Exhibit No. ___ (DCG-21) Dockets UE-150204/UG-150205 Witness: David C. Gomez

BEFORE THE WASHINGTON UTILITIES AND TRANSPORTATION COMMISSION

WASHINGTON UTILITIES AND TRANSPORTATION COMMISSION,

Complainant,

v.

AVISTA CORPORATION dba AVISTA UTILITIES,

Respondent.

DOCKETS UE-150204 and UG-150205 (Consolidated)

EXHIBIT TO TESTIMONY OF

DAVID C. GOMEZ

STAFF OF WASHINGTON UTILITIES AND TRANSPORTATION COMMISSION

Direct Testimony and Select Exhibits of Avista Witness Dave B. DeFelice in Dockets UE-140188 & UG-140189 (consolidated) (Provided on CD)

July 27, 2015

Exhibit No. DCG-21	
Dockets UF-150204/UG-150205 Page 1 of 344	
Exhibit No(DBD-1T)	
BEFORE THE WASHINGTON UTILITIES AND TRANSPORTATION COMMISSION	
DOCKET NO. UE-14	
DOCKET NO. UG-14	
DOCKE1 NO. UG-14	
DIRECT TESTIMONY OF	
DAVE B. DEFELICE	
REPRESENTING AVISTA CORPORATION	

2 Q. Please state your name, employer and business address. 3 My name is Dave DeFelice. I am employed by Avista Corporation as a A. 4 Senior Business Analyst. My business address is 1411 East Mission, Spokane, Washington. 5 Q. Please briefly describe your educational background and professional 6 experience. 7 I graduated from Eastern Washington University in June of 1983 with a A. 8 Bachelor of Arts Degree in Business Administration, majoring in Accounting. I have served 9 in various positions within the Company, including Analyst positions in the Finance 10 Department (Rates Section and Plant Accounting) and in the Marketing/Operations 11 Departments, as well. In 1999, I accepted the Senior Business Analyst position that focuses 12 on economic analysis of various project proposals as well as evaluations and 13 recommendations pertaining to business policies and practices. 14 O. As a Senior Business Analyst, what are your responsibilities? 15 A. As a Senior Business Analyst, I am involved in financial analysis of 16 numerous projects within various departments such as Engineering, Operations, 17 Marketing/Sales and Finance. 18 What is the scope of your testimony? Q. 19 My testimony and exhibits in this proceeding will cover the Company's A. 20 capital investments in utility plant through December 31, 2015. The information included in 21 my testimony, with the exception of the June 30, 2013 restating adjustment as described 22 below, is included for informational purposes. As explained by Company witness Ms.

I. INTRODUCTION

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- 1 Andrews, the Company is basing its electric and natural gas revenue increase requested in
- 2 this case on its electric and natural gas Attrition Studies. However, as a "cross check" to the
- 3 Company's request, Ms. Andrews has also prepared electric and natural gas Pro Forma
- 4 Cross Check Studies, which incorporate Washington's share of the Pro Forma or 2015 rate
- 5 year adjustments for expenses and capital additions described further in my testimony.
- In addition, for informational purposes only, I provide information on capital
- 7 investment through 2016 as an indication of the ongoing capital investments by the
- 8 Company. I also summarize the effect of the recently authorized depreciation rates, approved
- 9 by the Washington Utilities and Transportation Commission in Dockets UE-120436 and
- 10 UG-120437, Order No. 09.
- 11 A table of contents for my testimony is as follows:

12	Desc	ription	Page
13	I.	Introduction	1
14	II.	Capital Additions through June 2013	3
15	III.	Capital Additions July 2013 – December 2015	5
16	IV.	Capital Budget and Review	7
17 18	V.	Compliance with past Commission Order on Capital Expenditure Reporting	27
19	VI.	2016 Capital Additions	28

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Q. Are you sponsoring any exhibits?

- 22 A. Yes. I am sponsoring Exhibit Nos. __(DBD-2) through (DBD-5) which were
- prepared under my direction, and have been included to provide supporting information for
- 24 the capital investment as described in this testimony.

II. CAPITAL ADDITIONS THROUGH JUNE 2013

- Q. What does the Company's request for rate relief include regarding investment in utility plant that was in service at June 30, 2013?
- A. As in prior rate cases, Avista started with rate base for the historical test year, which, for this case, is the average-of-monthly-averages ("AMA") for the twelve months ended June 30, 2013. A restating adjustment, made by Ms. Andrews in Exhibit Nos.__(EMA-4) and (EMA-5), was made to restate plant-in-service at June 30, 2013, together with the associated accumulated depreciation ("A/D") and deferred federal income taxes ("DFIT") at a June 30, 2013 end-of-period ("EOP") basis¹. This adjustment includes annualizing the associated depreciation expense on the plant-in-service at June 30, 2013.
 - Q. What is the net impact to electric rate base for the twelve months ended June 30, 2013, to restate capital to an end-of-period basis?
 - A. Electric net rate base for capital investment as of year-end June 30, 2013 increased \$35,200,000, from \$1,157,292,000 on an AMA basis to \$1,192,492,000 on an EOP basis. Table No. 1 below summarizes the adjustment and also reflects the change in the Company's depreciation rates approved in our last rate case, which I will explain later.

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¹ The revenue producing capital for the period ended June 30, 2013 was adjusted separately to an EOP basis in Ms. Andrews Attrition Analysis as shown in Exhibit Nos.___(EMA-2) and (EMA-3), because the Attrition Analysis reflects the growth in customers and growth in revenue from the test year to the rate year. The revenue-producing distribution plant for the twelve-months-ended June 30, 2013 capital additions for the Pro Forma cross Check Analysis was not adjusted to EOP, because the Pro Forma Cross Check Analysis does not include growth in customers and revenue beyond the historical test year.

Table No. 1:

(000's)			Restating A	dju	ıstment	
	Rate Base				epreciation	
	6.30.2013		ust 6.30.13	Ra	ate Change	Rate Base
	AMA	to	EOP Basis		Impact	6.30.13 EOP
Plant	\$2,097,700	\$	64,007	\$	-	\$ 2,161,707
A/D	(725,583)		(22,523)		(1,163)	(749,269)
DFIT	(214,825)		(5,361)		240	(219,946)
Rate Base	\$1,157,292	\$	36,123	\$	(923)	\$ 1,192,492

Q. What was the net impact to natural gas rate base for the twelve months ended June 30, 2013 to restate capital to an end-of-period basis?

A. Natural gas net rate base for capital investment as of year-end June 30, 2013, increased \$4,955,000, from \$197,693,000 on an AMA basis to \$202,648,000 on an EOP basis. Table No. 2 below summarizes the adjustment included in the case.

