

Exh. JB-3
Docket UE-230172
Witness: Jayson Branch

**BEFORE THE WASHINGTON
UTILITIES AND TRANSPORTATION COMMISSION**

WASHINGTON UTILITIES AND
TRANSPORTATION COMMISSION,

Complainant,

v.

PACIFICORP dba
PACIFIC POWER & LIGHT COMPANY

Respondent.

Docket UE-230172

PACIFICORP

EXHIBIT OF JAYSON BRANCH

Salt Lake City Power District Request for Qualifications

March 2023 (REFILED April 19, 2023)

SALT LAKE CITY POWER DISTRICT REQUEST FOR QUALIFICATIONS

- 100+ Acre Redevelopment Site
- Site is Accessible via Multiple Modes of Transit
- 5 Minutes to SLC Airport and Central Business District
- Jordan River Waterfront and Access to the Jordan River Trail
- New Corporate Headquarters - Anchor Tenant

Request for Qualification & Redevelopment Concept
October 1, 2020





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THE OPPORTUNITY

More than 100 acres of prime real estate in Salt Lake City, Utah is being opened for multi-use development through this RFQ process. Salt Lake County and the entire State of Utah have experienced exceptional business and population growth during the last decade and those trends are forecasted to continue. Salt Lake City is the state capital of Utah and the northernmost jurisdiction within Salt Lake County. In 2019, Salt Lake County had an estimated population of 1,160,000 and a median household income of \$71,230. The population of the county has grown by 12.7% since 2010 according to the U.S. Census Bureau and the Economic Development Corporation of Utah expects the county's population to grow by an additional 50% by the year 2050.

Salt Lake City's Central Business District (CBD) is one of the few in the nation that is located within a 10 minute drive of a major international airport. Rocky Mountain Power's (RMP) Power District property is located directly between the CBD and the Airport with outstanding transportation access. The interchange between U.S. Interstate 80 and Redwood Road is at the southwest corner of the property and provides immediate freeway access to the site. The property is served by the existing Power Station stop on the Green Line of the TRAX light-rail system directly connected to the northern boundary of the property. The Green Line connects the airport with the CBD and then extends south to West Valley City. The eastern edge of the property abuts the Jordan River and the accompanying Jordan River Trail, a 4.5 mile paved biking and walking trail that is the major north/south artery of the trail system in Salt Lake County and connects to additional trails in Utah and Davis Counties. The site is exceptionally convenient for virtually any type of activity and boasts form-based, transit-oriented (TOD) zoning on and around its parcels.

The Power District property has been used for corporate functions, electric transmission and distribution operations, and generation operations by RMP since the 1950's. RMP is committed to staying in the surrounding community and seeks to construct a new headquarters office building, data center, and service facility on the site. These structures will be built alongside, and ultimately replace, their existing facilities. The Gadsby plant is currently scheduled to be decommissioned in 2032, but this schedule could be revised based upon environmental laws and regulations, changes to market considerations and other financial implications. RMP's headquarters office and service center are expected to employ 900 people and will serve as an anchor tenant for the development.

RMP is seeking respondents that can envision the redevelopment of the Power District property into a vibrant, mixed-use neighborhood on the west side of Salt Lake City and demonstrate their capability to execute that vision. The developer will be required to provide: architectural designs, engineering, construction and removal services for existing structures. RMP prefers that the new facilities be all-electric and a showcase of new HVAC, energy efficiency, and lighting systems that will reflect its commitment to innovation and environmental stewardship.



PROJECT GOALS

New Rocky Mountain Power Headquarters and Service Center
RMP's primary objective is to replace its aging Power District facilities in a manner that maximizes customer, community and shareholder benefit. This is anticipated to be accomplished by more efficiently utilizing a portion of the site for a new company headquarters and Salt Lake City metropolitan transmission and distribution service center while allowing the remainder to be developed as a long-term offset to construction costs associated with the new facility.

Financial Structure

RMP anticipates a financial arrangement under which the development and long-term ground lease rights of its land would offset all or a portion of the costs of a new headquarters office and service center.

Sustainable

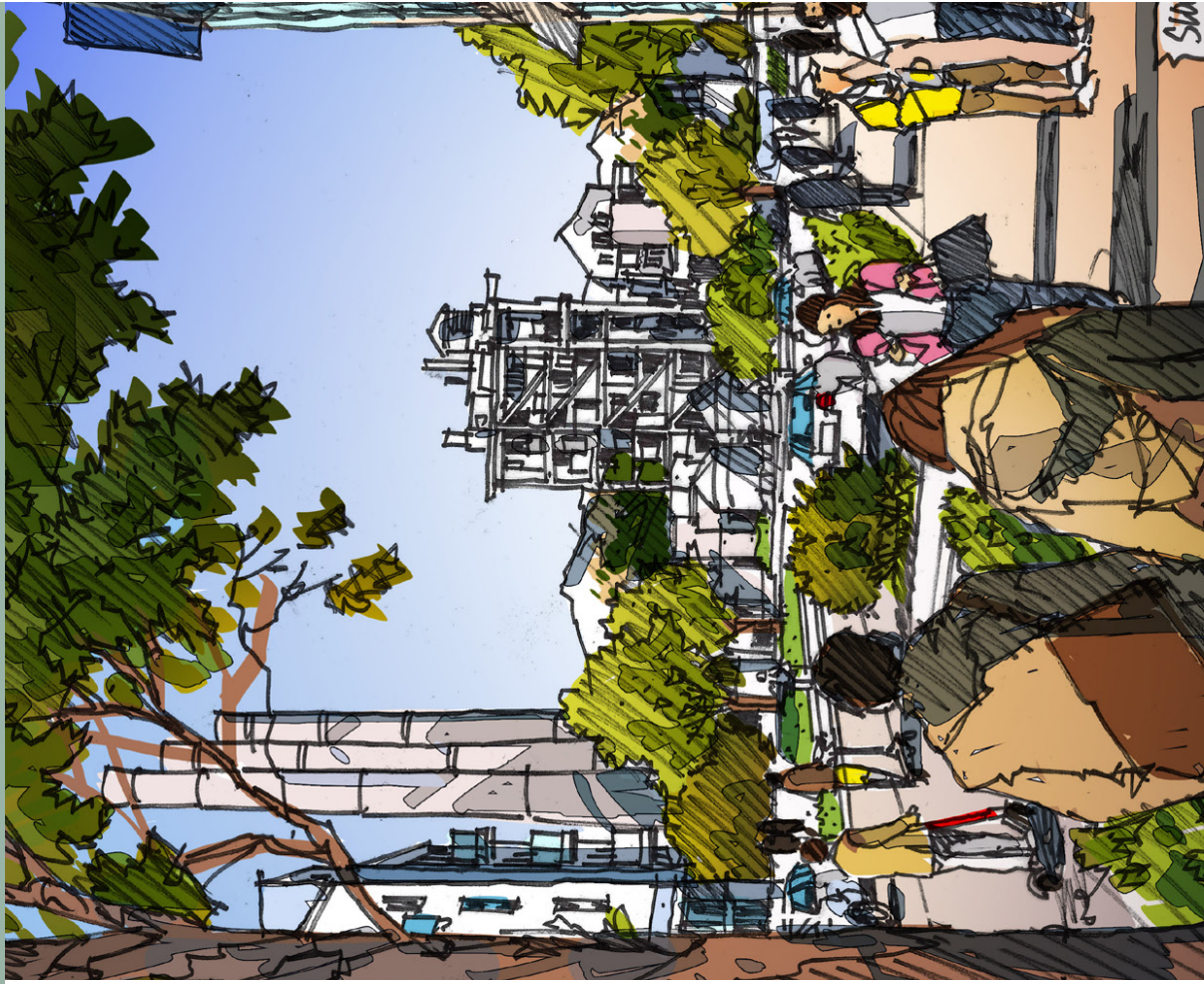
RMP is committed to protecting and enhancing the environment in and around this project. RMP will look to create a flagship community that stands as an economic and ecological example for healthy urban development.

