms]
	  ○ Bathrooms are not ADA compliant due to failure of proper grab bar locations and possible sizing requirements.

OPPORTUNITIES	**THREATS**

• [Service Bays]
  ○ Install truck lifts for mechanics to better service vehicles.
• [Upper Level]
  ○ Build dedicated storage for drones and related equipment.
	• [Disaster]
	  ○ LOW TO MODERATE - Due to the building's structure and equipment, if impacted by a natural or man-made disaster, emergency operations will be hampered. In the event of an EMP, metering and capacitor servicing will be impacted.
	• [Upper Bathrooms]
	  ○ Bathrooms are not ADA compliant due to failure of proper grab bar locations and possible sizing requirements.

IV. Building Summary

On our visit to the Substation and Technical Services Shop during a recent visit, we found a steel metal framed building structure. The building is new, being recently built in 2010 and houses maintenance and servicing operations, including metering services, capacitor services, and vehicle maintenance. While the building itself is in great condition, the workspaces often lack organized storage capacity and certain bathrooms within the building are not ADA compliant. Workflows of mechanics can also be optimized by installing truck lifts to speed up maintenance of vehicles. With this in mind, we would recommend the following:

- Install more organized storage solutions for workers to utilize.
- If possible, install truck lifts for mechanics to better service vehicles.
- Create organized, clean working spaces with plenty of storage for personnel to utilize.
- Rework upper level bathrooms to be ADA compliant by installing proper grab bars and expanding bathroom space if necessary for size requirements.

POWER LINE SHOP

I. General Building Information

Number:	6
Location:	Northeast of plot
Stories:	One
Square Footage:	6,500 sq. ft.
Age / History:	~1975 (45 years old)
Architecture:	• Steel metal framing • Metal ribbed siding • Concrete slab flooring • Metal roofing
Functions / Purpose:	Power line training, maintenance, servicing
Occupants	Power line workers, trainees, electricians, servicers
Observations:	• Architecture and structural elements of the building are in poor condition. • Majority of spaces are dirty, dimly lit, and worn-out. The breakroom and bathrooms are in especially poor condition and are a huge detriment to morale. • Roofing is in poor condition, and is scheduled to be redone within 5 years.

II. Room and Area Analysis

i. Power Line Shop and Training Area

Room / Area Number:	601
Location:	West side
Function / Purpose:	Worker dispatch, training, maintenance
Occupants:	Power line workers, trainees, electricians, servicers
Finishes:	Exposed steel metal framing and roofing with insulation, concrete flooring
Equipment / Furniture:	Service and dispatch vehicles, training power lines, metal racks, fluorescent lights, equipment storage
Observations:	• Outgrown space - limited working space available. • Practice lines are few and doesn't allow many opportunities for training in teams. • Roof is listed to be redone soon (within next 5 years).
Proposal:	• Remove this area and relocate it to a new space for with greater size and scope than currently present. • Include more practice lines for individual and team training.

ii. Meeting Area

Room / Area Number:	602
Location:	East side
Function / Purpose:	Meeting area
Occupants:	Power line workers, trainees, electricians, servicers
Finishes:	Mixed plywood and exposed insulated metal wall, exposed insulated metal roofing, concrete flooring
Equipment / Furniture:	Ceiling fans, fluorescent lights, table, chairs
Observations:	• Dimly light. • Not well furnished and not practical to hold meetings.
Proposal:	• Remove this area and relocate functions to a new facility with better equipment and a cleaner environment.

iii. Breakroom

Room / Area Number:	603
Location:	Northeast side
Function / Purpose:	Breakroom
Occupants:	Power line workers, trainees, electricians, servicers
Finishes:	Gypsum wall finish, 8' high gypsum ceiling finish, metal flooring
Equipment / Furniture:	TV, fridge, microwave, cabinets, trash bins, tables, chairs, bookcases, lockers
Observations:	• Very dirty and run down. • There are not enough lockers for every employee, so they have to share or find somewhere else to place their items. • Scores the lowest on the employee surveys and is a big drain on morale.
Proposal:	• Remove this area and relocate functions to a new facility with better equipment and a cleaner environment.

iv. Bathrooms

Room / Area Number:	604
Location:	Northeast side
Function / Purpose:	Bathroom
Occupants:	Power line workers, trainees, electricians, servicers
Finishes:	Gypsum wall finish, 8' high gypsum ceiling finish, polyvinyl flooring
Equipment / Furniture:	Shower, toilet, sink, urinal, soap dispenser, hygiene items, cleaning items
Observations:	• All fixtures, furniture, and equipment are very dirty and used. • No proper storage for hygiene or cleaning items, so they are scattered across the bathroom. • Scores the lowest on the employee surveys and is a big drain on morale.
Proposal:	• Remove this area and relocate functions to a new facility with better equipment and a cleaner environment.

III. Building Analysis

SWOT ANALYSIS

STRENGTHS	WEAKNESSES

• [General]
  ○ None.
	• [General]
	  ○ The building is old and in poor architectural condition.
	  ○ The majority of spaces within the building are dirty, old, dimly lit, and worn-out.
	• [Meeting Area]
	  ○ Devoid of necessary equipment and furnishings to hold productive meetings.
	• [Breakroom]
	  ○ Scores the lowest on employee satisfaction surveys and is a drain on morale for hard-working men and women.
	  ○ Insufficient number of lockers for personnel, forcing them to double-up or to clutter up other spaces with their personal items.
	• [Bathroom]
	  ○ Dirty and does not include storage for personal hygiene products, thus scattering them about the space.
	  ○ Dimly lit.

OPPORTUNITIES	**THREATS**

• [General]
  ○ There is an opportunity to scrap or completely remodel the building now before the roof is redone, pushing the issue further down the timeline.
	• [General]
	  ○ Lowers morale and does not encourage personnel to rest.
	  ○ Lack of proper storage incentivizes the cluttering up spaces that need to be kept clear for their functions.
	• [Disaster]
	  ○ HIGH - Due to the building's structure and equipment, if impacted by a natural or man-made disaster, emergency operations will be impaired or non functioning. In the event of an EMP, electronic equipment will be disrupted. In the event of an earthquake with magnitude 6 or greater, the building is at high risk of major damage or collapse.
	• [Breakroom and Bathrooms]
	  ○ Dirty environment makes it susceptible to infestations of insects and vermin.

IV. Building Summary

On our visit to the Power Line Shop during a recent visit, we found an older steel metal framed building structure with poor architectural elements. The primary issues surrounding this building are its age and condition. While the building is older, the larger issue is that facilities are poorly maintained, lack storage for employees and equipment, and are too cramped for needed training due to growth. Given the age and condition of the building, we would recommend the following:

- The power line shop is torn down and turned into needed laydown area.
- A new facility be constructed for the powerline shop with the needed storage, training areas, and quality breakrooms and bathrooms for personnel.

EAST WAREHOUSE

I. General Building Information

Number:	7
Location:	East of plot
Stories:	One
Square Footage:	4,194 sq. ft.
Age / History:	~1970 (50 years old), built on the foundation of the old pea cannery when it burned down
Architecture:	• Wood framed building • Metal ribbed siding • Concrete slab flooring • Metal roofing • No foundation footing is located on the east side of the building
Functions / Purpose:	Miscellaneous storage
Occupants	General workers
Observations:	• The warehouse is filled with miscellaneous items that workers couldn't or didn't want to find a place for. • The building has no insulation or heating equipment, making it ill-suited for temperature sensitive items that might be stored there. • With no foundation footing on the east side, the building is a seismic hazard and endangers all personnel who go in there as well as the item stored in there.

II. Building Analysis

SWOT ANALYSIS

STRENGTHS	WEAKNESSES

• [General]
  ○ Useful for miscellaneous storage.
	• [General]
	  ○ Due to the lack of proper structural foundation work, it poses a significant and immediate safety risk for all personnel that utilize this space.

OPPORTUNITIES	**THREATS**

• [General]
  ○ The space that this building occupies would be a great location for laydown.
	• [General]
	  ○ The lack of structural elements are a violation of building, health, and safety codes.
	• [Disaster]
	  ○ SEVERE - Due to the building's structure and equipment, if impacted by a natural or man-made disaster, building operations will be permanently suspended. In the event of an earthquake with magnitude 6 or greater, the building will be destroyed along with any equipment it was housing.

III. Building Summary

With the above in mind, we would recommend:

- The Eastern Warehouse be immediately torn down and repurposed into laydown area.

MISCELLANEOUS SITE LOCATIONS

I. Site Analysis

i. Operations Center Laydown Area

Area Number:	801
Location:	East side, located by the operations center
Function / Purpose:	Outdoor storage area of equipment and supplies
Equipment:	Transformers and other equipment and supplies
Observations:	• Laydown Area is in short supply due to company growth. • Equipment has around a 6 week turnover period, so supplies do not stay in the laydown area for long.
Proposal:	• If any building spaces are to be removed soon and new facilities constructed, new prime laydown area could be sectioned off. This would alleviate a shortage of space caused by growth of operations.

ii. Diesel Tanks

Area Number:	802
Location:	South side, located between the Southern Power Plant and the Substation and Technical Services Shop
Function / Purpose:	Storage of diesel used in emergency diesel generators
Equipment:	(2) 15,000 gallon storage tanks, concrete secondary enclosure - located above ground
Observations:	• Redundant storage of diesel in case of with the tanks (primary self containment) and the concrete enclosure (secondary self containment). • Currently, there are no diesel generators on this property, but diesel is kept for emergency purposes. • There is an agreement with a field supplier to rotate out old diesel fuel for new diesel to prevent it becoming too dirty.
Proposal:	• Maintain current status, expand diesel storage capacity as necessary in the future.

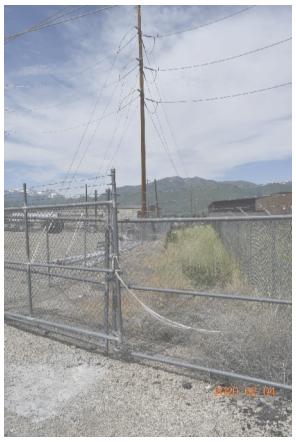
iii. High Pressure Gas Line

Area Number:	803
Location:	Southwest side, located east of the Southern Power Plant
Function / Purpose:	Supply natural gas lines across campus, reducing high pressure natural gas to lower pressures
Equipment:	Gas line
Observations:	• All generators currently on site run off of natural gas.
Proposal:	• Maintain current status, expand as necessary in the future.

iv. Power Plant Transformers

Area Number:	804
Location:	West side, located west of the Southern Power Plant
Function / Purpose:	Stepping down their dedicated power plant voltage
Equipment:	Three transformers, each with its own dedicated power plant, with two installed in 1980 and one installed recently. One de-energized transformer on standby for emergencies.
Observations:	• A transformer on this scale takes ~18 months to de-energize.
Proposal:	• Maintain current status, expand as necessary in the future.

v. West Trail and Acres



Area Number:	805
Location:	West side
Function / Purpose:	Access from Southfield park to east ballpark
Equipment:	N/A
Observations:	• Area dedicated for trail system connection.
Proposal:	• Expand the trail to the county complex.

vi. Urea Tanks

Area Number:	806
Location:	Center of campus, south of Central Power Plant
Function / Purpose:	Store and inject urea into diesel engines to eliminate NOx emissions.
Equipment:	Storage tanks
Observations:	• Urea injection is only useful for diesel engines, natural gas engines don't emit enough NOx emissions.
Proposal:	• Maintain current status, expand as necessary in the future.

vii. East Laydown Area

Area Number:	807
Location:	East side
Function / Purpose:	Outdoor storage area of equipment and supplies
Equipment:	Steel, timber, building supplies, miscellaneous equipment and supplies
Observations:	• Limited space to expand eastward without acquisition of additional land.
Proposal:	• Negotiate the purchase of the land east of the laydown area to expand needed laydown operations.

viii. Southeast Site Material Storage and Transport Area

Area Number:	808
Location:	Southwest side, located south of east laydown area
Function / Purpose:	Material storage and transport
Equipment / Materials:	Tractors, dumpsters, gravel, sand
Observations:	• Additional gravel and sand is often needed on transformer installation job sites, so workers bring extra for fill and cut landscaping.
Proposal:	• If land is acquired to the east, operations can be expanded.

ADDENDUM ANALYSIS

I. Executive Summary

After discussions with Heber Light & Power board members and employees, it was determined that further studies would need to be conducted to address observations and proposals in the previous building and site analysis report. Until operations could be expanded, current buildings would need to be remodeled to satisfy needs. Ultimately, the Operations Center, located on the north side of campus, was chosen to be the first to be updated because it houses critical operations, such as dispatch and warehouse storage. Other locations were determined to be impractical and expensive

A new analysis was performed on the Operations Center to see where improvements could be made. The analysis was conducted with four criteria in mind: efficiency of operations, safety, health/wellbeing, and accommodations/compliance. Using the analysis as a baseline, a conceptual floor plan of the Operations Center remodel was created along with its estimated cost.

II. Introduction and Purpose of Addendum

i. Introduction

The purpose of this building and site analysis addendum is to further discuss the needs and analysis of the Operations Center building located on the north side of the Heber Light and Power campus. This analysis was determined to be necessary after discussions with board members and employees at Heber Light and Power about the role the Operations Center would play in the future operations.

ii. Overview of History, Selection, and Scope

After the previous Building and Site Analysis report of the Heber Light and Power campus, discussions took place between Lythgoe Design Group, inc. and Heber Light and Power about how critical proposals and suggestions brought up in that report could be addressed. Of the different suggestions and proposals discussed, it was determined that, until a future expansion of the Heber Light and Power campus could be completed, different operations would need to be remodeled or improved. The operations needing improvement include improvement of office spaces, improvement of dispatch stations and offices, and relocation/improvement of board "war" rooms. However, the most important aspect of operations improvement was the better accommodations and work environment for employees, particularly those with disabilities.