Table No. 2:

(\$000's)			R	estating A	djust	ment		
	R	ate Base			Dep	reciation		
	6	.30.2013	Adju	st 6.30.13	Rate	Change	R	ate Base
		AMA	to E	OP Basis	Ir	npact	6.3	30.13 EOP
Plant	\$	373,353	\$	11,825	\$		\$	385,178
A/D		(127,547)		(4,712)		(1,041)		(133,300)
DFIT		(48,113)		(1,418)		301		(49,230)
Rate Base	\$	197,693	\$	5,695	\$	(740)	\$	202,648

Q. Please summarize the effect of the most recently approved change in depreciation rates.

A. The Company was authorized to change its depreciation rates effective January1, 2013, by the Washington Commission in Order No. 09, dated December 26, 2012 (Dockets Nos. UE-120436 and UG-120437).

Depreciation expense and the associated accumulated depreciation for Washington electric and natural gas plant increased by \$1,163,054 and \$1,040,519, respectively, when adjusted to reflect the change in depreciation rates for all plant in service for the full twelve months of the test period. This includes \$476,444 electric and \$180,448 natural gas, on transportation vehicles, and \$686,610 electric and \$860,071 natural gas, on all remaining Washington plant. These amounts are reflected in the Restate Capital Adjustment (2.19-Electric and 2.15-Natural Gas) in Company witness Ms. Andrews' workpapers and exhibits as well as in my workpapers.

III. CAPITAL ADDITIONS JULY 2013 THROUGH DECEMBER 2015

- Q. What is the purpose of preparing the information with respect to the July through December 2013, 2014, and 2015 capital additions?
- A. The Attrition Adjustment sponsored by Company witness Mrs. Andrews is used in deriving the revenue requirement, and through a trending analysis, captures additional capital expenditures up to and including the 2015 rate year. The Company's revenue increase proposal in this case is based on this Attrition Adjustment.
- However, as Ms. Andrews explains in her testimony, Avista has provided additional analysis as a "Cross Check" to the proposed electric and natural gas revenue increase requests. We have referred to the Cross Check analysis as a Pro Forma Cross Check Study.

Exhibit No. DCG-21 Dockets UE-150204/UG-150205 Page 7 of 344 Exhibit No. ___(DBD-1T)

1 The Pro forma Cross Check Studies are provided for informational purposes only as support 2 or confirmation of the Company's need for rate relief. Avista's revenue increase request is 3 based on the Attrition Studies, not the Pro Forma Cross Check Studies. 4 Q. How are the July through December 2013, 2014, and 2015 capital 5 additions reflected in the Pro Forma Cross Check Studies? 6 A. For July through December 2013, Ms. Andrews included all six months of 7 capital², together with the associated AD and ADFIT at a December 31, 2013 EOP basis. 8 This included associated depreciation expense for the capital additions. These specific 9 capital additions are identified later in my testimony. In addition, the plant-in-service at 10 June 30, 2013 was adjusted to a December 31, 2013 EOP basis. Ms. Andrews also reflected all 2014 capital additions³, together with the associated 11 12 AD and ADFIT at a 2014 EOP basis. This included associated depreciation expense for the 13 capital additions. These specific capital additions are identified later in my testimony. In

Finally, she included all 2015 capital additions⁴, together with the associated AD and ADFIT at a 2015 AMA basis. This included associated depreciation expense for the capital additions. These specific capital additions are identified later in my testimony. In addition, the plant-in-service at December 31, 2014 was adjusted to a 2015 AMA basis. Tables

addition, the plant-in-service at December 31, 2013 was adjusted to a 2014 EOP basis.

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² For each of the periods July-December 2013, 2014, and 2015 distribution-related capital expenditures associated with connecting new customers to the Company's system were excluded. The Pro Forma Cross Check Analysis does not include the increase in revenues from growth in the number of customers from the historical test year to the 2015 rate year, and therefore, the growth in plant investment associated with customer growth should also be excluded. Id.

⁴ Id.

- depicting the electric and natural gas Pro Forma Cross Check Study adjustments for July
- 2 2013 through 2015 are shown later in my testimony at Tables 11 and 12.

IV. CAPITAL BUDGET AND REVIEW

Q. Please describe the capital budgeting process.

A. Avista has revised the capital budgeting process over the last several years. The new process allows for further and more detailed review of capital projects and progress by using business cases. A business case is a summary document that provides support and analysis for a project or program. Components of a business case include: the project description, project alternatives, cost summary, business risk, financial assessment, strategic assessment, justification for the project (mandatory, resource requirements, etc.), milestones, key performance indicators, etc. Business cases, along with a cover sheet for the projects included in this case, have been provided as additional support in Exhibit No. (DBD-5).

The budget process starts with project sponsors submitting new and updated business cases to the Financial Planning and Analysis ("FP&A") group for the upcoming five year period. The business cases are reviewed by FP&A and then included in the list of valid projects and programs to be considered for funding by the Capital Planning Group ("CPG"). The CPG is currently a group of several Directors that represent all capital intensive areas of the Company. The CPG meets to review the submitted Business Cases and prioritize funding to meet the capital budget targets set by senior management. After approval from senior management, the capital budget is sent to the Board of Directors to approve the capital budget amount for the five year period. The CPG meets monthly to review the status of the

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- projects and programs written in the business cases, and approve or decline new business cases as well as monitor the overall capital budget.
 - Q. Is the Company confident that the capital additions that are presented in this case will actually occur for the period July 2013 through December 31, 2015?
 - A. Yes. The July through December 2013 projects are completed and many of the 2014 projects are already underway or completed either through actual construction, contracts signed, and/or materials ordered. In addition, the actual and planned capital expenditures for the utility for the years 2006 through 2013 are shown in Table No. 3 below. The table shows that actual capital expenditures have been very close to the planned expenditures on a consistent basis. In fact, the eight year average of actual expenditures is 100% of the planned expenditures. I believe it is fair to conclude that there is a high level of confidence that the planned capital expenditures for July 2013 through 2015 will occur.