Catalytic

The Power District should become a destination for community, business, recreation, and leisure. Highlights should include: Green space, river access, retail, dining and places for gathering.

Transit Forward

A new development will facilitate a multi-modal community that is convenient and safe for bikes, pedestrians, cars, scooters, rail and other innovative modes of transportation.



SALT LAKE CITY AND UTAH STATISTICS

#1 Best State Economy
247Wallst; June 2020

#1 Five Year Annualized Employment Growth (+2.4%)
247Wallst; Through June 2020

#2 Five-Year Annualized GDP Growth (+3.4%)
247Wallst; Through Q1 2020

#2 Lowest Unemployment Rate (4.5%)
Reported July 2020

#3 Best State for Business
Forbes; 2019 Ranking

#1 Job Creation
Inc Surge Cities 2020: Salt Lake City

#2 Rent Growth Year Over Year (2.6%)
Norada 2020 Q1 : Salt Lake City

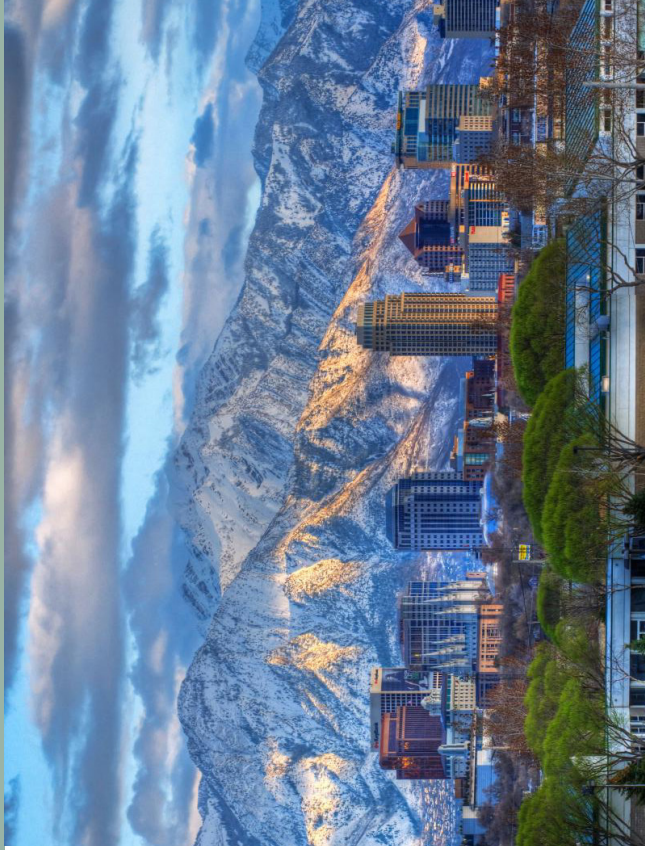
Population Projected to Double by 2050
1/3 from immigration, 2/3 from natural growth

#1 Youngest State
23% of the population are Millennials; median age is 31

#1 High-Growth Company Density
Inc Surge Cities 2020: Salt Lake City

#3 Population Growth
Inc Surge Cities 2020: Salt Lake City

#4 Lowest Poverty Rate (9.0%)
247Wallst; Through June 2020



#1 High-Growth Company Density

Inc Surge Cities 2020: Salt Lake City

#1 Job Creation

Inc Surge Cities 2020: Salt Lake City

#3 Population Growth

Inc Surge Cities 2020: Salt Lake City

#2 Rent Growth Year Over Year (2.6%)

Norada 2020 Q1 : Salt Lake City

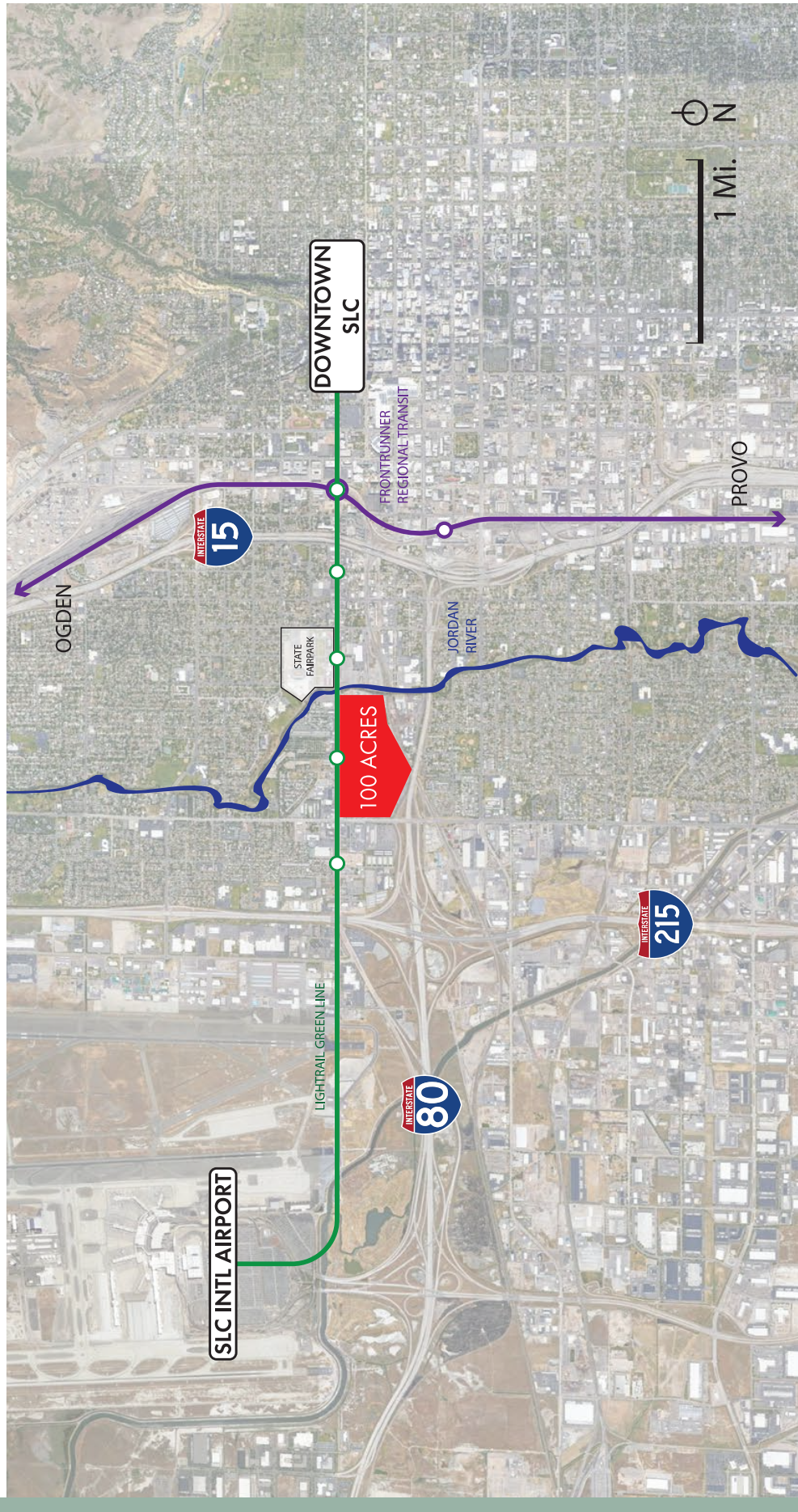
SITE LOCATION

SLC Intl. Airport
 SLC Downtown
 University of Utah
 Silicon Slopes
 7 World Class Ski Resorts