There were a few buildings that were considered for remodeling to better improve the operations of Heber Light and Power. However, it was ultimately chosen that the Operations Center, located on the north side of campus, would be the primary target of improvement. This was considered after analyzing each building for their current purposes and ease of remodeling. The Substation and Technical Services Shop, located on the south side of campus, was also heavily considered. However, the Substation and Technical Services Shop was built without thought given to accessibility and remodeling the building to fit the purposes described above would be both impractical and expensive. The Substation and Technical Services Shop does not have adequate square footage to develop a breakroom, multiple offices, dispatch center, and war room. In addition, the Substation and Technical Services Shop would need to be remodeled on two levels, where expensive solutions would need to be taken for ADA compliance.

III. Operations Center Analysis

i. Overview of New Analysis

While the previous analysis provided broad insight into the overall design and quality of the Operations Center, this new analysis will focus more heavily on specifics and the satisfaction of certain criteria. The Operations Center was evaluated on the criteria of (I) Efficiency of Operation, (II) Safety, (III) Health and Wellbeing, and (IV) Accommodations and Compliance. These criteria were applied to each existing space/operation located within the Operations Center to see where improvement was needed. It is also of note that these criteria often influence one another, and a case can often be made that improvement to one will bring about improvement in all four.

ii. Entrance and Front Offices

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EFFICIENCY OF OPERATION

- No dedicated reception area
  - Visitors have no clear place to get information.
  - Visitors and even HL&P personnel will disturb the work of other personnel as they try and find someone with the information they need.
- No visual sightline to the north or east of the campus.
  - This makes it difficult to oversee and supervise operations.
- No dedicated waiting area
  - Visitors must stand and/or block lanes of traffic through the building when they enter.
- Insufficient lighting
  - HL&P personnel and visitors suffer from eye strain/fatigue when within the building for extended periods of time.
  - Eye strain and fatigue will affect work performance.

</td>
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SAFETY

- Egress issues
  - Southern egress travel ways must pass through warehouse space in order to exit the building.
  - Opens up concerns with compliance with fire and emergency safety codes.

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HEALTH AND WELLBEING

- Insufficient lighting
  - HL&P personnel and visitors suffer from eye strain/fatigue when within the building for extended periods of time.
- Outdated, lackluster, and unpleasant interior design
  - The comfortability of an employee's working space greatly influences their disposition, which, in turn, greatly influences their work performance.
  - Retention of employees is greatly dependent on how they feel about their working conditions. Poor working conditions will lead to greater loss of quality employees.

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ACCOMMODATIONS AND COMPLIANCE

- Many elements are not ADA compliant.
  - Parking spaces are not ADA compliant
  - Building walkup and entrance doors are not ADA compliant
  - Seating is not provided for disabled visitors
  - Non-ADA compliance has disastrous effects on operations.
  - Personnel and visitors who are disabled find it very difficult to navigate the building.
  - Personnel find it very difficult to perform their work.
  - Opens HL&P up to civil lawsuits.
- Egress issues
  - Southern egress travel ways must pass through warehouse space in order to exit the building.
  - Opens up concerns with compliance with fire and emergency safety codes.

</td>
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iii. Server Room

EFFICIENCY OF OPERATION	SAFETY
● Insufficient lighting ○ HL&P personnel and visitors suffer from eye strain/fatigue when within the building for extended periods of time. ○ Eye strain and fatigue will affect work performance. ● Inadequate organization ○ Locating equipment and supplies is made unnecessarily difficult, wasting time and leading to work inefficiency. ● Equipment is susceptible to damage in case of emergencies, such as earthquakes ○ Damaged equipment will hamper the ability of HL&P to respond in emergency situations.	● Higher voltage lines are used with server room equipment ○ Care must be taken to ensure that higher voltage lines are secure and safe, particularly during emergency operations.
HEALTH AND WELLBEING	**ACCOMMODATIONS AND COMPLIANCE**
● Insufficient lighting ○ HL&P personnel and visitors suffer from eye strain/fatigue when within the building for extended periods of time.	● ADA compliance issues ○ Server room has not been designed in a way for disabled IT personnel to work within the space. ○ Opens HL&P up to civil lawsuits.

iv. Breakroom

EFFICIENCY OF OPERATION	SAFETY
● Equipment, cabinets, and appliances are worn and outdated. ○ New, more efficient Energy Star appliances could be used instead.	● Bathrooms are directly accessible from breakroom ○ There might be health and safety concerns surrounding the proximity of these two spaces.
HEALTH AND WELLBEING	**ACCOMMODATIONS AND COMPLIANCE**
● Insufficient lighting ○ HL&P personnel and visitors suffer from eye strain/fatigue when within the building for extended periods of time. ● Outdated, lackluster, and unpleasant interior design ○ The comfortability of an employee's working space greatly influences their disposition, which, in turn, greatly influences their work performance. ○ Retention of employees is greatly dependent on how they feel about their working conditions. Poor working conditions will lead to greater loss of quality employees.	● Kitchen layout is not compliant with ADA standards ○ Personnel and visitors who are disabled find it very difficult to navigate the breakroom. ○ Cabinets, sinks, appliances, etc. should be updated to be more easily accessible and usable for those with disabilities.

v. Bathrooms

EFFICIENCY OF OPERATION	SAFETY
● Equipment and appliances are worn and outdated. ○ New, more efficient low-flow plumbing fixtures and appliances could be used instead.	● No immediate concerns
HEALTH AND WELLBEING	**ACCOMMODATIONS AND COMPLIANCE**
● No immediate concerns	● Bathroom is not compliant with ADA standards ○ Personnel and visitors who are disabled find it very difficult to navigate the bathroom. ○ Fixtures, Sinks, appliances, etc. should be updated to be more easily accessible and usable for those with disabilities according to ADA standards. ○ Opens HL&P up to civil lawsuits.

vi. Conference Room

EFFICIENCY OF OPERATION	SAFETY
● Personnel have mentioned that the conference room is not being utilized as it should be. ○ Larger conferences are taking place in other locations, often in places without disabled access. ○ Redundant conference room spaces should be consolidated into one large conference "war" room.	● No immediate concerns.
HEALTH AND WELLBEING	**ACCOMMODATIONS AND COMPLIANCE**
● Insufficient lighting ○ HL&P personnel and visitors suffer from eye strain/fatigue when within the building for extended periods of time. ● Outdated, lackluster, and unpleasant interior design ○ The comfortability of an employee's working space greatly influences their disposition, which, in turn, greatly influences their work performance. ○ Retention of employees is greatly dependent on how they feel about their working conditions. Poor working conditions will lead to greater loss of quality employees.	● Conference spaces should be consolidated to one location which is accessible to all.

vii. Dispatch

EFFICIENCY OF OPERATION	SAFETY

• Room is far too small for operation needs
  ○ Room is small and does not have enough organizational storage for operational needs
• The Dispatch room is missing necessary access and features to help their personnel
  ○ A localized break area, accessible without keying in, should be available
  ○ A localized bathroom should be readily available.
  ○ Windows and glass to better monitor operations on the campus
  ○ Equipment and room layout is not ergonomic
• Equipment is not properly secured in case of emergency / earthquake
  ○ Creates issues with operation in case of emergency.
	• Many operations on the HL&P rely on dispatchers to be on their "A" game. With current conditions, dispatchers are needlessly stressful working environments, posing a danger to other HL&P operations.

HEALTH AND WELLBEING	**ACCOMMODATIONS AND COMPLIANCE**

• Insufficient lighting
  ○ HL&P personnel and visitors suffer from eye strain/fatigue when within the building for extended periods of time.
• Outdated, lackluster, and unpleasant interior design
  ○ The comfortability of an employee's working space greatly influences their disposition, which, in turn, greatly influences their work performance.
  ○ Retention of employees is greatly dependent on how they feel about their working conditions. Poor working conditions will lead to greater loss of quality employees.
	• Dispatch is not ADA compliant
	  ○ Dispatch has not been designed in such a way for disabled operators to easily move and work within their environment.
	  ○ Too small and cramped to navigate

viii. Back Offices and Cubicles

EFFICIENCY OF OPERATION	SAFETY
• Better accommodations than most other areas.	• No immediate concerns.
HEALTH AND WELLBEING	**ACCOMMODATIONS AND COMPLIANCE**

• Insufficient lighting
  ○ HL&P personnel and visitors suffer from eye strain/fatigue when within the building for extended periods of time.
• Outdated, lackluster, and unpleasant interior design
  ○ The comfortability of an employee's working space greatly influences their disposition, which, in turn, greatly influences their work performance.
  ○ Retention of employees is greatly dependent on how they feel about their working conditions. Poor working conditions will lead to greater loss of quality employees.
	• There are certain equipment and spaces where disabled access is difficult.

ix. Warehouse

EFFICIENCY OF OPERATION	SAFETY

● Warehouse is overloaded to the point that storage needs to be done outside and in other locations.
● Lacks efficient work flow
  ○ Aisles are not aligned properly and jig-jog
● Insufficient lighting
● Surfaces need to be cleaned
  ○ Floors need to be resurfaced with epoxy coating.
● Sensitive equipment is being stored in old, dusty environments
● Racks are not secured in case of an emergency and/or earthquake.
	● Sensitive and dangerous equipment is being stored in old, dusty environments.

HEALTH AND WELLBEING	**ACCOMMODATIONS AND COMPLIANCE**
● Insufficient lighting ○ HL&P personnel and visitors suffer from eye strain/fatigue when within the building for extended periods of time.	● No immediate concerns.

x. PCB Containment Area

EFFICIENCY OF OPERATION	SAFETY
● As PCBs could be stored in other locations, the containment area is a wasted space that could be used for other purposes, such as offices.	● PCBs are located within a building that also houses offices and other human occupancy envelopes. ○ PCBs should be located in a different storage location.
HEALTH AND WELLBEING	**ACCOMMODATIONS AND COMPLIANCE**
● PCBs are located within a building that also houses offices and other human occupancy envelopes. ○ PCBs should be located in a different storage location.	● No immediate concerns.

IV. Operations Center Remodel

i. Remodel Overview

To begin the conceptual design of the Operations Center remodel, an existing floor plan of the building would need to be made first. Lythgoe Design Group, inc. field-measured the building and made details and notes of the existing structural members and design elements. After acquiring the measurements, a computer model was made to better understand and design using the building's spatial features. This computer model was used in meetings with management and different departments to discuss improvements in their operations. The following section contains a conceptual floor plan using Lythgoe Design Group, inc.'s needs analysis and the input of Heber Light and Power management and employees.

ii. Remodel Floor Plan and Technical Information

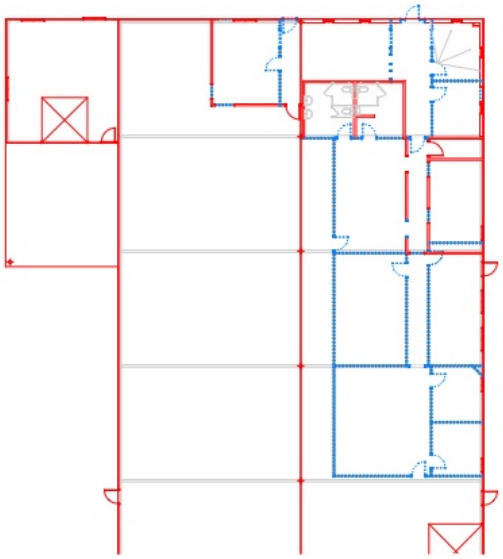

Figure A1. Conceptual Demo Floor Plan - Structures to remain highlighted red, structures to be demolished and removed highlighted in blue.

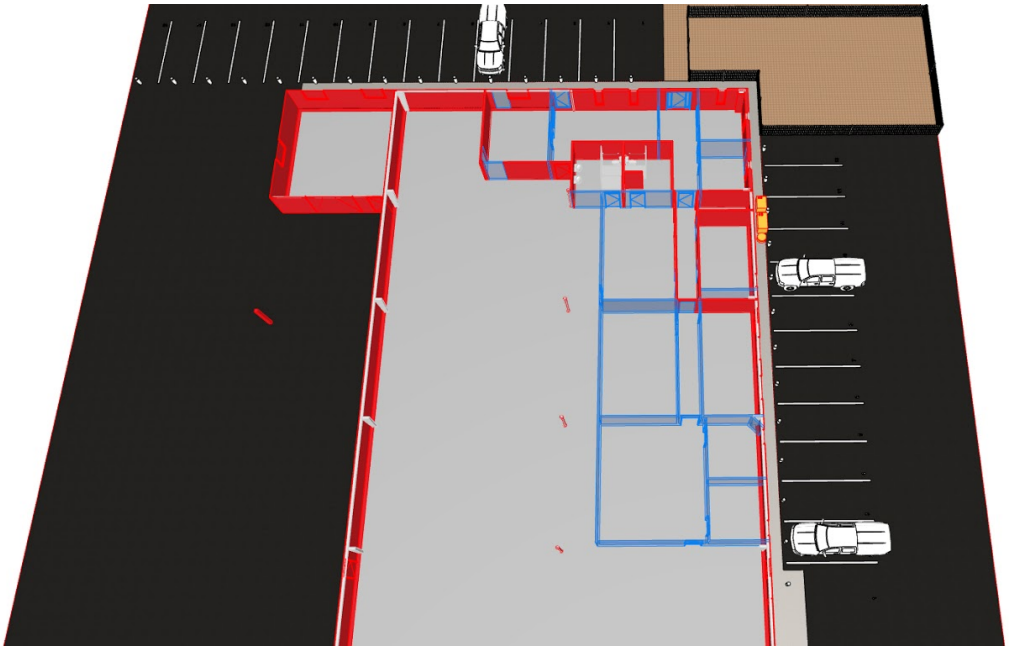

Figure A2. Demo Floor Plan 3D Perspective - Three dimensional view of Figure A1.