Table No. 3:

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14		Planned	Actual	
15		Expenditures (\$ millions)	Expenditures (\$ millions)	Percentage of Planned
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	2006	\$159.60	\$158.30	99%
7	2007	183.60	198.40	108%
	2008	190.00	205.40	108%
8	2009	202.00	199.70	99%
	2010	235.00	206.80	88%
9	2011	260.00	247.00	95%
	2012	256.50	262.00	102%
0	2013	274.60	285.90	104%
1	Eight Year Average	\$220.16	\$220.44	100%

Q. What is the historical and projected level of annual capital spending for Avista?

A. Avista's annual capital requirements have steadily increased from approximately \$158 million in 2006 to approximately \$296 million in 2013. Capital expenditures of approximately \$686 million are planned for 2014-2015 for customer growth, investment in generation upgrades and transmission and distribution facilities, as well as necessary maintenance and replacements of our natural gas utility systems. Capital expenditures of approximately \$1.7 billion are planned for the five-year period ending December 31, 2018. Exhibit No. ___(DBD-2) reflects this trend that Avista has experienced and what is planned for in the near future.

Q. How does new investment in utility plant change rate base over time?

A. Avista's investment in utility plant continues to significantly exceed depreciation expense. Because of this, rate base in the rate year is significantly greater than the historical test period AMA rate base. This is shown in Illustration No.1 below.

Illustration No. 1:

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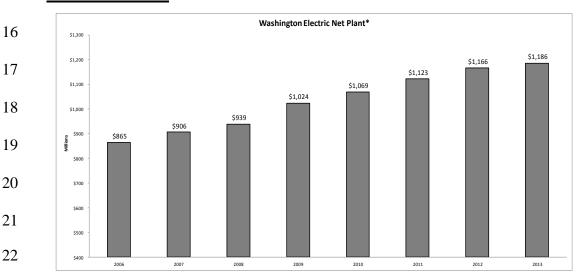
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*Net Plant is after accumulated depreciation is removed.

Q. What is driving the significant investment in new utility plant?

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A. As Company witnesses Ms. Rosentrater and Mr. Kinney, in particular, explain in their testimony, it is necessary to add or upgrade generation facilities and expand transmission and distribution facilities, due in part to customer growth and reliability requirements. Other issues driving the need for capital investment include an aging infrastructure, and municipal compliance issues (e.g., street/highway relocations), etc.

A significant factor in the growth in net plant investment or rate base is the cost of new utility equipment and facilities today, as compared to the cost of the older facilities that are now being replaced.

Some of the facilities we are replacing or upgrading were installed 40-60 years ago or even before that time. The cost to replace this equipment and facilities today is multiple times more expensive than when they were installed decades ago.

- Q. What data is available that depicts the increase in the cost of utility plant assets that have been added in recent years, as compared to the cost of the facilities being replaced?
- A. Using the Handy-Whitman Index Manual⁵, the Company analyzed several major categories of plant. Exhibit No. ___(DBD-3) depicts the increases in costs of transmission substations, transmission equipment, distribution substations, and distribution equipment that the utility industry has experienced over the past fifty years. These charts

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⁵ "The Handy-Whitman Index of Public Utility Construction Costs", is published by Whitman, Requardt and Associates, Baltimore, Maryland. The Handy-Whitman Indexes of Public Utility Construction Costs show the level of costs for different types of utility construction. Separate indices are maintained for general items of construction, such as reinforced concrete, and specific items of material or equipment, such as pipe or turbogenerators. Handy-Whitman Index numbers are used to trend earlier valuations and original cost at prices prevailing at a certain date.

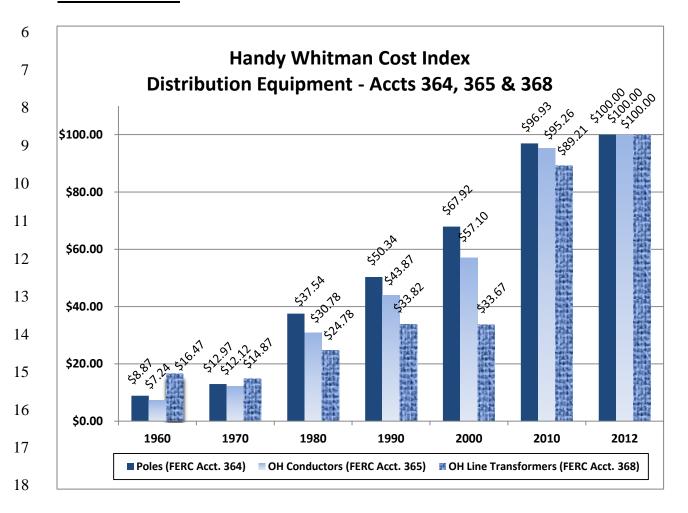
- show what these categories of plant have cost historically on a relative scale. For example,
- on Page 4 of Exhibit No. ___(DBD-3), and also shown in Illustration No. 2 below,
- distribution poles fifty years ago would have a cost of approximately 9% of the current
- 4 replacement cost.

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Illustration No. 2:



The charts on Exhibit No. ___(DBD-3), show that the cost of the same equipment and facilities that are being added today are many times more expensive than those facilities installed in the past. Our retail rates are "cost-based" and reflect the low cost of the old

equipment serving customers. When the equipment is replaced, it requires an increase in rates to reflect the much higher cost of the new equipment.

- Q. With respect to Avista's July 2013 through December 2015 capital additions, would there be some operation and maintenance (O&M) savings associated with the replacement of some of the aging equipment with new equipment?
- A. Not when you look at the total utility as a whole. At some point our facilities approach the end of their useful lives and need to be replaced before they fail. Our general practice is to attempt to replace our aging equipment before it fails, because it is not only less costly to replace this equipment on a systematic, planned basis, but it also results in more reliable service to customers, which is expected by all utility stakeholders. If our practice were to avoid replacing utility equipment until it failed, the reliability of our system would suffer.

Therefore, it is imperative that we continue every year to reinvest and upgrade a portion of our utility system, in addition to the investments needed to meet mandatory reliability requirements, so that our system will continue to provide reliable service. On a net basis, we will continue to experience O&M costs to maintain a system that continues to age.

The reinvestment and upgrades actually serve, to a large extent, to allow the Company to avoid <u>additional</u> costs in the future associated with maintenance – not to <u>reduce</u> the overall level of existing O&M costs.

Q. Please provide a summary of the July 2013 through December 2015 capital projects.

- 1 A. Exhibit No.__(DBD-4), details the system-level capital projects that will be
- transferred to plant from July 2013 through December 2015. A listing and/or description of
- 3 the capital projects and their system costs that will transfer to plant-in-service for this time
- 4 period follows:

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Generation:

The electric generation projects that will transfer to plant-in-service are described in detail in Mr. Kinney's direct testimony, Exhibit No.__(SJK-1T). A listing of these projects on a system basis are included in Table No. 4 below.