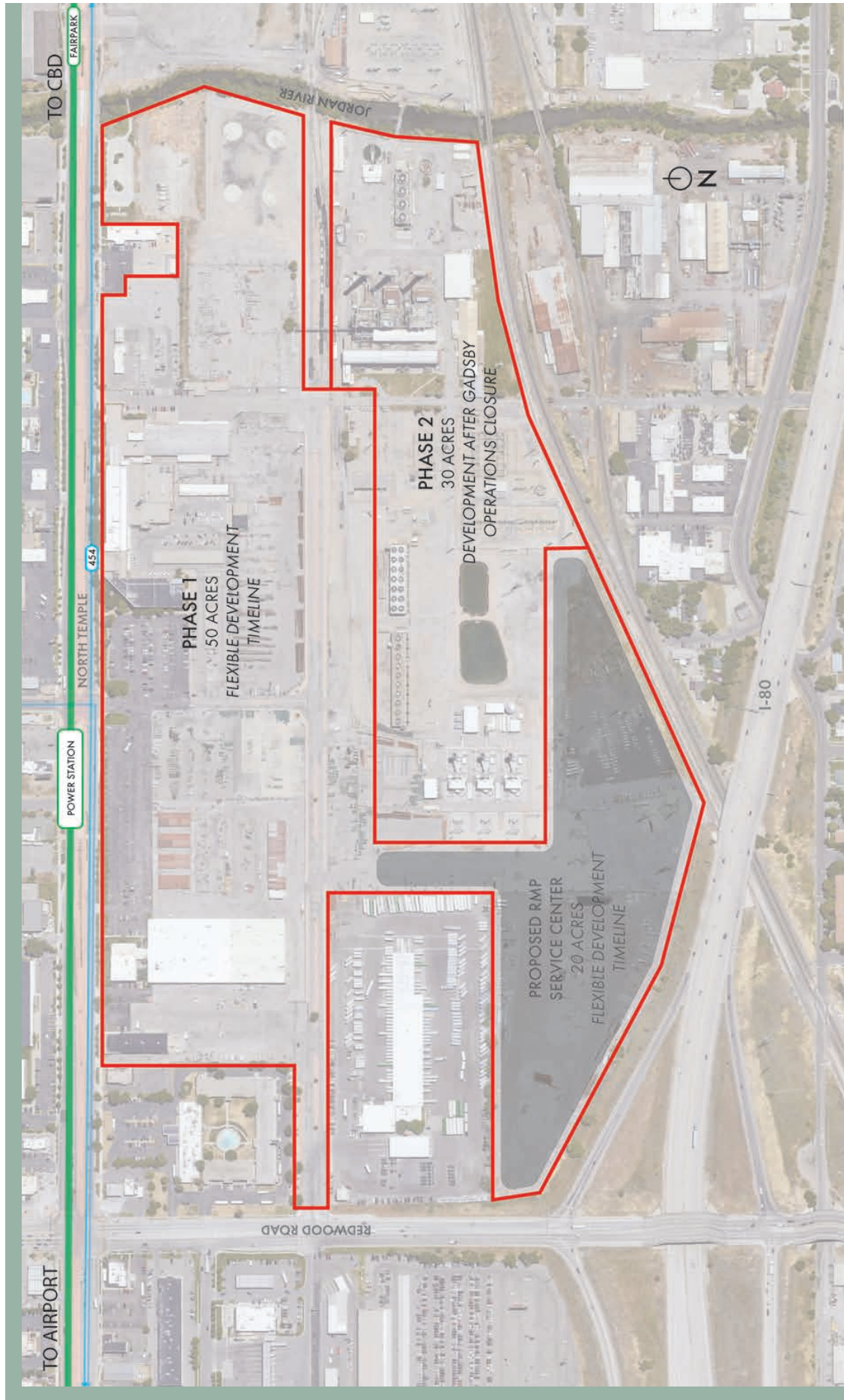
5 Min. Multi-modal
 5-10 Min. Multi-modal
 15 Min. Multi-modal
 30 Min. Drive
 <1 Hour Drive

Jordan River Trail
 Freeway Access
 Regional Transit

Direct Access to Commuter Biking Trail
 <5 Min. to I-80, I-15 and I-215
 Direct Access to TRAX Light Rail and 5-10 Min.
 to Frontrunner Regional Trains



DEVELOPMENT SITE MAP



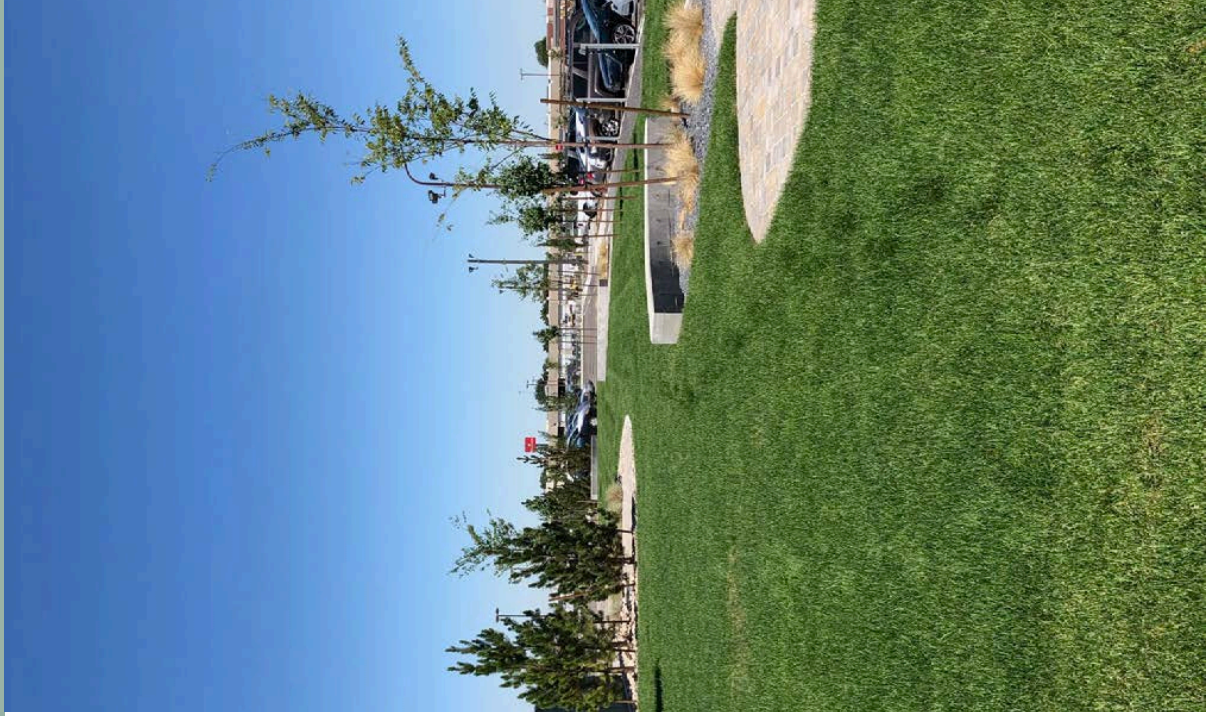
Phase 1 includes 70 acres, but is reserving 20 acres for a newly designed service center. Phase 2 includes 30 acres, and contains two lightly-active power plants. These generation units are currently scheduled to be decommissioned by 2032.