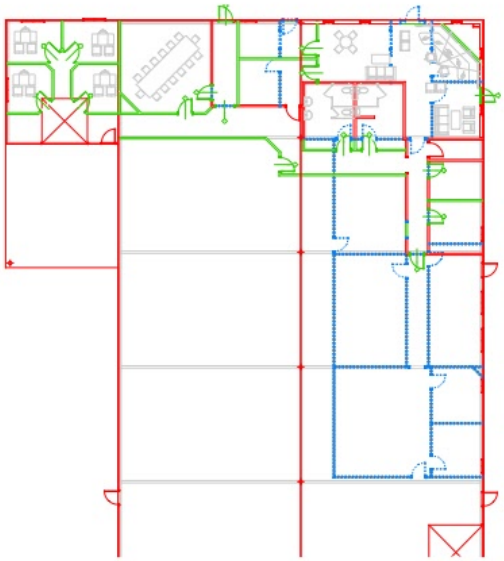

Figure A3. Conceptual Demo Floor Plan with New Structures - Structures to remain highlighted red, structures to be demolished highlighted blue, new structures highlighted green.

Figure A4. Demo Floor Plan with New Elements 3D Perspective - Three dimensional view of Figure A3.

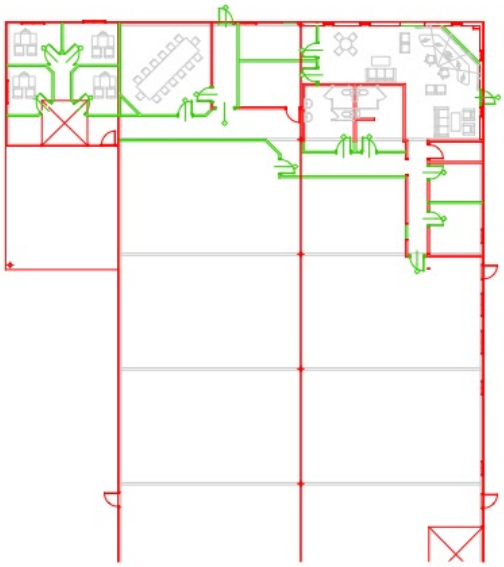

Figure A5. Conceptual New Floor Plan - Structures to remain highlighted in red, new structures highlighted in green.

Figure A6. New Floor Plan 3D Perspective - Three dimensional view of Figure A5.

iii. Cost Estimate

Based on the conceptual floor plan above, as well as input from Heber Light & Power personnel, the following is an estimated cost calculation of the proposed Operations Center remodel.

HL&P; Command Center (REMODEL) Estimated Cost Calculation

Function of Space	Square Footage (SF)	Price Per Square Foot ($ / SF)	Estimated Cost ($)
Entire building SF	12,750.00 SF	$0.00 / SF	$0.00
Demolition SF	5,200.00 SF	$15.00 / SF	$78,000.00
Remodel SF	3,340.00 SF	$110.00 / SF	$367,400.00
Contigency & soft costs	3,340.00 SF	$10.00 / SF	$33,400.00

TOTAL ESTIMATED COST	$478,800.00

Summary of Proposed Handbook Changes

DEFINITIONS

DEPARTMENT HEADS mean the General Manager and top line management level staff.~~, Substation Technical Services Manager, Distribution Operations Manager, Chief Financial Officer, and General Counsel~~.

SECTION 2 - Administration

Whistleblower Policy

It is the policy of the Company, with the support of all Employees, to adhere to all applicable federal, state and local laws and regulations.

Report Violations. If any Employee reasonably believes that some policy, practice, or activity of the Company, an Employee or a Board member is in violation of law or causes of any waste of public funds, property or manpower, the Employee should report it to his/her Immediate Supervisor, a Department Head, the General Counsel, the General Manager, or a Board member to allow the Company to investigate and take any necessary corrective action. Reportable issues include ethical violations, wrongful discharge, unsafe working conditions, internal controls, vandalism, theft, discrimination, substance abuse, fraud, bribery, conflict of interest, misuse of company property. To alleviate the hesitancy that an Employee may have in reporting violations, the Company encourages the Employee to report to the individual with whom the Employee is most comfortable. If an Employee wishes to remain anonymous, an Employee may report violations through the confidential reporting hotline provided by the Company's third-party vendor. Reports made through the confidential hotline go directly to the members of the Board Executive Committee. Regular business issues not rising to the level of violations should be discussed to the Employee's Supervisor, Human Resources, or the General Manager

No Retaliation. The Company shall not retaliate against an Employee who, in good faith, reports a possible violation or raises a complaint about some policy, practice, or activity of the Company, an Employee, or a Board member. This includes, but is not limited to, protection from retaliation in the form of an adverse employment action such as Termination, adverse compensation decisions, or poor work assignments. Any Employee who believes he/she is being retaliated against must contact his/her Immediate Supervisor, a Department Head, the General Counsel, the General Manager, or a Board member.

SECTION 7 – Benefits

Group Health Insurance

1. Group Health Insurance. The Company offers its Employees and their eligible dependents group medical, dental and vision insurance. The nature and extent of the coverage is set forth in the specific group health insurance policy or policies. The Company and the employee may share in the cost of the premium depending on the Employee's date of hire or the Employee's length of service with the Company.

2. Retirement Medical Benefits.

a. If an Employee in Good-Standing Retires with 25 years or more service to the Company, the Company shall provide medical, dental and vision insurance for the retiree, but not his/her spouse or dependent children. The insurance provided shall be the same insurance provided to current Employees, but only coverage for the retiree, and may be periodically changed as the insurance provided current Employees changes. The Company will pay the costs of the retiree's medical insurance for five years from the Employee's Retirement date, or until the retiree reaches his/her sixty-fifth birthday, whichever occurs first.

b. For Employees hired prior to July 1, 2011, an Employee who retires in Good Standing with 30 years or more service to the Company shall receive paid retiree medical insurance, as outlined above, for five years or until the retiree reaches age sixty-five, whichever occurs later. If an Employee reaches age 65 during the time that he/she qualifies for paid retiree medical insurance, the medical coverage provided to the Employee when the Employee reaches age 65 will be Supplemental Medicare insurance.

c. Regardless of the Employee's date of hire, an Employee, who Retires from the Company and subsequently obtains employment through another employer and receives medical benefits, or the equivalent of medical benefits, through that subsequent employer, will no longer be eligible for any medical benefits provided by the Company.

SECTION 8 – Paid Leave [Replace Maternity Leave with Parental Leave]

~~4. Maternity Leave.~~

~~a. The Company will provide a pregnant Employee with up to three (3) weeks of paid Maternity Leave due to the birth of a child.~~

~~b. Maternity Leave may be taken no sooner than three weeks prior to or no later than three weeks after the birth of the child.~~

~~c. The Employee may use other forms of leave for the birth of a child on the same basis for which that leave is provided for in this Handbook.~~

~~d. A pregnant Employee may continue working until such time as she can no longer satisfactorily perform her duties, or her physical condition is such that her attending physician deems continued employment to be hazardous to her health.~~

4. Parental Leave.

a. An Employee may take up to two weeks of paid parental leave immediately before or immediately after the birth or adoption of the Employee's child; and up to an additional week of paid parental leave for postpartum recovery if the Employee gave birth to the child. The Employee may use other forms of leave for the birth or adoption of a child on the same basis for which that leave is provided for in this Handbook.

b. The Employee shall give notice to their Supervisor at least 30 days before the day on which the employee plans to begin using parental leave and when the Employee plans to stop using parental leave. If circumstances beyond the Employee's control prevent giving advance notice, the Employee shall give notice as soon as practicable.

c. Parental leave shall run concurrently with any leave authorized under the Family and Medical leave Act of 1993, 29 U.S.C. Section 2601 et seq.

d. The amount of parental leave does not increase if an Employee has multiple children born from the same pregnancy or adopts multiple children.

SECTION 8 – Unpaid Leave

4. Family & Medical Leave Without Pay. The Company affords its Employees family medical leave guaranteed by federal law under the Family Medical Leave Act of 1993 (FMLA). Under this policy, eligible Employees will be granted up to 12 weeks of job protected unpaid leave (or up to 26 weeks in the case of a military caregiver) for qualified leave reasons, such as a serious health condition, birth, or adoption of a child, or to care of a family member with a serious health condition. FMLA leave will run concurrently with an Employee's accrued paid leave to cover some or all of the FMLA leave period. For more information on eligibility, qualified leave reasons, and notice requirements contact Human Resources or visit http://www.dol.gov/whd/regs/compliance/whdfs28.htm.

SECTION 10 – Employee Conduct

~~**Employee Appearance**~~

~~Employees' attire shall be appropriate for the environment within which they work.~~

General Appearance and Safety/FR Clothing

1. General Appearance.

a. The Company's clothing policy is designed to safely outfit Employees and provide a consistent professional appearance to customers, coworkers, and community. The goal is to always maintain a safe, positive, and professional appearance while avoiding the chance to offend customers or coworkers.

b. Employees must present a clean, professional appearance, and an Employee's attire must be appropriate for the environment within which they work. Employees are expected to be well-groomed and wear clean clothing, free of holes, tears, or other signs of wear. Clothing with offensive or inappropriate designs or stamps are not allowed. Clothing should not be too revealing. Clothing and grooming styles dictated by religion or ethnicity are exempt to the extent that they do not impede the safe completion of assigned work tasks.

2. Safety and FR Clothing.

a. Based on industry standards, Employees in safety-sensitive positions whose job duties require them to wear Fire-Retardant (FR) clothing and safety-toed shoes are expected to dress in FR attire and safety-toes shoes unless the day's tasks require otherwise.

b. The Company will provide appropriate FR clothing and footwear specified below:

- Shirts – five (5) per calendar year
- Pants – five (5) per calendar year

- Coat/coveralls - one per alternating year
- Hoodies, Jacket, Vest, or combination - pick two per year
- Safety toed work boot/ winter safety toed work boot – one per alternating year

c. The Company will purchase all FR and safety-toed footwear. **No reimbursements will be given for FR and safety-toed PPE.** Employees will requisition all clothing and footwear for the year and submit it to a Company assigned employee for approval during the last month of the year for use during the following year. The Company assigned employee will take delivery of requisitioned items and deliver them to the employee. Damaged or faulty PPE will be dealt with on an item-by-item basis throughout the year, and employees will be re-issued items found to be worthy of re-issuing.

d. Job specific arc rating FR body protection requirements for safety-sensitive positions are documented in the Flame Resistant Body Protection policy.

3. Violations. Department Heads or Supervisors shall inform Employees when they are violating the dress code. Employees in violation are expected to correct the issue immediately. This may include having to leave work to change clothes. Repeated or willful violations may result in disciplinary action being taken up to and including termination.

SECTION 17 – Occupational Health and Safety

Safety Clothing ~~**and Allowances**~~ (See Section 10)

~~Employees shall wear appropriate footwear and flame resistant/fire retardant clothing including full outer shell when required by Company policies and industry standards. The Company will provide field Employees with the required flame resistant/fire retardant clothing and/or a clothing allowance for the purchase of work-related clothing. Safety clothing must bear the Company logo if appropriate (i.e., shirts, coats, etc.).~~

HEBER LIGHT & POWER COMPANY

RESOLUTION 2021-06

RESOLUTION EXPRESSING OFFICIAL INTENT REGARDING CERTAIN CAPITAL EXPENDITURES TO BE REIMBURSED FROM PROCEEDS OF HEBER LIGHT & POWER COMPANY BONDS

WHEREAS Heber Light & Power Company (the *"*Issuer*"*) desires to undertake the improvements to the Issuer's power system and related facilities (the *"*Project*"*); and

WHEREAS the expenditures relating to the Project (the *"*Expenditures*"*) (i) have been paid from the Issuer's revenue fund (the *"*Fund*"*) within sixty days prior to the passage of this Resolution or (ii) will be paid from the Fund on or after the passage of this Resolution; and

WHEREAS the Issuer reasonably expects to reimburse the Expenditures from the proceeds of the Issuer's revenue bonds (collectively, the *"*Bonds*"*);

NOW THEREFORE BE IT AND IT IS HEREBY RESOLVED BY THE BOARD OF DIRECTORS OF HEBER LIGHT & POWER COMPANY AS FOLLOWS:

Section 1. For the purpose of satisfying certain requirements under the Internal Revenue Code of 1986, the Issuer reasonably expects to reimburse the Expenditures with the proceeds of the Bonds.

Section 2. The principal amount of the Bonds expected to be issued is not more than $9,000,000. The maximum principal amount of the Bonds is subject to change, depending upon the amount of grants and other funds that are available for the Projects.

Section 3. All actions of the officers, agents and employees of the Issuer that are in conformity with the purposes and intent of this Resolution, whether taken before or after the adoption hereof, are hereby ratified, confirmed and approved.