Table No. 4:

13	\$ (000's)			
14	Generation / Production (System):	<u>Jul-Dec 2013</u>	<u>2014</u>	<u>2015</u>
	Hydro - Base Load Hydro	\$ 903	\$ 1,000	\$ 1,000
15	Hydro - Clark Fork Settlement Agreement	1,719	10,830	7,081
	Hydro - Generation Battery Replacement	112	100	183
16	Hydro - Hydro Safety Minor Blanket	50	65	70
10	Hydro - Little Falls Plant Upgrade	27	9,000	6,500
	Hydro - Nine Mile Rehab	990	9,208	47,044
17	Hydro - Regulating Hydro	3,292	2,500	3,000
	Hydro - Spokane River License Implementation	1,860	4,815	462
18	Thermal - Base Load Thermal Plant	4,135	2,200	2,200
	Thermal - Peaking Generation	1,000	500	500
19	Hydro - Post Falls Intake Gate	1	-	-
1)	Other - Coyote Springs LTSA	179	-	-
20	Other - Rathdrum CT Upgrade Unit	45	-	-
20	Hydro - Long Lake Replace Field Windings	-	800	2,430
	Hydro - Noxon Spare Coils	-	1,350	-
21	Other - CS2 Inlet Air Sys	-	500	-
	Thermal - Colstrip Thermal Capital	-	8,004	3,177
22	Thermal - Kettle Falls Water Supply	-	1,615	
	Hydro - Post Falls South Channel Replacement	-	-	11,008
23	Hydro - Cabinet Gorge Unit 1 Refurbishment	-	-	11,400
23	Thermal - KFGS Ash Collector	-	-	1,907
24		\$ 14,312	\$ 52,488	\$ 97,962

Electric Transmission:

The electric transmission projects that will transfer to plant-in-service are described in detail in Ms. Rosentrater's direct testimony, Exhibit No.__(HLR-1T). A listing of these projects and system costs are included in Table No. 5 below.

Table No. 5:

Electric Transmission (System):	<u>Jul-Dec 2013</u>	<u>2014</u>
Colstrip Transmission/PNACI	\$ 40	\$ 369
Environmental Compliance	150	100
Reconductors and Rebuilds	4,271	9,297
Storms	1,096	1,100
Substation - 115 kV Line Relay Upgrades	350	950
Substation - Asset Mgmt. Capital Maintenance	1,689	2,600
Substation - Capital Spares	464	750
Substation - Distribution Station Rebuilds	6	500
Tribal Permits and Settlements	103	495
Spokane Valley Transmission Reinforcement	845	1,900
Clearwater Sub Upgrades		2,700
Moscow 230 Substation Rebuild	6,686	5,853
Transmission - Asset Management	546	1,315
Transmission - NERC High Priority Mitigation	1,350	1,900
Transmission - NERC Low Priority Mitigation	-	250
Transmission - NERC Medium Priority Mitigation	-	1,693
SCADA - SOO & BUCC	133	1,090
Thornton 230 kV Switching Station	14	-
Westside property purchase	70	-
Noxon Switchyard Rebuild		-
	\$ 17,813	\$ 32,863

Electric Distribution:

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The electric distribution projects that will transfer to plant-in-service are described in detail in Ms. Rosentrater's direct testimony, Exhibit No.__(HLR-1T). A listing of these projects and system costs are included in Table No. 6 below.

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Table No. 6:

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9	<u>\$ (000's)</u>			
10	Electric Distribution (System):	<u>Jul-Dec 2013</u>	<u>2014</u>	<u>2015</u>
11	Distribution Grid Modernization	\$ 6,630	\$ 9,450	\$ 13,500
	Distribution Line Protection	253	250	125
12	Distribution Minor Rebuild	4,792	8,300	8,300
	Distribution Transformer Change-Out Program	813	4,700	6,900
13	Distribution Wood Pole Management	4,436	14,680	15,873
	Electric Replacement/Relocation	1,279	2,300	2,400
14	Environmental Compliance	63	150	150
	Primary URD Cable Replacement	737	1,000	1,000
15	Reconductors and Rebuilds	-	2,500	2,500
13	Segment Reconductor and FDR Tie Program	1,473	2,653	3,074
16	Spokane Electric Network	1,413	2,300	2,300
10	Storms	1,888	2,200	2,300
17	Substation - Asset Mgmt. Capital Maintenance	97	1,500	1,500
17	Substation - Capital Spares	31	2,300	800
	Substation - Distribution Station Rebuilds	2,460	2,730	3,125
18	Substation - New Distribution Stations	373	379	2,045
	Worst Feeders	500	1,500	2,000
19	Spokane Valley Transmission Reinforcement	151	-	-
	Franchising for WSDOT	42	265	195
20	Harrington 4 kV Cutover	-	1,000	2,000
	Smart Grid Demonstration Project	360	525	-
21	Ram Rat 2 US 95 Widening	816	-	-
	Smart Grid Workforce Training Grant - DOE	360	-	-
22	Spokane Smart Circuit	1,104	-	-
	Customer Prepay	-	-	1,997
23	Street Light Management	-	-	2,320
24		\$ 30,069	\$ 60,682	\$ 74,403

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General:

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The detailed listing of the general plant projects and system costs that will transfer to plant-in-service are included in Table No. 7 below, with narrative summaries following the table.

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Table No. 7:

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<u>\$ (000's)</u>			
General (System):	<u>Jul-Dec 2013</u>	<u>2014</u>	<u>2015</u>
Capital Tools & Stores Equipment	\$ 404	\$ 1,937	\$ 2,348
COF Long-Term Restructuring Plan	8,461	2,000	1,500
Dollar Rd Service Center Addition & Remodel	213	-	-
Structures and Improvements/Furniture	2,025	3,353	3,600
Clinic Expansion Project	150	-	-
Apprentice Training	10	60	60
HVAC Renovation Project	6,507	2,000	8,000
Microwave Refresh	3,171	1,625	1,073
Mechanical Shop 3 Ton Crane	-	154	-
Transmission Outage Management	-	300	-
New Deer Park Service Center	-	-	2,500
COF Long-term Restructure Ph2	-	-	2,000
	\$ 20,940	\$ 11,429	\$ 21,081

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Capital Tools & Stores Equipment - 2013: \$404,000; 2014: \$1,937,000; 2015: \$2,348,000

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Equipment utilized in warehouses throughout the service territory. This includes equipment such as forklifts, manlifts, shelving, cutting/binding machines, etc. Expenditures in this category also include large tools and instruments used throughout the Company for gas and/or electric construction and maintenance work, distribution, transmission, or generation operations, telecommunications, and some fleet equipment (hoists, winch, etc) not permanently attached to the vehicle.