DEVELOPMENT FRAMEWORK

RMP is seeking a qualified developer to spearhead the development and revitalization of its Power District site. Under consultation with RMP, the developer would:

1. **Generate and execute an overall development plan and budget**
2. **Assist RMP in the design and construction of its new headquarters and service center**
3. **Hire and oversee all consultants, subcontractors and third parties**
4. **Obtain and direct all construction, planning and related documents**
5. **Provide all bonds and insurances**
6. **Be responsible for the long-term management of developed property – excluding RMP facilities**
7. **Other mutually agreeable activities**

RMP seeks a strong development team that complements its values and the values of its customers.

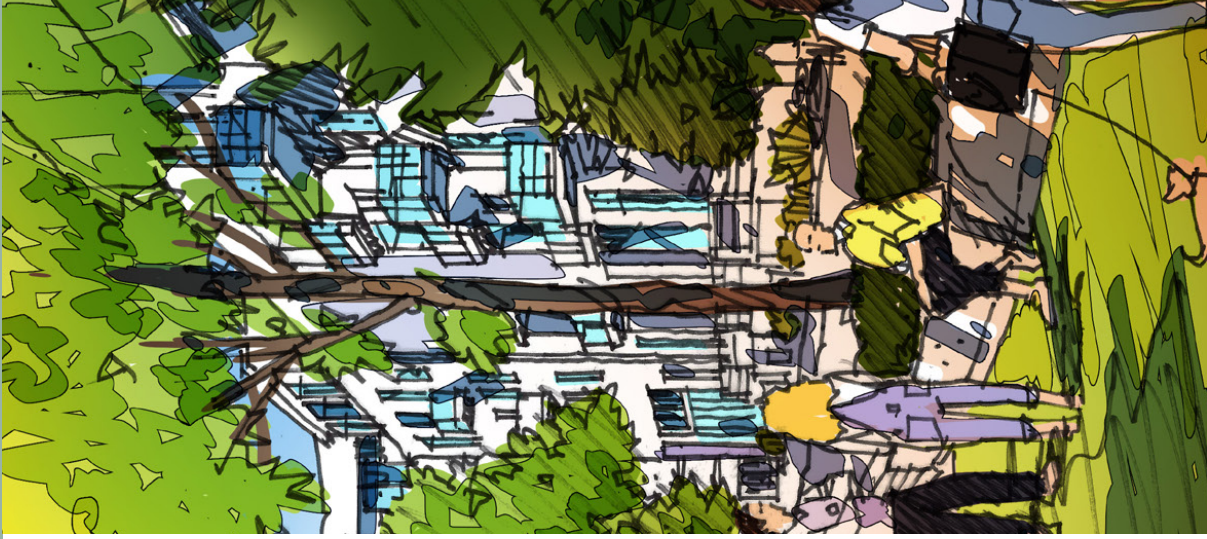


THRESHOLD CRITERIA

1. **Excellence in large scale, mixed-use development.** Qualifying applicants will have completed a successful, mixed-use, infill redevelopment of at least 10 acres and/or \$150,000,000 in development costs.
2. **Longevity and experience.** A qualifying applicant must have, or be headed by, individuals that have at least 10 years of experience in infill redevelopment.
3. **Proficiency in multiple asset types.** Qualifying applicants should have deep experience across a broad range of real estate asset types. This should include a record of developing at least 1,000,000 square feet of both office and multifamily and significant experience in catalytic and/or supportive retail.
4. **Proven success in the redevelopment of formerly industrial and environmentally impacted areas.** Qualifying applicants will have successfully redeveloped multiple industrial and/or brownfields sites. Applicants should demonstrate innovation in sustainability and general environmental stewardship in past projects as well as compliance with and documenting steps taken to satisfy federal, state, and local regulations associated with the projects and historic contamination.
5. **Competence in creating, operating and maintaining neighborhood-anchoring developments.** Qualifying applicants will demonstrate experience in developments that become the principal or co-principal business, recreation, and/or leisure anchors of their respective neighborhoods.
6. **Financial Strength.** Qualifying applicants will control at least \$150,000,000 in assets and have annual revenues in excess of \$5,000,000. Applicants will maintain insurance of at least \$250,000,000 for the ongoing construction costs of the development.
7. **Ability to manage complex regulations and capital stacks.** Qualified applicants will demonstrate the ability to use a variety of funding sources including federal, private equity, traditional capital, and/or bonds in past projects.
8. **History of developing ecologically conscious developments.** Qualifying applicants will have successfully developed multiple projects that show innovative and strong environmental stewardship for the time and area they were constructed in. This may be demonstrated by the achievement of recognized standards (LEED, WELL, etc.) or with a narrative explaining the unique environmental attributes of the highlighted projects.

Further Preferences

1. **Public/Private Experience.** Applicant will have executed significant collaboration with regulated entities as part of a complex, catalytic redevelopment project.



RESPONSE CRITERIA

1. **Development Team**
 - a. Include resumes and relevant projects of principles and primary project owners anticipated in the project. Outline anticipated roles in this particular project from initial bid, contract negotiation, construction oversight, stabilization, and ongoing management. Include general metrics for how long the projects took to absorb and their current economic performance.
 - b. If including additional construction, design, and/or environmental firms the same information will be required. Please also include a contract/MOU outlining such partnerships and relevant experience of working together on past projects.
 - c. Provide ownership entity documents and organizational charts for the company as a whole. Please include any sub-entities owned or partially owned by the company.
 - d. Include a narrative that highlights experience with Ground Lease Option deal structures and/or appetite to participate in such deal structures. Reference the percent of the portfolio respective to the type of venture.
2. **Financials**
 - a. Include list of current real estate portfolio assets.
 - b. Include two years of audited financial statements, a balance sheet, and, if publicly held, the most recent SEC filing.
 - c. Provide a detailed description of any recently completed (last 6 months) and pending projects. Include the status, the funding sources, ownership structure, financing methods, team members and timing.
 - d. Indicate whether any funding sources or financial institutions have taken any adverse action against the applicant or joint venture partner, such as restricting the use of funds anytime during the past five years.
 - e. Describe any pending or past court or civil action resulting from charges of financial misconduct or impropriety against the applicant firm, its principles, or associates.
3. **Provide any documentation needed to support how the applicant meets the threshold and preference criteria listed in the preceding section. If the applicant feels they excel in any one category, please indicate and provide additional information.**
 - a. Overall project size, mix of uses, and tenants.
 - b. Development timeline from respondent selection/site control through completion. Indicating any phasing, if relevant.
 - c. Special development designs or modifications made to accommodate environmental conditions or environmental remediation that occurred within the project.
 - d. Development cost and a brief explanation of the approach used to finance the project, naming financing sources and amount of debt and equity (to the extent possible).
 - e. General description including role of development entity, public sector and community involvement, previous use of the property and unique challenges of the project.
 - f. Identification of involved public entities, references and contact information.
 - g. Include the funding sources and timeline from site acquisition to stabilization.
 - h. Include how the projects are currently being managed and their performance relative to their initial development budgets.