Section 4. This Resolution shall be effective immediately upon its approval and adoption.

APPROVED AND ADOPTED the 15th day of December 2021.

HEBER LIGHT & POWER COMPANY

_____

Kelleen Potter, Board Chair

Attest:

_____

Karly Schindler, Board Secretary

HEBER LIGHT & POWER COMPANY
BOARD RESOLUTION NO. 2021-07

RESOLUTION EXPRESSING SUPPORT FOR THE PROPOSED YELLOWSTONE PEAK GENERATION PLANT AND CLEAN ENERGY RESEARCH PARK

WHEREAS Heber Light & Power Company ("Company") is an energy services interlocal entity providing safe, reliable, and affordable electric service within the Company's service area.

WHEREAS the demand for energy from the Company is increasing rapidly due to new growth within the Company's service territory.

WHEREAS the Company must secure affordable and reliable energy resources sufficient to meet the needs of its customers.

WHEREAS the Company continues to work to secure the necessary dispatchable peak energy resources.

WHEREAS the Company desires to develop peaking generation that can utilize clean fuels including hydrogen and biofuels.

WHEREAS the attached research facility can be utilized to develop and test low carbon and carbon free generation technology that bring together Department of Energy national laboratory researchers and equipment manufactures.

WHEREAS the project participants intent to convert the facility to produce one hundred percent clean energy as soon as economically commercially viable technology and fuels become available.

WHEREAS the Company, in cooperation with Idaho Falls Power and Lehi City Power (together, the "Participants"), has prepared preliminary, nonbinding terms under which the Participants hope to develop and construct the Yellowstone Peak Generation Plant and Clean Energy Research Park, to be located in Idaho Falls (the "Project").

WHEREAS the Board has considered the Project and now desires to express its support for the Project.

NOW THEREFORE, BE IT RESOLVED BY BOARD OF DIRECTORS OF HEBER LIGHT & POWER COMPANY AS FOLLOWS:

1. The Board hereby expresses its support for the Project according to the nonbinding terms set forth in this resolution.

2. The Board's expression of support for the Project, and similar actions from the other Participants, shall be only a nonbinding expression of the current intent of the respective Participants with respect to the development, construction, ownership, and operation of the Project.

3. No contract or agreement for any aspect of the Project shall exist unless and until definitive written agreements to that end have been approved by the governing bodies of the respective Participants and executed by all Participants (the "Final Agreements").

4. Company management and staff are hereby directed to cooperate with the other Participants toward the eventual development of the Project according to the preliminary terms set forth below (the "Terms"), which may change as work toward development of the Project progresses.

5. The Terms under which the Participants desire to jointly work toward development of the Project are as set forth below. The Participants recognize that these Terms are only an expression of the current intent of the Participants and that the eventual Project and Final Agreements may vary from these Terms.

a. The Project could consist of 25 - 35 megawatts of internal combustion generation, depending upon the most cost-effective plant and generation technology design and other research-related facilities.

b. Idaho Falls Power will be the owner of the Project ("Owner") and shall be responsible for the operation and maintenance of the Project, including necessary local, state, and federal permits. Owner will be responsible for dispatch and scheduling for the Project.

c. Costs incurred by Owner relating to the cost of the project, operations and maintenance will be paid by the Project.

d. The Project will be located in Idaho Falls, on property leased to the Project by Owner.

e. All Participants shall be jointly responsible for the design, construction of the Project.

f. The Project is expected to operate based upon economic availability and reliably deliverability of wholesale energy from the regional market. The project will provide 25 - 35 megawatts of capacity even when not operating to help participants meet regional resource adequacy requirements, with such capacity divided evenly among the Participants, and with the energy generated by the Project delivered to a substation in Idaho Falls.

g. The Participants shall have a right of first refusal for any energy generated by various research projects undertaken as part of the Project.

h. The anticipated commercial operation date of the Project is August 1, 2023.

i. Delivery of energy from the Project shall be subject to a power purchase agreement ("PPA") with each Participant. Each PPA shall be structured to cover the total costs of the Project paid over a term of 30 years and shall include standard PPA terms and other terms specific to the Project as may be necessary.

j. The Project shall be governed by a project management committee ("PMC") consisting of representatives from each Participant. The PMC shall set budgets for operation of the Project, allocate costs of the Project as necessary, manage the fuel supply for the Project, and take all other necessary and proper actions relating to operation of the Project.

k. The final agreements shall be governed by Idaho law.

6. The support for the Project expressed in this resolution shall in no way bind the Company and such support may be withdrawn at any time prior to the execution and delivery of the Final Agreements.

APPROVED AND ADOPTED the ____ day of _____, 2021.

HEBER LIGHT & POWER COMPANY

_____
Kelleen Potter, Board Chair

Attest:

_____
Karly Schindler, Board Secretary

UTAH FOUNDATION

RESEARCH • ANALYZE • INFORM

PLUGGING INTO THE FUTURE OF ELECTRICITY
THE ECONOMIC IMPACTS OF THE IPP RENEWED PROJECT

Utah Foundation Project Staff
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Erin Hernandez, *Research Intern*
Heidi Prior, *Research Intern*

Research Report 790

About the Utah Foundation
The Utah Foundation's mission is to produce objective, thorough and well-reasoned research and analysis that promotes the effective use of public resources, a thriving economy, a well-prepared workforce and a high quality of life for Utahns. The Utah Foundation seeks to help decision-makers and citizens understand and address complex issues. The Utah Foundation also offers constructive guidance to improve governmental policies, programs and structures.

The Utah Foundation is an independent, nonpartisan, nonprofit research organization.

Support Our Work
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UTAH FOUNDATION
RESEARCH • ANALYZE • INFORM

P.O. Box 387
Salt Lake City, Utah 84110
utahfoundation.org

INTRODUCTION

Having provided coal-generated electricity since the mid-1980s, the Intermountain Power Agency (IPA) has decided to build a combined-cycle[1] gas power plant by 2025 to replace the coal-fueled generators. The plan, known as IPP Renewed, will include turbines that run on a mixture of natural gas and hydrogen, with 30% hydrogen at start-up – transitioning to 100% hydrogen by 2045. The project will also include the complete replacement of the high voltage direct current converter stations on both ends of the transmission system connecting Delta with Southern California. This transmission infrastructure upgrade will ensure the reliable delivery of power from IPP to Southern California.

The project will yield substantial economic impacts. Because most of the electricity it produces will go to California, it brings revenue in from another state, rather than simply reshuffling economic activity within Utah.

This report explores the IPP Renewed endeavor and its economic impact to the state and local communities. The Utah Foundation undertook this project on a consulting basis at the request of IPA.

BACKGROUND

IPA is a political subdivision of the State of Utah created in 1977 by 23 municipal power systems jointly exercising their municipal powers in the finance, construction and operation of an electricity generation facility known as the Intermountain Power Project (IPP).[2] By the early 1980s, IPA entered into power sales contracts with over 30 purchasers (including six California municipal utilities) for the sale of IPP capacity and output through the first half of 2027. Currently, IPP consists of a coal-fueled power plant in Delta, Utah capable of generating 1,800 megawatts of electricity with transmission lines to transport generated power directly to Southern California, as well as connecting to the western power grid in central Utah.

KEY FINDINGS OF THIS REPORT

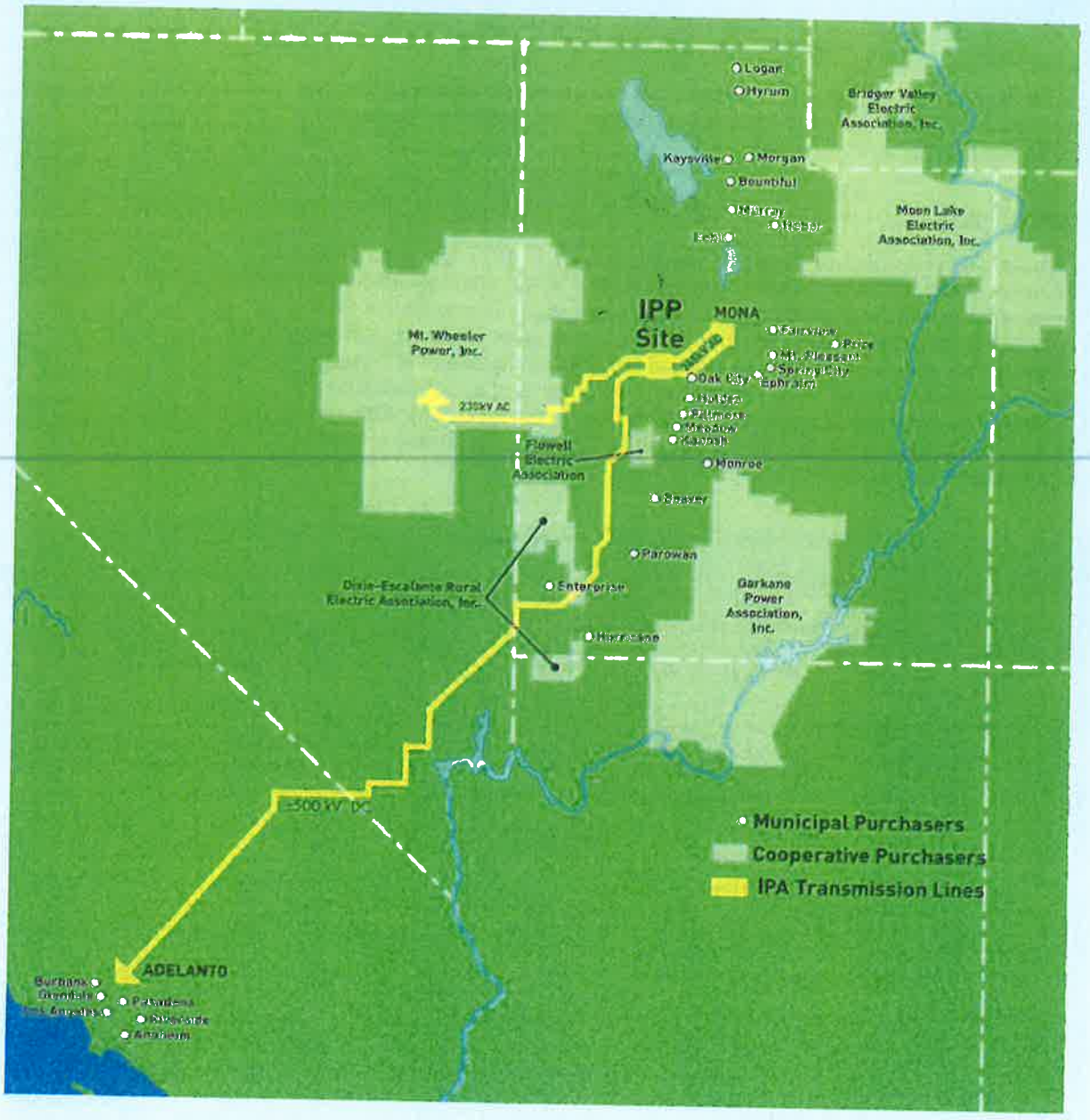
- The construction period, most of which will take place from 2022 through 2026, will represent a $2 billion investment, increasing the state's gross domestic product up to 0.18% annually from 2022 through 2026. It will directly support an average of 500 jobs annually during this period which will in turn support up to an additional 600 jobs across the state.
- Most of the construction jobs will be located in Millard County, where the economic benefits represent a much larger share of the local economy. There, the 450 construction jobs annually to build the new plant will represent 10% of the county's average employment. This estimate does not include the extra jobs created through supply chain purchases or employees' additional earnings.
- After completion of the project, 120 permanent IPP jobs will support up to 540 additional jobs from suppliers and the jobs demanded by increased regional earnings.
- The construction of the new converter stations will maintain a high level of reliability on the direct current transmission line and extend its life for decades to come. This could attract renewable projects to locate in the area, while providing carbon-free electricity to southern California and potential Utah purchasers.
- After completion of the project, extra capacity will be available on the transmission lines. This means that other generation projects could develop in the area to help meet the demand for electricity in Southern California. If the transmission line were fully utilized, it could mean a direct effect of 1,300 temporary jobs and an additional 91 ongoing jobs in the community, which could support an additional 1,148 jobs during the construction phase and 410 permanently.
- There are expected additional economic benefits from the construction of renewable energy and green hydrogen infrastructure, opportunities for natural gas and other commodities storage, and the emerging production, storage and export of hydrogen gas.

Environmental requirements in California that became effective in 2006 prohibit local governments from establishing long-term agreements that fall short of specific greenhouse gas emission standards. In order to continue serving California purchasers (which buy 98% of the electricity generated), IPA is pivoting from its coal-fueled operation to a gas-fueled operation, with escalating goals for renewable energy usage over time.

Delta also happens to be the location of the largest "gulf-style" geologic salt for-

IPA serves 35 purchasers across the Western United States.

Figure 1: Map of IPA purchasers and transmission lines



WHAT IS GREEN HYDROGEN?

Currently, most hydrogen is produced from fossil fuels and used for chemical and industrial applications. Approximately 76% of hydrogen is produced from natural gas sources, and the rest mainly from coal.* This "grey" hydrogen fails to meet zero-emissions goals.