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Central Office Facility (COF) Long Term Campus Restructuring Plan - 2013: \$8,461,000; 2014: \$2,000,000; 2015: \$1,500,000

The central office facility (COF) campus restructuring plan is a 2-year, 3 phase plan to address parking and office space needs. Avista employees are forced to park on residential streets which sometimes disturbs our neighbors. Moreover, Avista does not meet the current city requirements for handicap and carpool parking spaces. The campus restructuring will create 109 additional parking spaces for employees inside of the Avista property. Avista is currently leasing office space for 75 employees that cannot fit into the current facility layout. In 2013, Facilities remodeled the old warehouse to then accommodate 120 cubicles, meeting rooms, offices and restroom

facilities. By remodeling the old warehouse, Avista made wise use of the square footage and return employees to a central location. The 3rd phase of the plan is to construct a 50 space parking lot on the Ross Court property adjacent to the Avista campus. O&M savings will result from eliminating the need for leased facilities used for personnel that will be relocated to the Mission Campus. In addition, savings are gained due to line trucks and employees not having to travel and off-load waste matter that is recyclable or hazardous. Savings are \$20,000 in 2014 and \$20,000 in 2015 on a system level. The allocation to Washington is 79.22% for Electric and 20.78% for Gas making the Washington allocated savings \$15,844 Electric and \$4,156 Gas in each year. This has been included in the O&M Offsets adjustment as shown in Company witness Mrs. Andrews' workpapers.

Dollar Road Service Center Addition & Remodel - 2013: \$213,000

In 2012 and 2013, Avista constructed a 12,900 sq. ft. 6-bay fleet facility. The facility enables Avista to service CNG vehicles and gas department vehicles on-site. The service of the gas vehicles was taking place at a leased facility several miles north of the Dollar Rd. property. The Dollar Rd. expansion includes a CNG filling station for the Avista fleet and CNG customers. The justification of the fleet facility was found in efficiencies gained by having mechanics on-site to maintain Avista vehicles.

Structures and Improvements/Furniture - 2013: \$2,025,000; 2014: \$3,353,000; 2015: \$3,600,000

This program is for the Capital Maintenance, Improvements, and Furniture budgets at 50 plus Avista offices and service centers (over 700,000 square feet in total). Many of the included service centers were built in the 1950's and 1960's and are starting to show signs of severe aging. The program includes capital projects in all construction disciplines (Roofing, Asphalt, Electrical, Plumbing, HVAC, Energy efficiency projects etc.).

Clinic Expansion Project - 2013: \$150,000

Capital equipment costs for the new Clinic that was completed in 4th Quarter 2013. Costs include all furniture, specialized equipment, oxygen systems, exam tables etc. for a two-room examination Facility. Project shows the possibility of significant savings to the company through bringing many of the third party health costs back in house. The clinic supports many required programs for WISHA, OSHA and DOT for requirements related to occupational health services such as audiogram testing, DOT Physicals, Drug/alcohol screens and testing, and other programs. By bringing these services in-house cost savings will be achieved by delivering these services more cost-effectively than using outside medical providers. Avista is self-insured for employee medical plans and the worker's compensation program. Productivity is favorably impacted as a result of having a clinic on site for employees by decreasing lost time away from work and offering other medical services. The clinic can offer services comparable to an urgent care clinic at comparable or lower cost for services such as Lab/blood draws, vaccinations, allergy injections, would care, blood-pressure

checks and urgent care needs. Management of worker compensation claims for injured workers will benefit through early intervention and improved coordination of claim management through the services offered in the clinic, which helps the employee and controls expenses. The clinic is HIPPA compliant and is under the same regulations as comparable medical providers.

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Apprentice Training – 2013: \$10,000; 2014: \$60,000; 2015: \$60,000

This program is for on-going capital improvements to support the essential skills needed for journeyman workers, apprentices and pre-apprentices now and for the future. It is important to provide the types of training scenarios that employees face in the field. Capital expenditures under this program include items such as building new facilities or expanding existing facilities, purchase of equipment needed, or build out of realistic utility field infrastructure used to train employees. Examples include: new or expanded shops, truck canopies, classrooms, backhoes and other equipment, build out of "Safe City" located at the Company's Jack Stewart training facility in Spokane, which could include commercial and residential building replicas, and distribution, transmission, smart grid, metering, gas and substation infrastructure.

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HVAC Renovation Project - \$2013: \$6,507,000; 2014: \$2,000,000; 2015: \$8,000,000

The HVAC Renovation Project began in 2007 and 2008. The HVAC Project is a systematic replacement of the original 1956 Heating, Ventilation and Air Conditioning System for the Service Building, Cafeteria/ Auditorium and General Office Building. The original HVAC equipment has been operating 24/7 since original construction in 1956. The Project entails a floor by floor evacuation and relocation of employees and a complete demolition of each floor; including a massive Asbestos Abatement component, and removing the original fire proofing on the basic steel structure. The Project requires exhaustive demolition and reconstruction of each floor. Sustainable energy savings and conservation are built into the Project as we apply for LEED certification for each floor. The 5th, 4th, and 3rd floor has obtained LEED-CI Gold status recognizing all of the renewable strategies we employed during the design and construction phases. The goal of this project is to re-purpose and recycle the entire Facility for the next generation of Avista employees to use for 50 more years. Life cycle costs weighed heavily on our Construction Specifications and equipment choices during the design phase. The design team chose energy efficient equipment that was designed for 30 to 50 year life cycles. After revenue requirement was finalized, it was determined that offsets exist for this business case. The project will produce approximately \$36,000 (system) in reduced energy costs for 2013 and 2014. For 2013, this would include six months of the savings or \$18,000. Washington's allocation of this is \$14,000 for Electric and \$4,000 for gas. In 2014, offsets were \$36,000 (\$29,000 WA Electric \$7,000 WA Gas). The O&M savings for 2015 are estimated to be \$112,590 and are planned to

be in-service September 2015. As such, the offset amount is \$28,148 (\$22,000 WA Electric and \$6,000 WA Gas).

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Microwave Refresh - \$2013: \$3,171,000; 2014: \$1,625,000; 2015: \$1,073,000

The project is designed to replace the aging and no longer supported microwave equipment with a supported technology. These systems support the communication for protection and relaying of the electrical transmission systems that allow the reliable delivery of electricity throughout our service territory.

Mechanical Shop 3 Ton Crane - 2014: \$154,000

Replace 480v exposed buss shop crane with freestanding 3 ton unit. Present crane is an electrocution hazard, and cannot handle many jobs due to its limited size. Limitations force us to outsource work that could be done at little or no incremental cost by our own employees. The crane is also outmoded, with limited parts availability. An estimated O&M offset of \$20,000 system (13,000 WA) is gained in 2014 by eliminating the need to outsource to external contractors.