SELECTION PROCESS

Phase One: Expression of Interest

A brief letter of interest to formally participate in the Request for Qualifications process should be submitted into the procurement system. Once complete, the applicant will receive a Non-Disclosure Agreement (NDA) for signature. Upon receipt of the signed NDA, applicants will be formally admitted into the process and will receive access to any further instructions and FAQ's that may be available at the time. [Phase 1 Deadline October 30, 2020 at 5PM MST]

Phase 1 Deadline
October 30, 2020

Phase Two: Request for Qualifications

This initial phase is primarily focused on the qualifications and proven record of the development team to execute a successful project that aligns with the goals and visions of the RMP team. Submissions will be evaluated according to the Threshold and Response Criteria presented earlier in this document. All questions related to the RFQ must be submitted via the JAGGAER system by November 10, 2020 at 5PM MST. [Phase 2 Deadline November 15, 2020 at 5PM MST]

Phase 2 Deadline
November 15, 2020

Phase Three: Request for Proposals

The top-qualified development teams will be formally invited to provide a complete proposal. This proposal may include a general development plan, phasing and traffic flow visualization, 3D modeling of initial phases, detailed community engagement plan, pro forma and economic analysis, construction management plan, program management plan, environmental compliance and stewardship approach. There will be a particular focus on the design and development of the RMP Headquarters as the anchor tenant for the site and part of its initial phase. The proposals will be evaluated to determine which applicants will be selected for Phase Four. [Phase 3 Deadline January 29, 2021 at 5PM MST]

Phase 3 Deadline
January 29, 2021

Phase Four: Team Interviews

Qualifying proposals will participate in a forward auction via the JAGGAER system to determine the final price for the project. Finalists from the auction will be selected for an in depth interview. Mandatory attendance by the following team members: Project Manager, Proposed Lead Architect, Lead Environmental Consultant or Senior Staff Member, Lead Finance/Economic Consultant or Senior Staff Member. All attendees must have speaking parts in the interview. The finalists are to provide all materials one week prior to the interview. The Evaluation Committee will select the most qualified team based on the presentation, scoring and overall alignment with the RMP vision. There may be a development team selected as a backup in case the awarded team fails to complete Phase Five. [Phase 4 Deadline Week of Feb. 1, 2021]

Phase 4 Deadline
Week of Feb. 1, 2021

Phase Five: Negotiation and Execution of Agreement with Development Team

RMP is particularly interested in a timely launch and development of initial phases of the site. As such upon selection RMP will enter into negotiations that should not exceed 3 months to finalize. Upon execution, the development team should expect to begin steps within 30 days to move the project forward. [Phase 5 May 8, 2021]

Phase 5 Deadline
May 8, 2021



LIST OF ATTACHMENTS

- A Key Dates & Timeline
- B RMP Sustainability Principles
- C SLC letter of Support
- D EDCU Letter of Support
- E-N Corporate Center SPEC
- O Service Center SPEC

*Throughout its entirety, this process will align with the procurement procedures established as part of RMP's adopted procurement policies. This will include formal RFQ proposal submission via the JAGGAER system. Throughout the process, all questions, inquiries, clarifications regarding the submission process are to be submitted to Reo.Manning@pacificorp.com. Any and all questions related to the Request for Qualifications and their subsequent responses will be managed through the JAGGAER portal. In addition, an interdisciplinary team will meet and review each proposal and score accordingly. RMP may at any time seek additional information or clarification. This will be considered as part of the final scoring criteria.

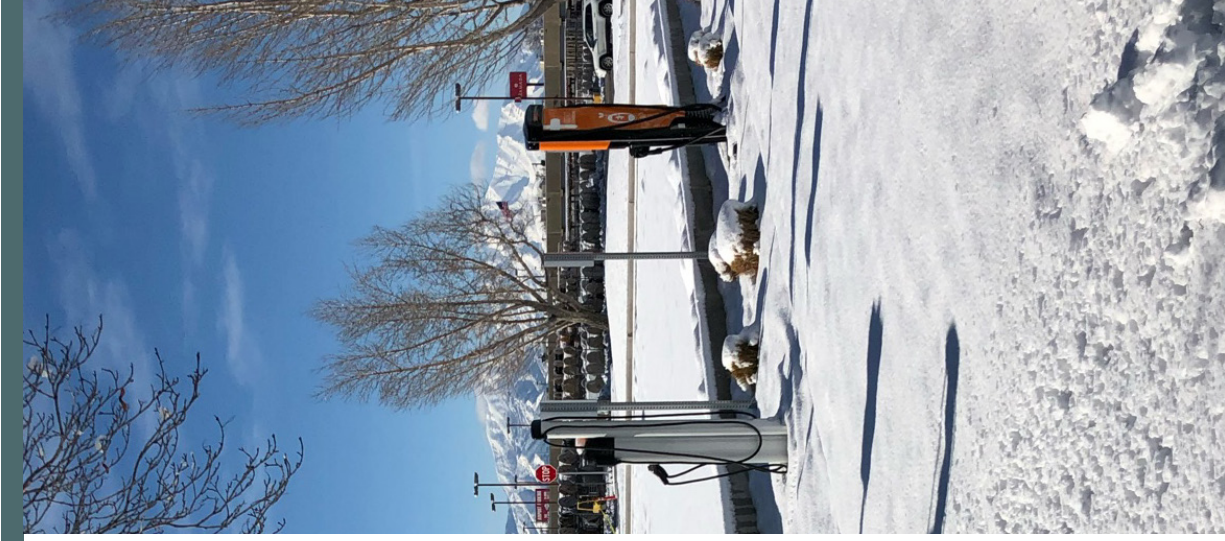
RMP reserves the right to terminate the process, reject an application, or cease negotiations at any time during the RFQ process for any reason. Any incomplete or late proposal forfeits the opportunity for consideration.

KEY DATES AND TIMELINE

Publication of Request for Qualifications (RFQ)	October 1, 2020
Optional Pre-Submission Conference Call (Signed NDA Required for Attendance)	October 19, 2020
Phase One Non-Disclosure and Letter of Interest	October 30, 2020, 5PM
RFQ Question Deadline for Phase 2	November 10, 2020, 5PM
RFQ Response Deadline for Phase 2	November 15, 2020, 5PM
Notification of Qualified Teams for Phase 3	November 30, 2020
Optional Pre-Submission Conference Call	December 4, 2020
Phase 3 Response Deadline	January 29, 2021, 5PM
Forward Auction for Qualified Teams	February 10, 2021
Notification of Qualified Teams for Phase 4	February 12, 2021
Finalist Interviews for Phase 4	Week of March 1, 2021
Final Selection	March 12, 2021
Phase 5	May 8, 2021

RMP SUSTAINABILITY PRINCIPLES

1. **Restoration of industrially impacted property**
 - a. Use lifecycle cost analysis to enable sound and progressive investments with a priority of long-term benefits to employees, community and RMP
 - b. Develop areas that give back to community and RMP employees – open spaces such as parks, running trails, etc.
 - c. Apply RMP expertise to safely restore and improve the area for our own and community use
2. **Sustainable buildings**
 - a. Preference for all-electric development with a focus on energy efficiency
 - b. Electric vehicle infrastructure and support
 - c. Covered parking lots with possibility for solar PV
 - d. Utilize natural sunlight and potential for passive solar design
 - e. Windows/building shell should be extremely efficient and balance “glass box” looks with greater emphasis on efficiency
 - f. HVAC – Explore VRF and heat pumps in effort to make HVAC all electric and lead the Wasatch Front by example.
 - g. Lighting – LED with occupancy and daylighting sensors at the minimum. Explore opportunities for more advanced uses of controls at marginally higher costs.
 - h. Shared spaces and facilities (food, fitness, meeting rooms, common areas and entertainment)
 - i. Appealing design that invites community
3. **Exercise good stewardship of natural resources**
 - a. Water management – water reuse
 - b. Use of green and local materials
 - c. Incorporate renewables and maximize energy storage/grid-sharing capabilities



ERIN MENDENHALL
Mayor

OFFICE OF THE MAYOR



October 1, 2020

Jeffrey Barrett
Rocky Mountain Power
1407 W North Temple
Salt Lake City, UT 84116

Dear Jeffrey,

On behalf of Salt Lake City, I am pleased to write a letter in support of the exciting opportunity that lies ahead on the Rocky Mountain Power assemblage. We have invested a great deal of time and resources into the transit and civic amenities that surround this site and have an enduring vision for what this area can and should become.