Blue hydrogen is produced when plants implement additional technology to capture carbon emissions emitted from fossil fuel-sourced hydrogen. While more expensive than grey hydrogen, it is cheaper than green hydrogen. It is not a zero-emission fuel source, but with an efficient carbon capture and storage system, it could be.†

Green hydrogen is produced via electrolysis using renewable energy sources. The byproduct of converting that green hydrogen back into electricity through the new generation units is carbon-free. The main byproduct is water vapor.‡

* Patel, Sonal, 2019, "The big picture: Hydrogen power," October 1, Power Magazine, www.powermag.com/the-big-picture-hydrogen-power/; Endemann, Buck, Daniel Cohen, Molly Barker, Olivia Mora, Natalie Reid, and Matthew Clark, 2021, "DOE Plans Grid Energy Storage & Grants for Clean Hydrogen." National Law Review, www.natlawreview.com/article/energizer-volume-86.

† Magill, Jim, 2021, "Blue vs. green hydrogen: Which will the market choose?" Forbes, May 21, www.forbes.com/sites/jimmagill/2021/02/22/blue-vs-green-hydrogen-which-will-the-market-choose/.

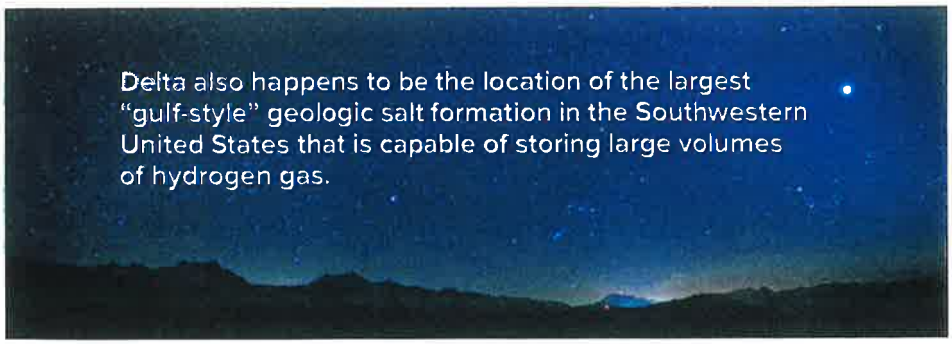
‡ Ibid.

mation in the Southwestern United States that is capable of storing large volumes of hydrogen gas. Along with associated infrastructure, these salt caverns have the potential to provide massive amounts of energy storage in the Western states. The creation of salt caverns by a joint venture of Magnum Development and Mitsubishi Power Systems could open the way for a major green energy hub at the location.[3] This will spur additional economic activity from a variety of renewable sources and support industries over the longer term. IPA's presence offers a conduit for the export of stored energy from the location.

METHODOLOGY

The Utah Foundation used information provided by IPA regarding its planned investment into the IPP gas-fueled power plant and used economic multipliers provided by the Bureau of Economic Analysis RIMS II model.

IPP Renewed is still in the planning stages, and some details are subject to change. Because IPP Renewed will be among the first in integrating these technologies at utility scale for use in energy storage and electricity generation, some future costs and outcomes cannot yet be determined. To the degree that IPA estimates change over the course of this project, the results of this study may overstate or understate the true economic impact of the project. For more details, see the Appendix.



POWER CATEGORIES

Intermittent Power: Power that is not continuously available and may not be available on demand. For example, wind and solar are both intermittent power sources. Solar power is not generated at night and wind power is not generated when the wind does not blow.

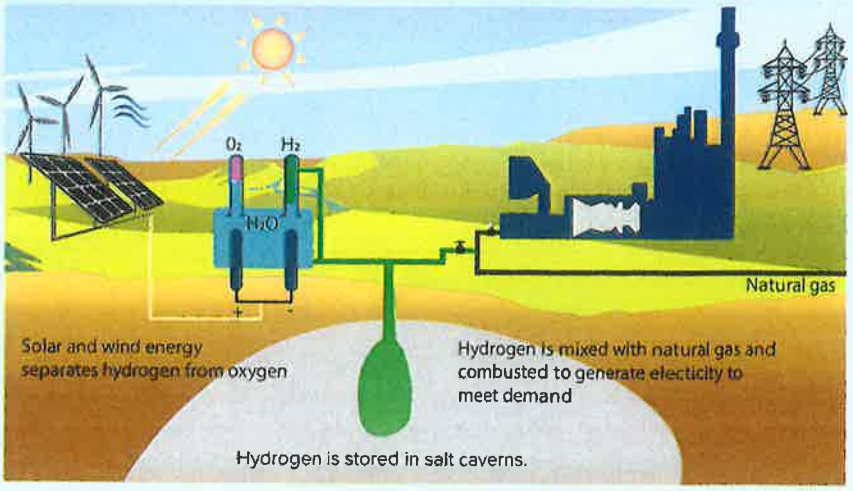
Baseload Power: The minimum level of continuous output that power generators can run to meet demand without completely shutting down. IPP as a coal-fueled power plant was designed to produce baseload power, serving as a steady power source.

Dispatchable Power: A controlled power generation source that can be ramped up or down on demand to match changing power needs of the electrical grid. IPP as a gas-fueled power plant will be used to stabilize the intermittency of renewable resources by ramping its generation up or down. When combined with the salt cavern storage system, IPP can store the intermittent renewable energy in the form of hydrogen for later use in the turbine generators.

Energy Storage: The conversion of electrical energy into another medium to be converted back to electrical energy at a later time. This could be stored as chemical energy (as in a battery), thermal energy (such as storing heat in molten salt) or potential energy (such as pumping water uphill, stacking concrete blocks, or pressurizing air). In the case of IPP Renewed, renewable energy will be used to convert water into green hydrogen to be stored in a salt cavern. That stored fuel will be later converted back into electricity through the IPP generators.

IPP will use solar and wind to produce hydrogen, store it in salt caverns, and use it along with natural gas to generate electricity.

Figure 2: Diagram of IPP Renewed



IPP Renewed will invest $1.7 billion in Utah and support 500 temporary jobs annually – and 120 permanent jobs after completion.

Figure 3: Planned Schedule of Jobs and Investment of IPP Renewed

	Power Plant Construction Jobs	Transmission Construction Jobs	Power Plant Investment	Transmission Investment	Total Construction Jobs	Total Investment
2021	-		$21,000,000	$10,608,000	0	$31,608,000
2022	98	40	224,000,000	18,720,000	138	242,720,000
2023	615	40	320,000,000	86,112,000	655	406,112,000
2024	784	121	247,000,000	215,280,000	905	462,280,000
2025	744	121	197,000,000	149,760,000	865	346,760,000
2026	20	26	$96,000,000	$132,912,000	46	$228,912,000

	Ongoing Electrical Production Jobs	Ongoing Electrical Transmission Jobs	Total Ongoing Jobs
Ongoing	90	30	120

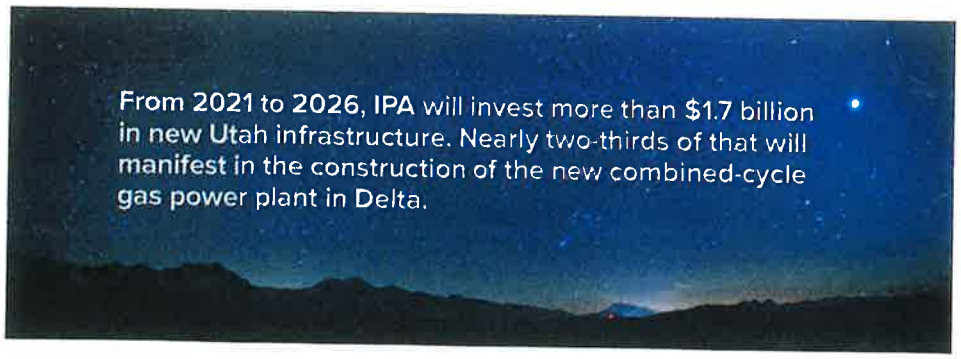
DIRECT IMPACTS OF IPP RENEWED

Construction

From 2021 to 2026, IPA will invest more than $1.7 billion in new Utah infrastructure. Nearly two-thirds of that will manifest in the construction of the new combined-cycle gas power plant in Delta. The remaining amount will be spent upgrading the transmission infrastructure that transmits energy from Delta to Southern California. These two projects will, on average, support more than 500 construction jobs annually from 2022 through 2026.

Generation

In addition to the construction jobs generated from investments in the new power plant and upgraded transmission infrastructure, the generation of electricity will support 120 jobs ongoing beginning in 2025.



TRANSITION OR BUST

This report provides estimates on the impact of the IPP construction and ongoing production of electricity from the combined-cycle gas power plant planned to be commercially operating in 2025. This report frames the economic impact of the development and operation of the IPP gas plant against an alternative baseline of nothing. However, the economic impact of current operations is already significant. Previous Utah Foundation research reported an overall "coal-fueled" economic impact of $866 million in economic activity and 4,600 in jobs.* The economic benefits of IPP Renewed construction and production of electricity will not be on top of the current benefits, but in place of them. Indeed, the economic impacts beyond 2025 will likely net out smaller than the current ongoing impact. The energy supply chain will also see changes. In 2020, IPP's use of coal accounted for nearly 25% of the coal produced in Utah.† Unless these coal mines can find a way to export a comparative amount of coal, the closure of the coal-fueled power plant will have substantial impact throughout Utah's coal extraction communities. However, the longer-term economic impacts on the energy hub at full potential remain to be seen. And, more to the point, keeping the status quo in place is not an option.

For the purpose of this study, the Utah Foundation compared the estimated economic benefit of IPP Renewed against an alternative baseline of nothing because that appears to be the likely alternative. Approximately 98% of the electricity generated by the coal-fueled power plant has been exported to southern California. These long-term agreements expire in 2027. While the coal-fueled power plant has not reached its end of life and would still be capable of meeting electricity generation needs, in 2006 the State of California passed legislation limiting the agreements into which California electricity providers can enter. California electricity providers were mandated to have a 60% renewable energy portfolio by 2030 and 100% renewable by 2045.‡ As a result of California state legislation, the California municipalities that purchase electricity from IPP would not be able to renew their agreements in 2027 for coal-fueled power and still meet the standards imposed by the state. Without the California purchasers (which historically have purchased approximately 98% of the power generated by IPP), IPP would no longer be viable. Without making the commitment to pivot away from coal as a fuel source, IPP would have no other purchasers for the vast majority of its electricity and would be forced to cease operations. In that case, the economic benefit of IPP to Millard County and Utah would be reduced to nothing.

* Utah Foundation, 2010, "Economic and fiscal impact analysis of the Intermountain Power Project."

† Intermountain Power Agency, 2021, "2020 annual report," https://www.ipautah.com/wp-content/uploads/2020/12/IPA-Annual-2020-11-30v2.pdf; Utah Geological Survey, 2021, "Coal production in Utah by coal mine," http://geology.utah.gov/docs/statistics/coal2.0/pdf/T2.8.pdf.

‡ California Senate Bill 1368, 2005-2006 and Senate Bill 100, 2017-2018.

INDIRECT AND INDUCED IMPACTS

Construction

The construction of the power plant and the upgraded transmission infrastructure is expected to have a significant impact on the wider economy. Utah Foundation projections estimate that the $1.7 billion direct investment in new and upgraded infrastructure in Utah will add between $1.2 billion and $1.3 billion to Utah's gross domestic product. An additional $636 million to $706 million in economic activity from additional household expenditures will echo from that investment. The resulting $1.9 billion to $2.1 billion represents an annual average of $308 million to $342 million for six years, which would be equivalent to contributing 0.16% to 0.18% to Utah's 2020 GDP.

The average of 500 construction jobs from 2022 to 2026 will support an additional average of 450 to 600 spinoff jobs annually. These jobs will be concentrated in communities that provide the construction inputs for the new infrastructure and the construction workers' residential and work areas. This will provide an additional average $70 million to $100 million in household earnings annually to employees and relevant communities.

This project is still in early stages. To the degree that construction workers are hired from outside the state, or specialized engineers are needed for sensitive equipment and brought in from outside the state, estimates may overstate the true impact.

IPP Renewed's 500 temporary jobs annually will support up to 600 additional jobs, and its permanent 120 jobs will support up to 540 additional jobs.

Figure 4: Planned Schedule of Direct, Indirect and Induced Jobs of IPP Renewed

	Direct Jobs (working on IPP)	Indirect Jobs (from the supply chain)	Induced Jobs (from additional earnings in the community)
2021	-	-	-
2022	138	41-55	78-104
2023	655	194-259	369-492
2024	905	269-358	510-680
2025	865	257-342	488-650
2026	46	14-18	26-35
Ongoing	120	220-245	266-296

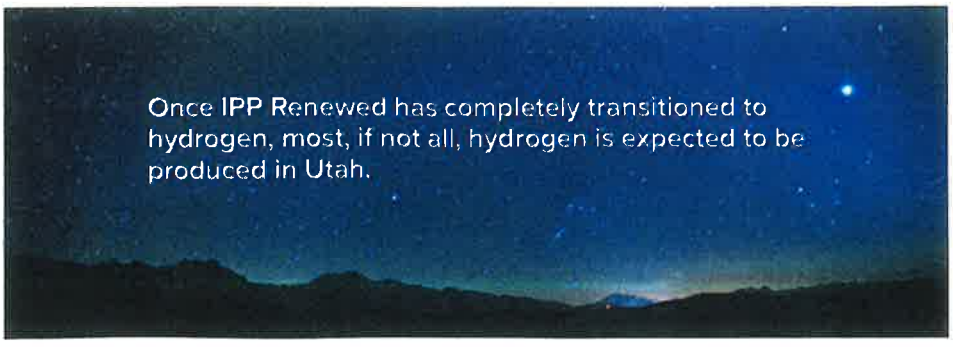
Generation and Transmission

The 120 ongoing jobs at IPP will support an additional 220 to 245 jobs in the supply chain. Once IPP Renewed has completely transitioned to hydrogen, most, if not all, hydrogen is expected to be produced in Utah. Natural gas, however, is usually obtained from a regional hub (a middleman), and the geographic location of production is unclear, meaning it could vary as markets change. When the hydrogen production occurs in Utah, the state can expect to see the full economic impact to the local supply chain. In the meantime, to the degree that the natural gas used is produced outside the state, the supply chain impacts will be limited.