Transmission Outage Management - 2014: \$300,000

System Operations proposes installation of a Transmission Outage Management system that would provide additional transmission outage management functionality, streamline current transmission outage management processes, and eliminate the current homegrown logging application. Implementing this system would automate many processes that are performed in a manual fashion and would bring Avista's capabilities up to industry standards. Maintenance of the logging portion of the application would change from programming the application (current) to configuring the application. Mining of data for calculating compliance reports and reliability indicators would be reduced with normalized data and automated processes.

New Deer Park Service Center- 2015: \$2,500,000

Replace existing Deer Park Service Center. Current building is over 40 years old, and existing storage yard is becoming too small for ever-growing inventory. Environmental concerns with existing site located near railroad tracks, and close proximity to city water well. The existing building is tight for current line truck sizes, warehouse is undersized, and has code compliance and security issues. Deer Park is one of our lower-performing service centers on the Facilities Building Survey Report. No O&M offsets are presented on the attached copy of the Business Case, however after further discussion it was determined that \$16,000 of annual savings would occur after the in-service date of September 2015. This amount has been prorated to include only 3 of those months. Savings are from facilities energy and maintenance savings including employee efficiencies due to larger facilities and more spacious storage yard. The total O&M offset is calculated as \$16,000 x (3/12) = \$4,000. Washington's portion of this is \$3,169 Electric and \$831 Gas. This has been included in the O&M Offsets adjustment as shown in Company witness Mrs. Andrews' workpapers.

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Central Office Facility (COF) Long-Term Restructure Ph2- 2015: \$2,500,000

Central Office Facility (COF) Long Term Restructuring Plan, Phase 2 involves the construction of a new Fleet Vehicle Garage and 4-story parking structure. By the end of 2015, Facilities projects will add approx. 183 new cubicles. Our parking lots will be beyond max capacity. The Fleet Garage is over 50 yrs old and is constrained. New garage will allow for maintenance of Compressed Natural Gas vehicles as the current bldg does not allow for this. Once Fleet is relocated there will be a distinct separation between operational/service vehicles and employee vehicle. This separation will increase safety by eliminating intermingling of pedestrians in work areas. Office building & parking garage is projected to allow Call Center and any leased facilities to come back to Mission campus. Ross Park conversion to office will secure any future employee expansion that will occur. It was determined that O&M savings of \$33,000 will occur in July 2015. These O&M savings are the result of eliminating the need of leased facilities used for personnel that will be relocated to the Mission Campus. In addition, we would not need to rent or purchase addition space for parking. These annual savings have been prorated to include savings after the in-service date. The resulting offset is calculated as \$33,000 x (5/12) = \$13,860. Washington's apportionment of this amount is \$10,980 Electric and \$2,880 Gas. This has been included in the O&M Offsets adjustment as shown in Company witness Mrs. Andrews' workpapers.

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Transportation:

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The detailed listing of the transportation projects and the system costs that will transfer to plant-in-service are included in Table No. 8 below, with narrative summaries following the table.

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Table No. 8:

\$ (000's)

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CNG Fleet Conversion Fleet Budget	\$ 932 4.287	\$ 200 5,586	\$ 200 6,500
Float Pudget	1 287	5 586	
		,	

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CNG Fleet Conversion - 2013: \$932,000; 2014: \$200,000; 2015: \$200,000

42 43 44 This project is to convert 119 light duty trucks to CNG over the next seven years. If more vehicles are acquired in the fleet, there is a potential for more CNG to be served from these refueling stations. Vehicle conversion will began in 2012 and will continue on 15-20 vehicles per year for the foreseeable future.

Fleet Budget - 2013: \$4,287,000; 2014: \$5,586,000; 2015: \$6,500,000

Expenditures are for the scheduled replacement of trucks, off-road construction equipment and trailers that meet the Company's guidelines for replacement including age, mileage, hours of use and overall condition. This also includes additions to the fleet for new positions or crews working to support the maintenance and construction of our electric and natural gas operations.

Enterprise Technology:

The enterprise technology projects that will transfer to plant-in-service are described in detail in Mr. Kensok's direct testimony, Exhibit No.__(JMK-1T). A listing of these projects and the system costs are included in Table No. 9 below:

Table No. 9:

Financial Forecast Model	-	-	500
Asset Facilities Management Application Migration	-	-	8,350
GridGlo GFX Integration	-	240	-
Next Generation Radio Refresh	1,999	7,235	27
High Voltage Protection for Substations	1,457	2,014	320
Radio Telephone Communications Console System	(3)	-	-
Technology Expansion to Enable Business Process	3,311	3,836	5,799
Enterprise Security	1,530	2,183	2,185
Customer Information System Replacement	9,184	67,341	-
Technology Refresh to Sustain Business Process	10,919	13,862	19,362
Mobility in the Field	113	690	420
Enterprise Business Continuity Plan	339	482	450
AvistaUtilities.com and AvaNet Redesign	\$ 1,000	\$ 1,538	\$ 240
Enterprise Technology (System):	<u>Jul-Dec 2013</u>	<u>2014</u>	<u>2015</u>
<u>\$ (000's)</u>			

<u>Jackson Prairie Storage - 2013: \$450,000; 2014: \$500,000; 2015: \$1,000,000</u>

These projects include various capital improvements that Avista and its partners will complete at Jackson Prairie facility.

Natural Gas Distribution:

The detailed listing of the natural gas distribution projects and system costs that will transfer to plant-in-service, are included in Table 10, with narrative summaries following the table.

Table No. 10:

\$ (000's)			
Natural Gas Distribution (System):	<u>Jul-Dec 2013</u>	<u>2014</u>	<u>2015</u>
Aldyl A Replacement	\$ 8,463	\$ 16,452	\$ 16,817
Cathodic Protection	172	800	800
Gas Non-Revenue Program	4,728	7,402	8,925
Gas Reinforcement	395	1,000	1,000
Gas Replacement Street & Highway	1,938	4,500	4,500
Gas Telemetry	98	400	400
Isolated Steel Replacement	1,121	2,598	2,818
Overbuilt Pipe Replacement	390	900	900
Regulator Station Reliability Replacement	218	600	800
Replace Deteriorating Steel Gas Systems	495	800	1,000
Gas PMC Program - Capital Replacements	-	1,000	1,030
ERTs Replacement Program	-	_	902
Goldendale HP	-	_	3,500
Reinforcement, Hwy 2 Kaiser	-	-	1,400
	\$ 18,017	\$ 36,453	\$ 44,793

Aldyl A Replacement – 2013: \$8,463,000; 2014: \$16,452; 2015: \$16,817

The Company currently undergoing a twenty-year program to systematically remove and replace select portions of the DuPont Aldyl A medium density polyethylene pipe in its natural gas distribution system in the States of Washington, Oregon and Idaho. None of the subject pipe is "high pressure main pipe," but rather, consists of distribution mains at maximum operating pressures of 60 psi and pipe diameters ranging from 1¼ to 4 inches. This program is described further by Mr. Kopczynski in his testimony, Exhibit No. (DFK-1T).