In particular, Salt Lake City sees this development as a means for catalyzing one of Utah's premier transit hubs. This development's proximity to both a newly-remodeled international airport and thriving central business district would be rare enough to warrant national attention. When combined with river frontage, direct adjacency to two light rail stops, around-the-corner access to two US freeway systems, and dozens of acres in neighboring greenspace, we believe this area and development could become one of the most desirable places to live and work in our City and the region.

Salt Lake City is prepared to both create a path for such development and be a partner in making it successful. We look forward to assisting with zoning changes that may be needed, additional planning, area designations, and providing financial support and tools as the project may require and as benefits the residents of our unique City. A contact list for RMP and its potential partners can be found at the bottom of this letter.

We admire Rocky Mountain Power's vision and commitment to creating a world class community and look forward to aiding it in doing so.

Sincerely,

Handwritten signature of Erin Mendenhall in black ink.

Mayor Erin Mendenhall

P.O. BOX 145474
451 SOUTH STATE STREET, ROOM 306
SALT LAKE CITY, UT 84114-5474

WWW.SLCMAYOR.COM
TEL 801-535-7704

C



EDCUtah

ECONOMIC
DEVELOPMENT
CORPORATION
OF UTAH

201 South Main Street
Suite 2150
Salt Lake City, UT 84111
edcutah.org
800-574-UTAH (8824)
EDCUtahOrg
@edcutahorg

September 24, 2020

RE: Rocky Mountain Power North Temple Development Opportunity

On behalf of EDCUtah, I am pleased to write a letter of support for this important development project. EDCUtah is a private, nonprofit organization dedicated to growing competitive, high-value companies and spurring the expansion of Utah's growing economy.

It is rare for a development opportunity of this magnitude to exist within Salt Lake City's growing metropolitan area. Altogether, the proposed development encompasses more than 100 acres just minutes away from both downtown Salt Lake City and the Salt Lake City International Airport. In addition, the proposed site is located directly adjacent to a robust transit system, easy access to two U.S. freeway systems, and significant frontage along a major river and its 4.5-mile interconnected trail system. With Rocky Mountain Power choosing to remain on site as an anchor tenant to the property in a new corporate headquarters, the area will be an important destination for future development.

EDCUtah and its partners believe that this project will serve as an important catalyst for additional economic development opportunities in this area. As such, state leaders are committed to assisting this proposed project as a key growth opportunity for the Salt Lake City metropolitan area. EDCUtah is committed to assisting this project move forward and conveys its strong support of the project's proposed objectives.

I admire Rocky Mountain Power's vision and commitment to creating a world class community and look forward to assisting in this important project. If you have any questions or concerns about EDCUtah and its commitment to this project, please contact me at tfoxley@edcutah.org.

Sincerely,

Theresa A. Foxley

President and Chief Executive Officer
EDCUtah

CORPORATE CENTER SPECS

Company Background

Headquarters for PacifiCorp, DBA Rocky Mountain Power, a Berkshire Hathaway Energy company, is located at 1407 West North Temple in Salt Lake City, Utah. The history of this building “North Temple Office or NTO” begins in 1955 when its first walls were completed as part of a massive construction program in the early 1950’s to meet growing demand for electricity. Extensions of this building were completed in 1958, 1978, 1980, 1985 and 1990.

General Description

The NTO hosts nearly 600 people in approximately 125,000 square feet of space today. As a front line essential public service company, Rocky Mountain Power’s headquarters provides many functions to serve communities within PacifiCorp’s service territory. In addition to common functionality for office space, such as breakrooms, restrooms, conference rooms and exercise locations, this building also includes complex services such as an Electric Grid Operations Control Center, significant IT infrastructure, microwave and communication infrastructure, back-up generation, warehousing, vehicle maintenance shop and a company security hub. All of these services need to be maintained while a new corporate center is constructed. Back-up generation systems for the Electric Grid Operations Control Center include one Eaton Uninterruptible Power System (550 kVA) and two Caterpillar generators (875 kVA). Back-up generation system for the remaining office areas include one Caterpillar generator (775 kVA).

The future corporate center will be home to approximately 700 people. Occupants of this facility will include: corporate staff, electric grid operations control center that operates 24 hours a day, seven days a week, customer care center, company IT data center, global security office, learning center and a Utah Power Credit Union satellite office. Not included in the new corporate office center is space for warehousing for transmission and distribution operations’ material and a vehicle maintenance shop. A separate project to build a new Salt Lake Service Center will provide workspace for these people, functions and warehousing needs. See Service Center Specs that describes the requirements for the new Salt Lake Service Center.

Employee Commitment

At Rocky Mountain Power, employees are equipped with the resources and support needed to be successful. Teamwork is encouraged and a safe, rewarding work environment provided. No compromise is made when it comes to safety and security.

With this in mind, Berkshire Hathaway Energy has adopted open office work environment concepts that will be required during the design phase with a focus on efficient space and workflow planning. Consideration needs to be placed on mitigating pandemic (i.e. COVID-19 or other) exposure via office spacing, sanitation and ventilation practices utilizing the latest information from the Centers for Disease Control and Prevention.

CORPORATE CENTER SPECS

Expectations

- Expected benefits from this modern design include:
- Increased collaboration
- Promotion of a team atmosphere, increased creativity and networking
- Enhanced natural light
- Flexibility for future office changes
- Improved employee health with the introduction of sit-stand workstations
- Improved employee health with the incorporation of COVID-19 ventilation systems
- Improved employee health with touchless entry systems and other amenities
- Multiple conference room and meeting space configurations that allow people to take advantage of traditional and non-traditional layouts with use of available advanced technologies
- Increased relationship building interactions through use of centralized breakrooms
- Modern day amenities such as wellness centers, mothering rooms, indoor and outdoor breakroom areas
- Reduced environmental impacts with the use of Leadership in Energy and Environmental Design (LEED) standards
- Reduced operating costs and improved tolerances to maintain building temperatures and lighting
- Reflected company culture and vision in workspace environment

Overall Guidelines

The following general guidelines are expected:

1. The new corporate center entrance should include the following:
 - Security entrance for guests and visitors to check-in
 - Lobby to promote company history, present day projects (i.e. Advanced Metering Infrastructure, solar farms, wind farms, fish ladders, etc.), Rocky Mountain Power Foundation community programs and awards
 - Access to Utah Power Credit Union satellite office
2. Common building components and power capacity considerations should include the following:
 - HVAC
 - Personal computer connections and wiring
 - Telephone requirements
 - Lighting

CORPORATE CENTER SPECS

- Security systems
 - Fire prevention
 - UPS
 - Generator backup
 - Network servers
 - AC for corporate data center
 - AC and DC for control center and communications
 - Other common commercial office equipment and amenities
3. Communications Tower:
- The new facility must have space for a self-supporting microwave tower, 120 feet to 195 feet in height, with clear line-of-sight to Traverse Ridge and Ensign Peak with no path obstructions.
 - The path to Traverse Ridge requires antenna space diversity and must be sized accordingly
 - Additionally the tower supports mobile radio communications to Gadsby plant
 - Dedicated conduit paths or raceway and building entry ports for hardline wiring from the communication tower location to a 6,000 square feet communications room. Distance between the tower and communications room should be as short as possible.
4. Square footage per employee and employee type should use open office design best practices.
- Number of desks and desk type is determined by function (i.e. president, vice president, engineer, call center, administrative assistant, standard employee, etc.)
 - Legal offices
 - Number of enclaves per employee count per area
 - Conference room size and number per employee count per area
 - Learning center
 - Training rooms
 - Fly-in desks or offices
 - Printing and copy rooms
 - Foyer and visitor access
 - Mail and package receiving room
 - Restroom sizing per area per floor
 - Number of breakrooms per area per floor
 - Fitness area and locker room