The wages from all ongoing direct and supply chain jobs will support an additional 266 to 296 ongoing jobs in the community. Altogether, IPP Renewed should support 594 to 660 permanent jobs. This would represent 12% to 14% of the jobs in Millard County and $20 million to $22 million in household earnings.[4]

Benefits to the State and Local Governments

The new combined-cycle gas power plant in Delta will produce four avenues of economic activity in the state. First, IPA will pay a gross receipts tax to the state government. This will equate to $2 million to $5.5 million annually. IPA will also pay a fee in lieu of ad valorem tax (in place of a property tax) on IPP infrastructure to local governments of about $15 million to $19 million annually. Employees will pay income tax to the state government. This will equate to about $2 million to $4 million over the 5-year



IPP Renewed is expected to support up to $26 million annually and one-time $5.6 million in taxes and fees.

Figure 5: Estimated Taxes and Fees Related to IPP Renewed

From employees			
	Income tax		
		Total temporary revenues from construction	$2 million to $4 million
		Ongoing revenues	$970,000 to $1.2 million
	Sales tax		
		Total temporary revenues from construction	$1.2 million to $1.9 million
		Ongoing revenues	$400,000 to $550,000
From IPP			
	Gross receipts tax		$2 million to $5.5 million
	Fee in lieu of ad valorem tax		$15 million to $19 million

construction period, and will be $970,000 to $1.2 million ongoing beginning in 2025. Finally, employees will pay sales tax on purchased applicable goods and services. This will equate to between $1.2 million and $1.9 million over the 5-year construction period, and will be about $400,000 to $550,000 ongoing beginning in 2025.

All told, IPP and its induced impact are expected to contribute $18 million to $27 million annually after it is fully operational. The construction period will contribute an additional one-time $3.1 million to $6 million in sales and income taxes. For the assumptions that inform these estimates, please see the Appendix.

It should be noted that this project aligns with state goals in both its industry and its location. The energy industry is one of the industries targeted by the Governor's Office of Economic Opportunity and is taking place in rural Utah, a focus area for the office.[5] Moreover, IPA is supporting this economic development without any anticipated request of state or local incentives.

ENERGY HUB

Beyond the gains discussed so far, IPP Renewed offers the potential to jumpstart further economic development. The new gas-fueled power plant will produce less electricity than the current coal-fueled power plant. This will result in unused capacity on the transmission lines that could perhaps be filled through other electricity generation projects. It is expected that much of this new electricity generation would be renewable sources such as wind and solar. If the transmission lines were fully utilized, it could mean a direct effect of 1,300 temporary jobs and an additional 91 ongoing jobs in the community, which could support an additional 1,148 jobs during the construction phase and 410 permanently. However, this further development will depend on the demand of California purchasers for additional renewable energy. [6]

Moreover, the Kern River Gas Transmission Company will construct a new natural gas pipeline connecting Delta with intermountain west natural gas pipelines. IPP Renewed

will utilize this new pipeline to provide the natural gas that will be initially used to generate electricity. This pipeline will connect the area to much of the natural gas across the Rockies and allow Magnum Development to store natural gas in the salt cavern formations.[7] Utah could see still further economic benefit to the degree that out-of-state actors purchase storage services from Magnum Development.

SELECT HYDROGEN POWER PROJECTS

United States

Long Ridge Energy Terminal (Hannibal, OH): This combined-cycle plant will utilize a combination of natural gas and hydrogen. Operation scheduled to begin in 2021 will use hydrogen byproducts from nearby industrial plants. Developers plan a ten-year transition to 100% electrolysis-produced hydrogen.*

Chickahominy Power (Charles City County, VA): Cadiz Combined Cycle Plant (Harrison County, OH, USA) and Danskammer Energy Center (Orange County, NY, USA): Three gas-fueled plants contracted to install new hydrogen compatible turbines designed to facilitate the gradual transition to hydrogen power.†

Orange County Advanced Power Station (Bridge City, TX): A 1.2-gigawatt combined cycle plant expected to install hydrogen compatible turbines. Initially grey hydrogen will be used with a planned transition to hydrogen created via nuclear-fueled electrolysis. The area also has access to salt caverns for hydrogen storage.‡

Europe

ENERTRAG Hybrid-Power-Plant (Uckermark region, Eastern Germany): This facility opened in 2011 and stores excess wind energy as hydrogen which is then converted back into electricity (mixed with biogas) at times of high demand.§

Hassfurt CoGeneration Plant (Hassfurt, Germany): A small cogeneration plant uses hydrogen from wind power to generate electricity for the municipality.‖

Asia

Fukushima Hydrogen Energy Research Field (Namie, Fukushima Prefecture, Japan): Began producing hydrogen via electrolysis fueled by solar power. Hydrogen shipped via trailers powers hydrogen fuel cell power generators, cars, and busses.¶

Lam Takhong Wind Hydrogen Hybrid Project (Thailand): A small fuel cell provides grid stability powered by hydrogen generated from wind power.#

Australia

Crystal Brook Energy Park (South Australia): Studying the feasibility of including a hydrogen hub in addition to a lithium-ion battery storage system powered via solar and wind generation.**

* Greenwood, Al, 2021, "U.S. power plant to burn hydrogen made from water electrolysis," ICIS Explore, Independent Commodity Intelligence Services, www.icis.com/explore/resources/news/2020/10/13/10562965/us-power-plant-to-burn-hydrogen-made-from-water-electrolysis.

† Patel, Sonia, 2020, "Mitsubishi Power snags hydrogen integration contracts for 2GW of new gas power," Power Magazine, www.powermag.com/mitsubishi-power-snags-hydrogen-integration-contracts-for-2-gw-of-new-gas-power/.

‡ Patel, Sonia, 2021, "1.2-GW dedicated hydrogen-fired power plant starts taking shape in Texas," Power Magazine, Aug 3, www.powermag.com/1-2-gw-dedicated-hydrogen-fired-power-plant-starts-taking-shape-in-texas/

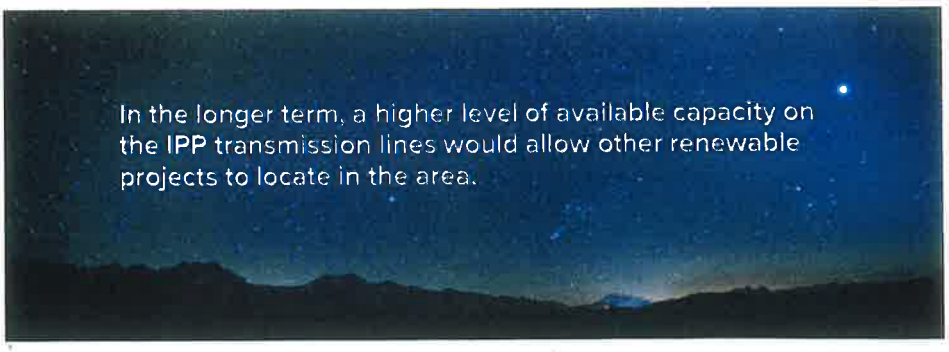
§ European Commission, 2021, "The first hybrid electricity-fuel-heat power plant with hydrogen storage in the world-projects." https://ec.europa.eu/regional_policy/en/projects/germany/the-first-hybrid-electricity-fuel-heat-power-plant-with-hydrogen-storage-in-the-world.

‖ FuelCellWorks, 2019, "Germany: Hassfurt successfully commissions hydrogen cogeneration plant into operation," https://fuelcellsworks.com/news/germany-hassfurt-successfully-commissions-hydrogen-cogeneration-plant-into-operation/.

¶ Toshiba Energy, 2020, "The world's largest-class hydrogen production, Fukushima Hydrogen Energy Research Field now is completed at Naime town in Fukushima," https://www.toshiba-energy.com/en/info/info2020_0307.htm.

Electricity Generating Authority of Thailand, 2018, "EGAT to develop the first wind hydrogen hybrid in Asia to support the future of renewable energy," https://www.egat.co.th/en/news-announcement/news-release/egat-will-develop-the-first-wind-hydrogen-hybrid-in-asia-to-support-the-future-of-renewable-energy.

** Commonwealth Scientific and Industrial Research Organization, 2020, "Neoen Australia Hydrogen Superhub (Crystal Brook Energy Park)," https://research.csiro.au/hyresource/neoen-australia-hydrogen-superhub-crystal-brook-energy-park/.



IPP Renewed will require an additional investment in the construction of hydrogen production and storage systems. Magnum, along with its partner Mitsubishi Power, has applied for nearly $600 million to finance the construction.[8] Beyond that initial investment, the extent of the spinoff developments supported by IPP Renewed in the energy hub region remains to be seen. Green hydrogen is viewed by many as one of the fundamental sources of carbon-free energy for the world's future.[9] With Utah being an early adopter in the production and storage of green hydrogen at utility scale, and with the unique geologic formations, there is potential for the expanded production and export of hydrogen as well. Given the public sector policy pressures and the private sector investments around green energy, the long-term potential appears substantial.

CONCLUSION

The days of coal-fueled electricity generation in Utah are fading away. This brings economic challenges, but it also offers opportunities to pivot to a promising new future for affected communities. The IPP Renewed construction project will provide billions of dollars in direct investment and hundreds of construction jobs over several years. Most of the construction jobs will be located in Millard County, where the economic benefits represent a much larger share of the local economy.

After the completion of the project, IPP Renewed will mean hundreds of direct and indirect permanent jobs across the state, with related tax impacts to state and local coffers. Because the majority of revenues will come from California purchasers, this infusion represents real economic expansion, rather than a reshuffling of local economic activity.

In the longer term, a higher level of available capacity on the IPP transmission lines would allow other renewable projects to locate in the area. The clustering of economic activity around this energy hub could at the very least spur thousands of construction jobs and hundreds of permanent jobs.

In the long term, green hydrogen appears to be one of the most promising carbon-free forms of energy. From 2000 to 2019, 252 megawatts of green hydrogen projects were deployed across the U.S. But from 2020 to 2025, 3,205 megawatts will have been deployed. Continued growth will drive down the cost per unit, making hydrogen more cost-effective for additional applications. Utah, by being one of the first movers, stands to be well-positioned in producing, storing, and potentially exporting hydrogen for future transportation, industrial, and energy use. And the IPP Renewed endeavor forms a key part of the vanguard.

APPENDIX: ANALYTICAL APPROACH

The Utah Foundation used multiplier analysis for this report. Multiplier analysis looks at the direct input in the economy and calculates how that input will support a higher level of demand of inputs (natural gas and hydrogen in this case). It also looks at the additional demand in other sectors of the economy generated by workers using their wages to purchase the things they need or want in the local economy. These purchases in turn have their own similar economic echoes. The inputs – with all their economic echoes – is a multiplier effect.

Multiplier analysis is a common method for assessing the economic impact of a new installation, on-going economic activity, and also the negative impact of the loss of a local business installation. In this case, the Utah Foundation is assessing the on-going and projected future impact of the economic activity generated by one project in the electricity generation industry, IPP Renewed.

The Utah Foundation used RIMS II for its analysis. RIMS is produced by the Bureau of Economic Analysis (BEA) using an opensource model using publicly available data.

IPA provided the Utah Foundation with financial data which represent total estimated spending or change in final demand for the project, along with estimates of employment and earnings. Final demand multipliers were used to estimate the impact on GDP, while direct-effect multipliers were used to estimate impacts on earnings and jobs. The Utah Foundation used both Type I and Type II to differentiate between indirect and induced impact. Since IPP is in an industry that supports primary jobs, it is important to use Type II multipliers that account for the induced spending of earnings by households employed in the affected industry. The Utah Foundation used multipliers for the construction industry when looking at the temporary impact of infrastructure investment, and used multipliers from detailed industry *Electric Power Generation, Transmission, and Distribution* when estimating ongoing impacts.

The Utah Foundation used multipliers calculated by the entire state. A general issue in economic analysis with using state-level multipliers in lieu of regional multipliers may overstate the true economic benefit. However, in the case of a large infrastructure project such as a power plant, substitution effects should be less of a concern because facility planning accounts for oversaturation issues better than other sectors, such as retail. With a recognition that there may be a slight high bias in the findings for the reasons enumerated above, but to be consistent with the research design, this study used state-level multipliers for Utah.

Analytic Approach – Identifying the Affected Industries

There are various ways to approach the question of industries affected by the multiplier effect. The first is to assess the multiplier effect on all of the specific industry-level spending undertaken by the project. This is referred to as the bill of goods approach and is generally used in instances when there are multiple and varying business models within the specific industry. In this instance, the bill of goods approach is considered more accurate because it captures the particular nuances of the spending patterns of the organizations or projects under study. However, the bill of goods approach is also more data and computationally intensive. In the case of IPP, a separate multiplier would be applied to each category of spending (fuel purchases, insurance, maintenance, etc.) and then each separate multiplier effect would be combined into a total effect.