Cathodic Protection – 2013: \$172,000; 2014: \$800,000; 2015: \$800,000

This annual project upgrades, replaces, or installs cathodic protection systems required to ensure compliance with PHMSA regulations regarding proper cathodic protection of steel mains.

Gas Distribution Non-Revenue Blanket -2013: \$4,728,000; 2014: \$7,402,000; 2015: \$8,925,000

This annual project will replace sections of existing natural gas piping that require replacement to improve the operation of the natural gas system but are not linked to new revenue. The project includes improvements in equipment and/or technology to improve system operation and/or maintenance, replacement of obsolete facilities, replacement of main to improve cathodic performance, and projects to improve public safety and/or improve system reliability.

Gas Reinforcement – Minor Blanket - 2013: \$395,000; 2014: \$1,000,000; 2015: \$1,000,000

This annual project will reinforce portions of the existing natural gas system to ensure continued reliable service during a design day for areas that have had low pressure problems due to increased growth and/or system demand. This project will identify and install new sections of gas main to improve the operating reliability and performance of the gas distribution system. Execution of this program on an annual basis will ensure the continuation of reliable gas service that is of adequate pressure and capacity.

Gas Replacement Street/Highways - 2013: \$1,938,000; 2014: \$4,500,000; 2015: \$4,500,000

This annual project will replace sections of existing natural gas piping that require replacement due to relocation or improvement of streets or highways in areas where natural gas piping is installed. Avista installs many of its facilities in public right-of-way under established franchise agreements. Avista is required under the franchise agreements, in most cases, to relocate its facilities when they are in conflict with road or highway improvements.

Gas Telemetry - 2013: \$98,000; 2014: \$400,000; 2015: \$400,000

The projects will include the installation of six flow computers to replace existing aging infrastructure. Additionally this project includes all new telemetry installations, to include both wireless and hard wired.

Isolated Steel Replacement - 2013: \$1,121,000; 2014: \$2,598,000; 2015: \$2,818,000

The Company is implementing a special cathodic protection program for the purpose of finding and addressing isolated steel in its natural gas piping systems.

Over Built Pipe Replacement Blanket - 2013: \$390,000; 2014: \$900,000; 2015: \$900,000

This annual project will replace sections of existing gas piping that have experienced encroachment or have been overbuilt i.e., where a structure has been built over existing gas piping. It will address the replacement of sections of gas main that no longer can be operated safely and will identify and replace sections of main to improve public safety. All types of overbuilds will be addressed with the primary focus of the project being overbuilds in manufactured home developments.

Regulator Station Reliability Replacement Projects - 2013: \$218,000; 2014: \$600,000; 2015: \$800,000

This annual project upgrades or replaces various regulator stations within the natural gas distribution system, improving station reliability and reducing operation and

maintenance costs. Existing stations require upgrades due to many factors, such as replacement of obsolete equipment and improvement in regulation technology.

Replace Deteriorating Steel Gas Systems - 2013: \$495,000; 2014: \$800,000; 2015: \$1,000,000

This annual program will replace sections of existing steel gas piping that are suspect for failure or are showing signs of deterioration within the gas system. This program will address the replacement of sections of gas main with corrosion related issues that no longer operate reliably and/or safely. Sections of the gas system require replacement due to many factors including material failures, environmental impact, increased leak frequency, or coating problems. This program will identify and replace sections of steel pipe to improve public safety and system reliability. The projects' primary focus is to address corrosion related pipe issues.

Gas PMC Program-Capital Replacements - 2014: \$1,000,000; 2015: \$1,030,000

This annual program will provide for replacement of gas meters and associated measurement equipment that are completed in association with the Gas Planned Meter Change-out (PMC) program. Avista is required by commission rules and an approved Tariff in WA, ID, and OR to test meters for accuracy and ensure proper metering performance. Execution of this program on an annual basis will ensure the continuation of reliable gas measurement. This program will include the labor and minor materials associated with the PMC program.

ERTs Replacement Program - 2015: \$902,000

This program covers labor required for the replacement of 19,500 gas Encoder Receiver Transmitter (ERTs) annually for a 12-year cycle, beginning in the year 2015. Analyses has identified that a levelized replacement strategy will minimize the effect of unit failures as well as introduce new, levelized populations of ERTs into the system for future predictive maintenance. Large populations of ERTs are predicted to fail in quantities of over 20,000 units per year at the peak, causing an operations burden of personnel and equipment as well as an unreasonable number of estimated bills (currently Avista experiences just a couple hundred failures annually due to small ERT populations).

Goldendale HP - 2015: \$3,500,000

The coating on the existing high pressure (HP) main that feeds the town of Goldendale is disbanded and is showing signs of early stages of corrosion. This line has been exposed in several different locations, and all sections have similar characteristics. Avista will replace nearly 3 miles of 4" HP feeding the town of Goldendale with new 4" steel main. Federal code mandates that the coating on steel mains must be properly adhered to the main to protect the pipe from corrosion.

Reinforcement, Hwy 2 Kaiser - 2015: \$1,400,000

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Avista Corporation		
Docket Nos. UE-14	& UG-14	

This project will reinforce the area north of the former Kaiser Aluminum property along Hwy 2. The distribution system in this area is not able to reliably serve customers on a design day. Additionally, Avista serves the Inland Asphalt plant located north of this and cannot reliably serve this customer in the spring and fall. Approximately 8,000' of 6" high-pressure steel will be installed. Engineering to start in 2014, construction planned for 2015. This project is the top reinforcement priority for the Spokane area.

Q. What is the net change to electric rate base for the July 2013 through

December 2015 capital investment?

A. Electric net rate base for capital investment would increase \$127,613,000, from \$1,192,492,000 (after restating adjustment) to \$1,320,105,000. Table No. 11 below summarizes the impact of this capital investment.