CORPORATE CENTER SPECS

5. Work space designated areas by group
 - Co-locate groups with interdependencies
 - Secured areas to meet Federal Energy Regulatory Commission no-conduit rule
 - Secured areas for assets defined by Federal Energy Regulatory Commission for critical infrastructure protection
 - Optimize traffic flow
 - Sound and noise considerations
6. Safety and security items
 - Enhanced security features for physical entry and overall property surveillance
 - Security entrances (badges, two-step identity, etc.)
 - Security cameras
 - First aid cabinets
 - AED placements
 - Bulletin boards
7. Required and/or preferred vendors and suppliers include:
 - Furniture: Steelcase, HON, National, Nemschoff and Iron Horse
 - Tile: Shaw
 - Flooring: Mannington
 - Final design will include company colors

Environmental Respect

Rocky Mountain Power has a core business principle of and strong commitment to Environment Respect. It commits to use natural resources wisely and protect the environment for the benefit of future generations. Rocky Mountain Power's environmental RESPECT policy details this commitment in the areas of Responsibility, Efficiency, Stewardship, Performance, Evaluation, Communication and Training.

The new corporate center needs to combine this commitment into the design. This project should utilize LEED standards as described by U.S. Green Building Council. Developers and architects need to identify additional measures the company would need to achieve Certified, Silver, Gold or Platinum level. The selected developer is expected to outline the requirements to achieve each of these levels and associated cost to determine final design requirements. A sustainable environment is a benefit for employees and future generations. In addition to the LEED recommendations, inclusion of electric vehicle charging stations, on-site solar panels and green space is desired. An all-electric design is preferred.

CORPORATE CENTER SPECS

Overall Requirements and Scope

Within the corporate office, enhanced requirements will apply to five occupants, namely:

1. Electric Grid Operations Control Center
2. Salt Lake Care Center
3. IT Data Center
4. Global Security Operations Center
5. Utah Power Credit Union Satellite Office

Ultimately this information will be used to facilitate comprehensive planning to achieve project success.

1. Electric Grid Operations Control Center

The Electric Grid Operations Control Center is a 24 hours a day, seven days a week and 365 days a year operations center that manages all outages and restoration efforts for Rocky Mountain Power. It is a hub to manage the local electric network and is the alternate operating center to manage the bulk electric system interconnected into the Western Interconnection grid. The employees working in the control center typically work 12-hour to 18-hour shifts with as little as six hours off between shifts requiring them to make their meals at the office and access on-site sleep locations. This site is also used as an alternate control center location for the Portland Control Center and the Grid Operations Control Center. Workspace designs have or will change to implement best practices to protect against pandemic outbreaks. As an essential workforce, planning for potential sequestration of employees during such timeframes should be included.

Requirements

The following requirements shall be included when designing space for the Electric Grid Operations Control Center:

- The new control center will require approximately 24,000 square feet to accommodate three control rooms with each having a breakroom and kitchen with restrooms. Areas for EMS support, management office, training room, rest area and exercise room with lockers for operators including sit-stand workstations as part of a common area. Back-office support will require about 5,000 square feet for communications room and communications support that is integrated into the company IT data center requirements.
- Optimize use of the space within the control room and separate the main grid operations and region functions to minimize noise and distractions.
- Three control rooms are anticipated and should be integrated, but separated by walls that can be folded to open so all three areas could function as one area. Each control room will be designated as the main control center, Portland Control Center alternate center or Grid Operations Control Center alternate center and will be similar in construction.
- Wall board technologies for transmission and distribution function to allow dynamic information to be presented, such as weather, system performance

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data, system limits information, etc.

- Noise canceling system and acoustic panels will need to be considered to manage control operators' conversation.
- Each control room will have a restroom, breakroom with full kitchen and separate internal and external entrances.
- Conference room for the Emergency Operations Center should adjoin the control center room with windows to view the control center.
- Secured dedicated parking near entrance for operators arriving or leaving during or after regular hours as necessary.
- Rest area for sleeping
- Exercise room
- Generator and UPS back-up.

Workstations are required for 11 operators, three supervisors, two storm desks and two outage coordinators. The management office will adjoin the main control room with six work stations. A small conference room for is needed for training.

EMS support area requires 11 workstations. Design is for typical workstations.

*Note: *Communications support and communications room will be specified by IT*

2. Salt Lake Care Center

The Salt Lake Care Center, established in 1996, supports PacifiCorp's residential, government and commercial customers' relationships. This call center facility is approximately eight miles southwest of the North Temple office. It is one of two PacifiCorp care centers with the other being located in Portland, Oregon. The primary functions of PacifiCorp's care centers are to answer customer inquiries by phone, email, web forms and social media; establish new accounts; issue work requests to field operation personnel; bill customers accurately; collect revenue; manage outage communications and create a memorable customer experience; and maintain confidentiality and security of customer sensitive information. These services are provided by the Salt Lake Care Center Monday through Saturday 7:00 a.m. to 9:00 p.m. including holidays. Operating hours may extend up to 24 hours a day, seven days a week dictated by customer and business needs.

The Salt Lake customer care team handled approximately 2.5 million calls in 2019, with an additional 3.6 million calls handled by technology applications. Additionally, more than a million pieces of back office work was completed to support customers. Approximately 130 employees occupy the Salt Lake Care Center today, which consists of care center specialists, leadership team, support staff, training for new employees and continuing learning for all employees in the care center.

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Requirements

The following requirements shall be included when designing space for the PacifiCorp care center:

- 150 agent workstations with sit-stand capability
- Agent workstations need sound proofing walls to prevent cross talk noise and sound consideration. Inclusion of noise canceling system.
- Seven supervisor workstations with sit-stand capability setup so that each supervisor has visibility and close proximity to 20 agent workstations
- Two video conference rooms for larger meeting settings that can accommodate up to 12 people per meeting
- Two training rooms that can accommodate up to 25 people each for introductory training and ongoing employee trainings
- Four small conference rooms that can provide privacy for one-on-one meetings with employees
- Six workstation areas separate from care center agents for tariff policy team
- Six workstation areas separate from care center agents and supervisors for business analysts and managers
- Six workstation areas separate from care center agents for mission control, workforce management and control center
- Private room to accommodate employees for private personal care and medical needs

3. IT Data Center

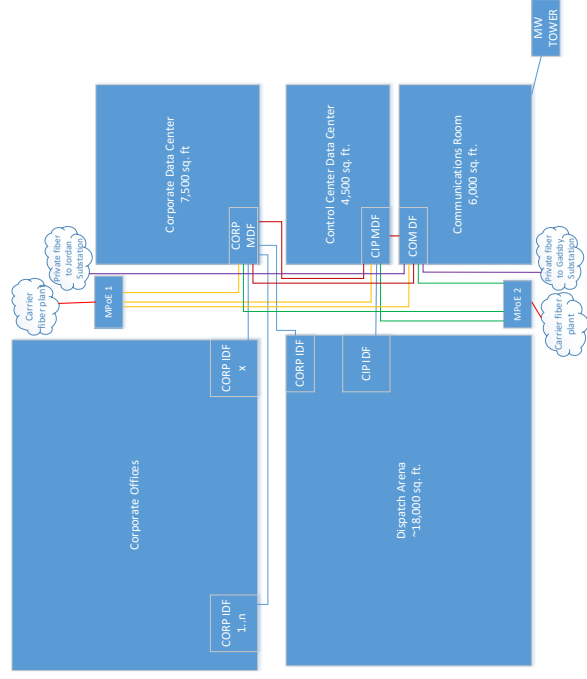
PacifiCorp has a data center on-site that supports many functions for everyday operations including a control center and call center. It is composed of networked computers and storage to organize, process, store and disseminate large amounts of data. In addition to providing heavily used applications, services and data for common office requirements, this data center is required to provide essential services to customers of PacifiCorp. Special design and requirements will be required to ensure 24 hours a day, seven days a week and 365 days a year reliability. Without this IT data center, critical and essential everyday operations for customers cannot be performed.