Because such data are not available, the Utah Foundation used a change in final demand multiplier for the construction period. For ongoing operations, the final demand change was not available, but could be estimated using the expected ongoing jobs. In the case of IPP, infrastructure investment and exports are considered

changes in final demand. The final demand multipliers used are included in the table below.

Final Demand Sales	Type I	1.5363
	Type II	2.2453
Final Demand Earnings	Type I	0.5766
	Type II	0.7868
Final Demand Unemployment	Type I	1.02627E-05
	Type II	1.57903E-05
Final Demand GDP	Type I	0.7847
	Type II	1.1958
Direct-Effect Earnings	Type I	1.3329
	Type II	1.8188
Direct-Effect Employment	Type I	1.3958
	Type II	2.1476

Static vs. Dynamic Effects

RIMS II multipliers are derived from a static equilibrium model. Static equilibrium models imply no time dimension. However, because the multipliers are derived from annual national income data, most studies assume that the multiplier effects are fully realized within a one-year period. The Utah Foundation broke out construction annually to address this. If it takes longer than one year for the impacts to be fully felt in the Utah economy, the annual multiplier analysis will slightly overstate the true economic impact.

Multiplier effects only occur when infusions, or revenue earned from outside the regional economy (in this case the state of Utah) are recirculated within that economy. Infrastructure investments are generally considered such an infusion. The Utah Foundation adjusted estimated ongoing IPP revenue data to account only for revenues generated from out-of-state purchasers.

Injections into the Economy

California purchasers have the right to approximately 75% of the electricity generated. However, depending on demand, not all power for which contracts exist is sold to the party of the contract. In the case of excess supply, power originally contracted to one party may be sold elsewhere. According to IPA staff, this has been the case historically with IPP power. A majority of the power contracted to Utah municipal and cooperative utilities has been resold by them to certain of the California purchasers. As a result, historically approximately 98% of IPP's generated power was sold directly or resold by Utah purchasers to parties outside the state of Utah. This is important for this study because only injections from outside the regional economy create a multiplier effect. While Utah municipalities may benefit from the access to what will eventually be carbon-free power from IPP, it is principally the California purchasers that currently drive the economic impact, and they are assumed to continue to do so for the purposes of this report. For more information on how additional power generation and transmission could benefit Utah, see the study commissioned by the 2019 Utah State Legislature.[10]

Sales Tax Estimates

The Consumer Expenditure Survey produced by the Bureau of Labor Statistics for the Western region indicates that individuals spend approximately 26% to 32% of their income on goods that would be taxable in Utah. The Tax Foundation estimates

that average sales taxes in Utah are 7.19%.[11] These numbers were used to estimate how much sales tax would be collected.

Income Tax Estimates

Utah has a flat income tax of 4.95%. However, data from the Utah State Tax Commission show that after accounting for tax breaks, the statewide median effective tax rate is 3.18%.[12] The nominal tax rate was used for the high estimate and the median effective tax rate was used for the low estimate.

Gross Sales Estimates

State statute sets a gross receipts tax (a tax on the sales an entity makes) of 0.625% for entities collecting between $10 million and $500 million and 0.9375% for entities collecting between $500 million and $1 billion.[13] There are many uncertainties around how much power will be produced and the price that will be charged. Preliminary estimates expect between 4,000 and 7,000 gigawatts to be produced annually. The cost of energy is also not clear. The U.S. Energy Information Administration (EIA) has developed a value known as the levelized avoided cost of electricity (LACE). This value provides a proxy measure for potential revenue from the sale of electricity.[14] Based on the EIA's estimates, a combined-cycle gas power plant would receive similar revenue to a supercritical coal plant. Because hydrogen is such a new technology, EIA does not have any estimates regarding its potential revenues. However, it may seem to help non-dispatchable energy (solar) which sells at a discount reach higher levels of revenues because it overcomes the dispatchability problem. The Utah Foundation therefore makes the estimates of the gross sales based on the assumption that IPP will be able to obtain equivalent revenues per unit of electricity generated.

Fees in Lieu of Ad Valorem (Property) Tax Estimates

It is difficult to estimate the future assessed value of a property. Unlike home sales which trade often, there are not really any comparable sales of power plants to evaluate. It is a little more feasible to evaluate the worth based on the income generated, although as a special purpose government entity, IPA does not collect profits and income alone may underestimate the value of the property. The clearest method is the cost method – the value of the property based on how much it would cost to replace it. The property value in this case should be similar to the infrastructure investment. As the majority of the taxed property will be in Millard County, the Utah Foundation used the 2020 tax rate for the primary IPA property. IPA reports in its publicly available annual disclosure documents that Millard County, the Utah State Tax Commission and IPA are currently disputing the size of IPA's "Municipal Exclusion" (an exclusion to the fee base equal to the share of power purchased by Utah municipal purchasers). [15] Depending on the outcome of current litigation, the municipal exclusion could range from 0% to 14.04%. These ranges were used in calculating the estimated property tax payments.

ENDNOTES

1 A gas powerplant that uses the expanded volume of combusted gasses and steam generated from heat to generate power.

2 Utah State Statute §11-13-103 and Utah State Statute §67-1a-15.

3 Information provided by Magnum Development. See https://magnumdev.com/.

4 The Utah Foundation generated these estimates by comparing personal income to the share of sales tax generated in Utah counties.

5 Governor's Office of Economic Opportunity, 2021, "Center for Rural Development," https://business.utah.gov/rural/; Governor's Office of Economic Opportunity, 2021, "Targeted Industries," https://business.utah.gov/uniquely-utah/targeted-industries/.

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7 Magnum Development, 2020, "Magnum Natural Gas Midstream Storage Project," https://magnumdev.com/project-information/magnum-gas-storage/.

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9 International Energy Agency, 2019, "The future of hydrogen: Seizing today's opportunities." https://iea.blob.core.windows.net/assets/9e3a3493-b9a6-4b7d-b499-7ca48e357561/The_Future_of_Hydrogen.pdf; The Hydrogen Council, 2020, "Path to hydrogen competitiveness: A cost perspective" https://hydrogencouncil.com/wp-content/uploads/2020/01/Path-to-Hydrogen-Competitiveness_Full-Study-1.pdf.

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12 Utah State Tax Commission, 2019, "State Returns," https://tax.utah.gov/econstats/income/state-returns.

13 Utah State Statute §59-8-104(1), https://le.utah.gov/xcode/Title59/Chapter8/59-8-S104.html.

14 U.S. Energy Information Administration, 2021 "Levelized Costs of New Generation Resources in the Annual Energy Outlook 2021," www.eia.gov/outlooks/aeo/pdf/electricity_generation.pdf.

15 Intermountain Power Agency, 2020, "Annual disclosure report for fiscal year 2019-2020," https://emma.msrb.org/P21517559.pdf.

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PLUGGING INTO THE FUTURE OF ELECTRICITY

THE ECONOMIC IMPACTS OF THE IPP RENEWED PROJECT

December 2021

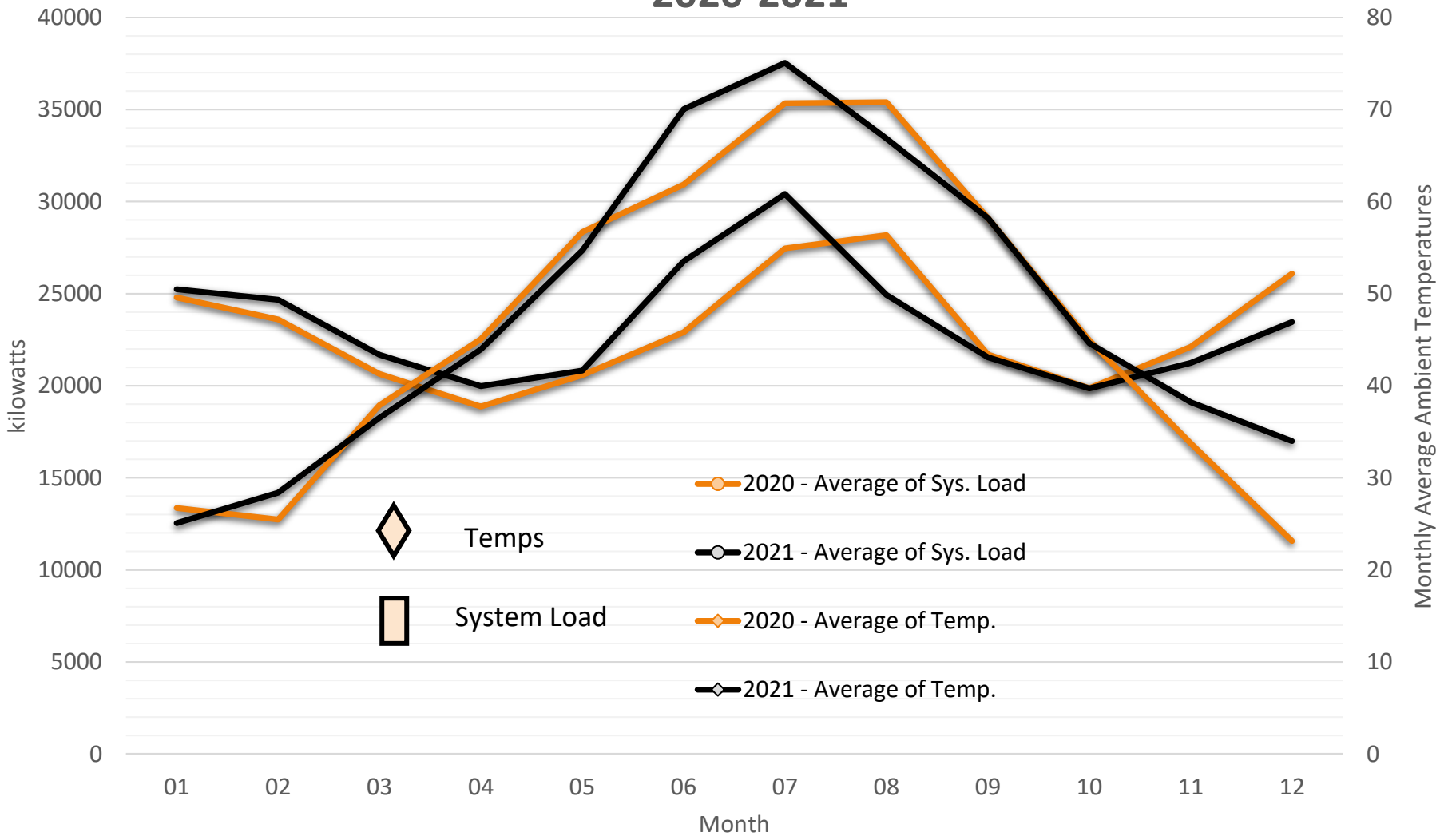
- Wholesale Power Report
- CREDA Update
- IPP Update