Requirements

The following requirements shall be included when designing space for the data center: Data center facilities for compute, storage and communications shall total 18,000 square feet and include physical separation among facilities for corporate, control and communications needs.

The 18,000 square feet breaks down as follows:

- 4,500 square feet control data center – mainly traditional four post server cabinets
- 6,000 square feet communications room – mainly two-post communication racks
- 7,500 square feet corporate data center – traditional four post server cabinets



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Performance Requirements

- The data center should meet requirements for a Tier 4 data center as defined by the Uptime Institute. The basic requirements of a Tier 4 data center is that it must be fault tolerant:
- A fault tolerant data center has redundant, isolated systems that provide enough capacity in power and cooling to operate the environment after any data center infrastructure failure.
- All IT equipment is provided dual power with a fault tolerant design
- Physical separation of environmental and power systems such that any single event cannot impact both systems
- Continuous cooling to meet capacity requirements at the extreme ambient conditions
- 12 hours of fuel capacity to operate the environment

Performance Characteristics

- A single failure in any system, component or capacity will not impact the environment
- Autonomous response to failure while sustaining the environment
- Each component can be removed from service for planned maintenance without impact to the environment or capacity
- Fault detections and isolation while maintaining capacity

Operational Requirements

- The site is not susceptible to a single unplanned event
- The site is not susceptible to planned work
- Site maintenance can be performed by using the redundant capacity

Other Requirements

- The site must maintain power availability in the event of a utility failure. UPS and generator power must automatically start and assume load upon loss of utility. Engine generators, if proposed, must be able to meet performance tests while carrying the site on engine power. In addition, the generator should not have a limitation on consecutive hours of operation while under load.
- Data center HVAC should meet the requirement for peak demand for load and extreme ambient conditions including humidity.
- If the data center is to use evaporative cooling, 12 hours of backup makeup water must be available.
- Utility services outside of the data center property are not considered reliable including power, water, gas supplies. Data center systems must be able to autonomously detect a loss of the service and respond with systems to provide the service. Once service is restored, on-site systems must autonomously transfer load to the utility system.
- The data center design should consider environmental impacts and efficiencies to minimize environmental impacts.
- Fire protection/suppression should meet the requirements for a modern data center as defined in ANSI/BICSI 002-2019.

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4. Global Security Operations Center

The Global Security Operations Center is a real-time 24 hours a day, seven days a week and 365 days a year monitoring center that conducts initial investigation and responds to security alarms and actionable threat intelligence across several hundred sites throughout the company's service territory. The Global Security Operations Center performs triage on alerts coming from over a dozen systems and technology platforms, including cyber monitoring systems, badging and video and escalates and/or initiates incident response protocols as needed. The Global Security Operations Center is also the centralized focal point for security incident reporting and serves as a tactical security communication and coordination hub.

Requirements

The following requirements shall be included when designing space for the Global Security Operations Center:

A windowless space with a total of 50' wide, 50' long, 20' high. The outer perimeter must be a fully-enclosed six-wall border with restricted access, including through raised floor space or lowered ceiling space.

The total space is subdivided into 5 sections:

1. Theater: 50'W x 40'L. This space has three raised theater-style tiers with three rows of six workstations facing "downhill". The far "downhill" wall of this room has LED displays occupying approximately 36'W x 12'H of wall space.
2. Conference: 30'W x 10'L. This open conference area is centered in the space behind and overlooking the Theater on the upper tier. It has a single large conference table and seating. The three walls have LED displays.
3. Enclave 1: 10'W x 10'L. This medium enclosed enclave is in a back corner adjacent to the Conference space on the upper tier. It should align with open office standards for a medium enclave workspace.
4. Enclave 2: 10'W x 5'L. This small enclave is adjacent to the Conference space on the upper tier, opposite Enclave 1. It should align with open office standards for a small enclave workspace.
5. Foyer: 10'W x 5'L. This entry room will be the primary access point for the Global Security Operations Center. It will contain standard amenities for personnel to store coats, bags and other supplies.

CORPORATE CENTER SPECS

5. Utah Power Credit Union Satellite Office

In 1935, Utah Power and Light employees organized Utah Power & Light Employees' Credit Union during the Great Depression. In 2005, the name was shortened to Utah Power Credit Union and remains that way today. In 2010, Utah Power Credit Union's main branch and executive offices moved from its North Temple location in Salt Lake City, Utah, to a site in Murray, Utah. Since this time, a satellite office has been present in the North Temple corporate office.

The satellite office has five employees and approximately 3,200 square feet of space.

Requirements

The requirements for a new satellite office include:

- Three work areas to accommodate privacy, which are used for lending and confidentiality and financially-related interactions with members
 - Currently, two of these work areas are walled offices and one is an enclosed cubicle
 - Offices are not necessary, but a room with privacy for member meetings is required
- Two work areas for member transactions
 - Counter-type space with clear barrier between employee and member
- Lobby or circulation space in front of the counter to accommodate members who may need to wait for a teller or loan representative
- A small storage room for supplies and safe/vault (12'x12' minimum)
- Space for a breakroom and conference room
- Space for credit union IT networking equipment

SERVICE CENTER SPECS

General Description

The Salt Lake Service Center is a 24 hour a day, seven day a week and 365 days a year operations center and logistics hub. The Rocky Mountain Power operations team is responsible for all Salt Lake Valley electric customer construction activities and supports outage restoration efforts. The logistics center is the hub for all material handling for Rocky Mountain Power's warehouses located in Utah, Idaho and Wyoming. The existing Salt Lake Service Center was built in the early 1970's and is approximately 112,000 square feet and hosts approximately 138 field employees and 60 office employees. The 112,000 square feet is comprised of 37,000 square feet of office space and 75,000 square feet of indoor warehouse and truck bays. Not attached to the service center but surrounding the service center is 1,200,000 square feet of outdoor logistics staging and storage yards as well as a 1,000 square foot automotive shop.

Rocky Mountain Power has engaged a logistics specialist to help design and optimize the sizing requirements and specifications for the indoor and outdoor warehouse facilities. It is anticipated that the logistics hub design results, employee parking and heavy equipment parking will be incorporated into the into a new service center and office space design.

Requirements

The following requirements shall be included when designing space for the Salt Lake Service Center:

- Approximately 60 work stations for office based employees with sit-stand capability
- Shared work stations for approximately 140 field based employees with sit-stand capability
- Shared conference rooms
- Private meeting rooms
- Traffic pattern studies and design to optimize heavy truck flow patterns, both for day-to-day operations teams as well as material delivering and handling associated with the logistics hub.
- Exercise room
- Locker rooms and shower facilities
- Noise canceling system and acoustic panels will need to be considered to manage control operators' conversation.
- Backup on-site emergency generator.
- Indoor/covered parking for heavy duty equipment, vehicles and trailers.
- Incorporate logistics design product into the office space
- The requirements of this facility should align with the expectations and overall guidelines outlined in Appendix A.

The requirements of this facility should align with the expectations and overall guidelines outlined in the Headquarters SPECS.