December 2021 Wholesale Power Report

Reporting January - October

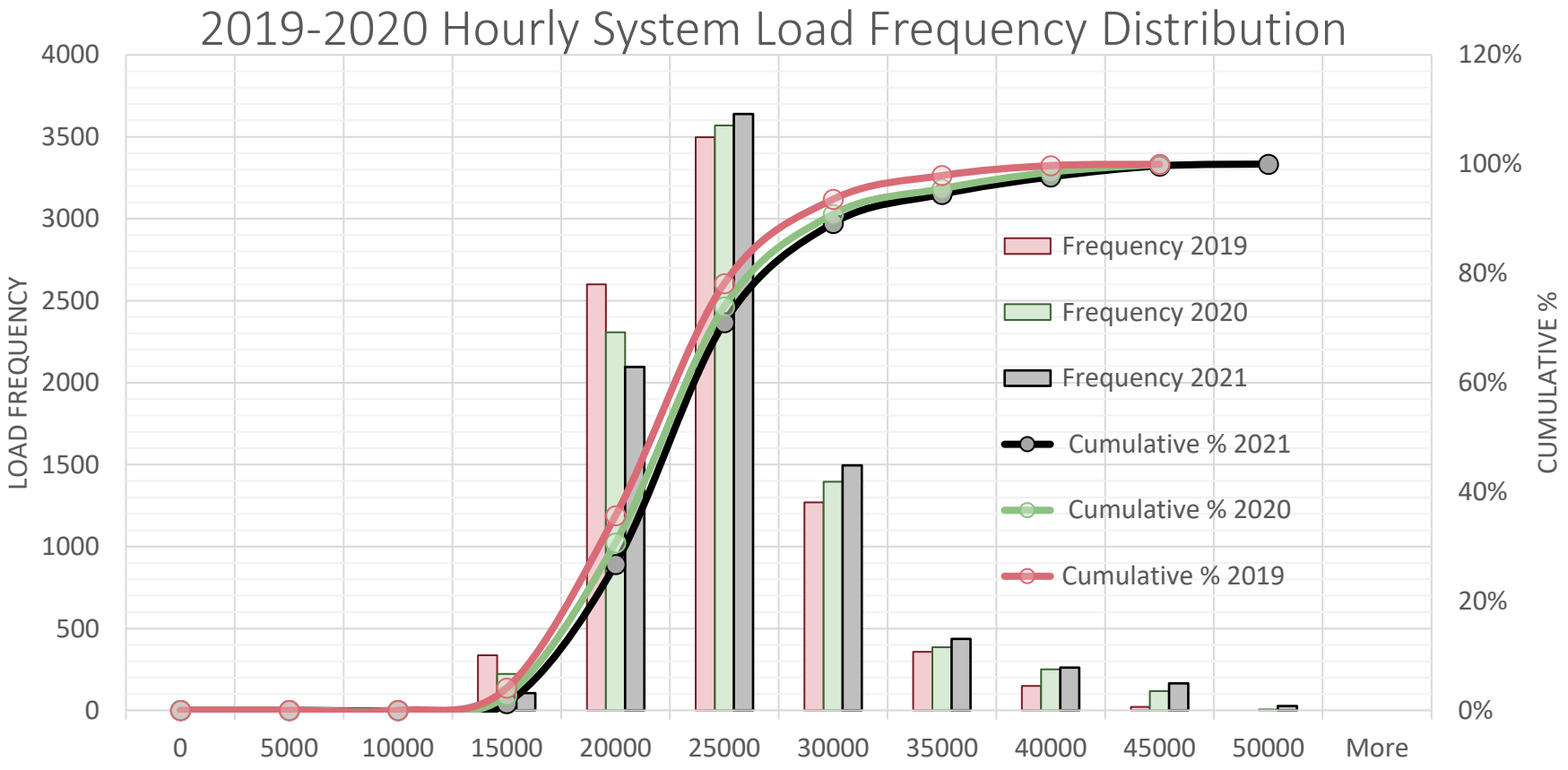
Wholesale Power	Quarter One	Quarter Two	Quarter Three	October	To Date
Power Purchases % +/- Actuals to Budget	11%	23%	-23%	19%	2%
Power Purchases Actual Cost	2,154,059	2,086,306	2,035,968	682,837	6,959,170
UAMPS Overpayment Refund					
Power Purchases Budget	1,933,730	1,701,142	2,635,542	574,849	6,845,263
Power Purchases Reported	2,160,702	1,784,492	2,308,866	721,318	6,975,378
Gas Generation - Fuel Costs % +/- Actuals to Budget	-18%	-12%	99%	-72%	21%
Natural Gas Actuals	104,769	118,926	351,373	12,865	587,933
Natural Gas Budget	128,457	135,680	176,921	45,254	486,312
Natural Gas Reported	99,276	134,248	348,148	29,827	611,500
Wholesale Power (Power Purchases + NatGas) % +/- Actuals to Budget	10%	20%	-15%	12%	3%
Wholesale Power (Power Purchases + NatGas)	2,258,828	2,205,232	2,387,340	695,702	7,547,103
Wholesale Power Budget (Power Purchases + NatGas)	2,062,187	1,836,823	2,812,463	620,103	7,331,575
Reported Wholesale Power Cost (Power Purchases +Nat Gas)	2,259,978	1,918,740	2,657,014	751,145	7,586,878
$/MWh % +/- Actuals to Budget	9%	9%	-12%		1%
$/MWh Actual Wholesale	44	45	43	47	39
$/MWh Budget	40	41	49	40	39
$/MWh Wholesale Energy to Electric Income	98	92	98	100	84
Power Cost to Energy Sale Income	45%	49%	44%	47%	46%
Energy % +/- Actuals to Budget	1%	10%	-3%	-4%	2%
Energy Purchase Actual	51,516,050	49,220,741	55,745,865	14,869,457	193,911,023
Energy Forecast	51,183,296	44,584,488	57,680,673	15,409,386	189,768,272
Energy Retail	50,007,058	44,620,021	54,861,813	13,650,595	182,339,434
losses- Retail Sales to Wholesale Purchases	-3%	-9%	-2%	-8%	-6%

Monthly Average Temps and Load 2020-2021



% Change from 2020 to 2021		
Month	Load % Change	Temp % Change
Jan	2%	-6%
Feb	1%	8%
Mar	6%	-4%
Apr	6%	-2%
May	4%	-3%
Jun	24%	13%
Jul	12%	6%
Aug	-11%	-6%
Sep	-1%	0%
Oct	1%	-1%
Nov	-7%	13%

Hourly System Load Shift



Load Duration		
Year	Load > 20 MW	Load > 40 MW
2019	64%	0%
2020	69%	1%
2021	73%	2%

CREDA
Colorado River Energy Distributors Association

UPDATE

- WAPA-199 implemented firm power energy & capacity rate increase: 12.36 mills/kWh and $5.25 kWmonth. Composite rate increase 27.45 to 30.51 mills/kWh.

- CREDA & APPA are working on a resolution asking the U.S. Bureau of Reclamation and WAPA to continue implementing cost cutting measures and strategies to stabilize the CRSP power rate and address the drought situation.

CREDA is the voice of **not-for-profit utilities** that distribute **hydropower** from the **Colorado River Storage Project (CRSP)**

- CREDA members receive and distribute hydropower from the federally-owned Colorado River Storage Project (CRSP). In addition to paying costs of generating and transmitting this resource, **CRSP power revenues** also fund environmental costs associated with both power and water operations. CREDA's mission is to **preserve and enhance the availability, affordability, and value** of CRSP facilities while promoting **responsible stewardship** of the Colorado River

~22% of HL&P's system load requirements are met with CRSP hydropower.

Drought Monitor

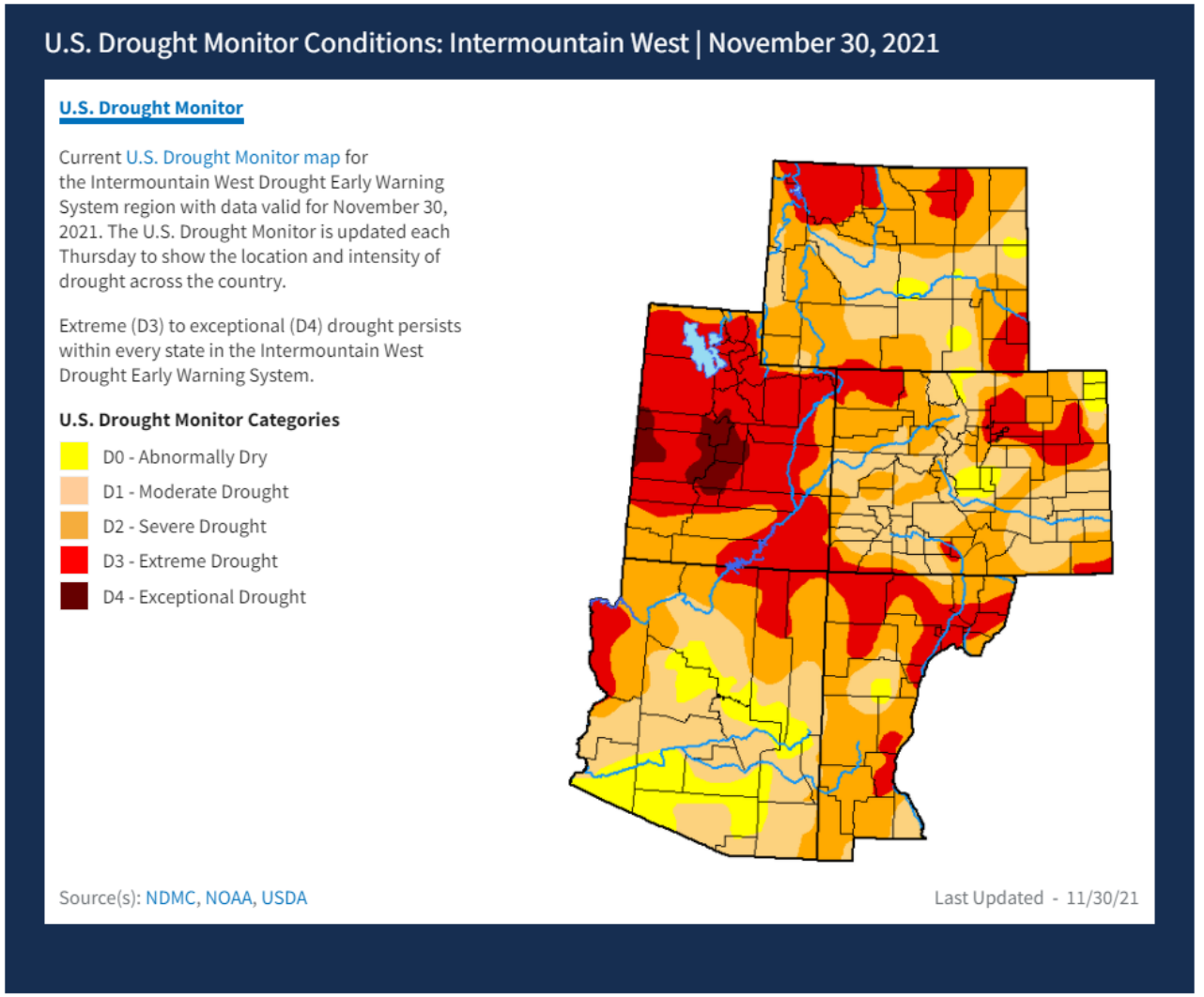
- November snowfall was a bust as warm air and dry temps dominated the region.

- Key Points
- Extreme drought conditions continue in the Intermountain West.
- The region saw low or no snow totals in November.
- Winter outlooks:
- low precipitation totals and above normal temperatures are likely for the Southwest

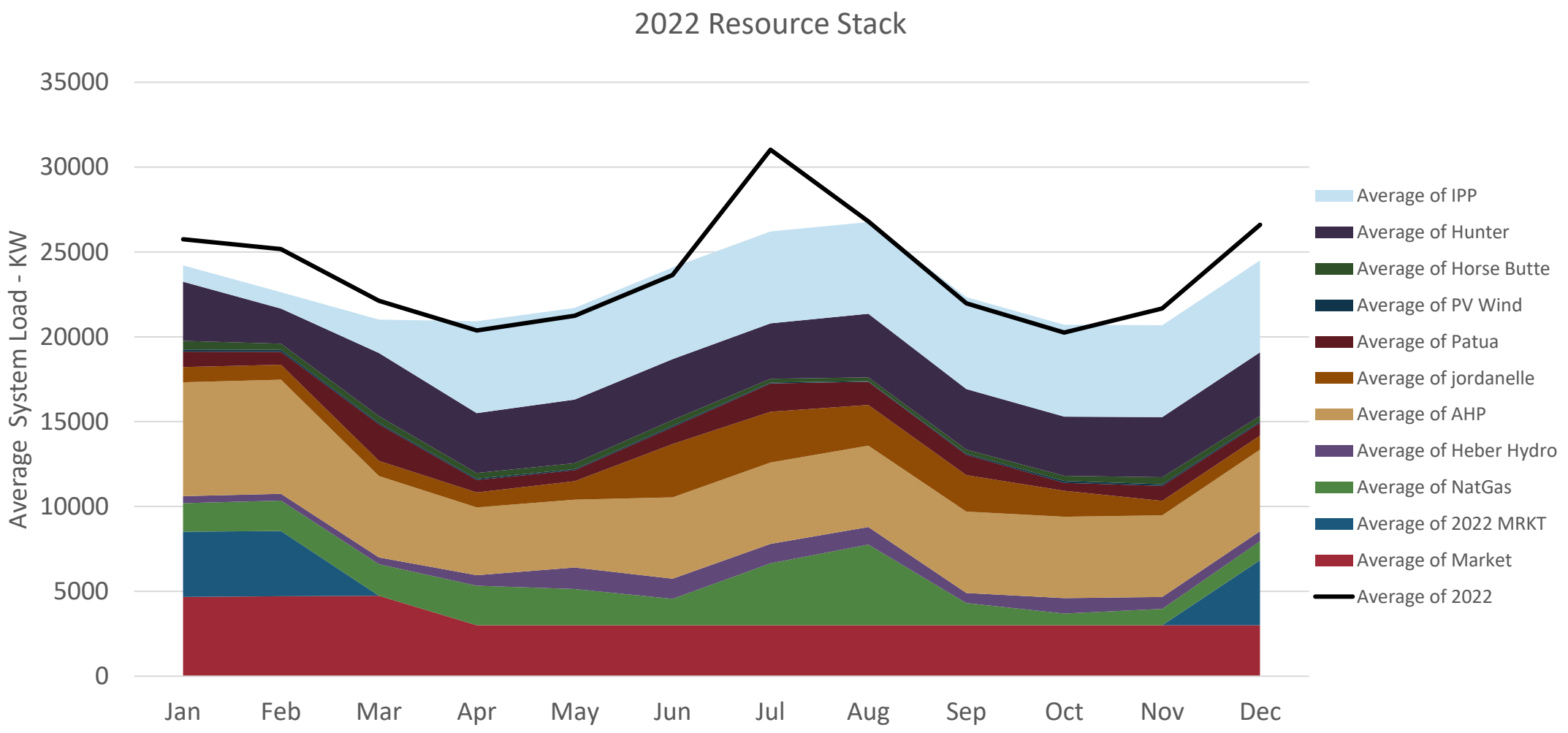
The Colorado River Basin is entering its sixth year of drought conditions.

Lake Powell water storage is at the lowest since it filled in 1980, and is approaching
the level where power generation out of Glen Canyon Dam will cease.

Western Wyoming and far northern Utah may see above normal precipitation for the season. We will stay tuned to see how this impacts HL&P hydro resources and power costs in 2022.



IPP Update


2022 Resource Stack
Average System Load - KW
35000
30000
25000
20000
15000
10000
5000
0
Jan
Feb
Mar
Apr
May
Jun
Jul
Aug
Sep
Oct
Nov
Dec
Average of IPP
Average of Hunter
Average of Horse Butte
Average of PV Wind
Average of Patua
Average of jordanelle
Average of AHP
Average of Heber Hydro
Average of NatGas
Average of 2022 MRKT
Average of Market
Average of 2022