Table No. 11:

			Planned Investment								
(\$000's)		20	13		2014			20	015		
			Jul-Dec		Jul-Dec						
		Adjust	2013	Adjust	2013			Jul-Dec			
		6.30.13	Capital	6.30.13	Capital	2014	Adjust	2013	2014	2015	
		Vintage	Additions	Vintage	Additions	Capital	6.30.13	Capital	Capital	Capital	
		to	to	to	to	Additions	Vintage	Additions	Additions	Additions	
	Rate Base	12.31.13	12.31.13	12.31.14	12.31.14	to 2014	to 2015	to 2015	to 2015	to 2015	Rate Base
	6.30.13 EOP	EOP	EOP	EOP	EOP	EOP	AMA	AMA	AMA	AMA	2015 AM
Plant	\$2,161,707	\$ -	\$ 71,104	\$ -	\$ -	\$ 151,375	\$ -	\$ -		\$ 61,205	\$2,445,39
A/D	\$ (749,269)	(30,673)	(879)	(61,346)	(4,225)	(2,489)	(30,673)	(2,112)	(3,387)	(1,437)	\$ (886,49
DFIT	\$ (219,946)	(5,964)	-	(4,841)	-	(3,887)	103	-	(2,868)	(1,393)	\$ (238,79
Rate Base	\$1,192,492	\$(36,637)	\$ 70,225	\$(66,187)	\$ (4,225)	\$ 144,999	\$(30,570)	\$ (2,112)	\$ (6,255)	\$ 58,375	\$1,320,10

Q. What is the net change to natural gas rate base for the July 2013 through

December 2015 capital investment?

A. Natural gas net rate base for capital investment would increase \$30,083,000, from \$202,648,000 (after restating adjustment) to \$232,731,000. Table No. 12 below summarizes the impact of this capital investment.

Table No. 12:

			Planned Investment												
(\$000's)			20	13		2014					201	15			
				Jul-Dec		Jul-Dec									
				2013	Adjust	2013				Jul	-Dec				
			Adjust	Capital	6.30.13	Capital	2014			20	013	2	2014	2015	
			6.30.13	Additions	Vintage	Additions	Capital	Δ	Adjust	Ca	pital	C	apital	Capital	
			Vintage to	to	to	to	Additions	6	.30.13	Add	itions	Add	ditions	Additions	
	R	ate Base	12.31.13	12.31.13	12.31.14	12.31.14	to 2014	Vir	ntage to	to	2015	to	2015	to 2015	Rate Ba
	6.3	30.13 EOP	EOP	EOP	EOP	EOP	EOP	20:	15 AMA	Α	MA	A	AMA	AMA	2015 A
lant	\$	385,178	\$ -	\$ 18,925	\$ -	\$ -	\$ 31,975	\$	-	\$	-	\$	-	\$ 12,498	\$ 448,5
/D	\$	(133,300)	(5,978)	(276)	(11,956)	(1,171)	(667)		(5,979)		(586)		(839)	(355)	\$(161,1
FIT	\$	(49,230)	(1,374)	-	(1,777)	-	(969)		(400)		-		(715)	(273)	\$ (54,7
Rate Base	\$	202,648	\$ (7,352)	\$ 18,649	\$(13,733)	\$ (1,171)	\$ 30,339	\$	(6,379)	\$	(586)	\$	(1,554)	\$ 11,870	\$ 232,7

Q. How were the offsets determined for the July 2013 through December 2015 plant investment?

A. Each capital addition was analyzed to determine any offsets (e.g. reduced O&M costs, reduced load losses, etc.). Maintenance records were reviewed to determine whether any specific maintenance costs were incurred in the test period that would be reduced or eliminated by the investment at the facility. For transmission projects, analyses were conducted to determine the amount of potential load loss savings that would be achieved. Those costs were quantified and included as a reduction to O&M costs in the O&M Savings pro forma adjustment included by Ms. Andrews in the revenue requirement as a part of her Attrition study.

In addition, the output from generation assets is included in the AURORA $_{XMP}$ power cost model. Therefore, to the extent that the additional investments serve to either preserve or increase generation from the generation projects, the benefits are already reflected in the $AURORA_{XMP}$ model.

1	Q.	What is the rationale behind the removal of capital expenditures for
2	connecting n	ew customers, in the Pro Forma Cross Check Study?
3	A.	The capital expenditures for the period July 2013 through December 2015
4	exclude distri	bution-related capital expenditures made that are associated with connecting
5	new customer	s to the Company's system. Excluding these capital expenditures from the Pro
6	Forma Cross	Check Study recognizes the fact that new customers provide incremental
7	revenue that h	elps offset the costs associated with these distribution-related capital additions.
8		
9	<u>v.</u> c	COMPLIANCE WITH PAST COMMISSION ORDER ON CAPITAL
10		EXPENDITURE REPORTING
11	Q.	Is the Company in compliance with the most recent commission order
12	regarding ca	pital addition compliance reports?
13	A.	Yes. In Order No. 09, Dockets UE-120436 and UG-120437, the Commission
14	Ordered the C	ompany to file reports as noted in the below paragraph:
15 16 17 18 19 20 21 22 23	2013, expend compr expend As to year 2	regard to its planned capital expenditures for calendar year Avista must file: (1) a progress report on its 2013 capital ditures on or before September 30, 2013; and (2) a rehensive report on the final totals for 2013 capital ditures on or before March 1, 2014. the capital expenditures Avista plans to make in calendar 014, the Company must file: (1) its capital expenditure plan 14 on or before September 30, 2013; and (2) updates on
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1 changes in meeting its capital expenditure plan for 2014 and 2 reports on progress in making such capital improvements on June 3 1, September 1, and December 1, 2014, respectively, for the previous quarters⁶." 4 5 The Company filed its first Capital Compliance report on September 30, 2013 and will file the additional required reports on March 1, June 1, September 1, and December 1, 6 7 2014 as described above. The September 30, 2013 report demonstrated that the planned 8 capital expenditures were occurring as anticipated. 9 10 VI. 2016 CAPITAL ADDITIONS 11 Q. Why has Avista included information regarding 2016 capital additions? 12 The Company has included 2016 information regarding capital additions to A. provide an indication of the Company's ongoing need for additional rate relief beyond 13 December 31, 2015. The 2016 plant additions⁷ have been included for information purposes 14 15 only and have not otherwise been included in the Company's request. As discussed further in 16 Ms. Andrews and Mr. Thies' testimony, the Company's plans call for significant capital 17 expenditure requirements over the next five years. 18 Q. How were the Capital Additions for 2016 computed? 19 A. The capital investment for 2016 was derived as a part of the capital budget 20 process that was completed in the fall of 2013. The current forecasted capital spend for 2016

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⁶ WUTC v. Avista Corporation d/b/a Avista Utilities, Dockets UE-120436 and UG-120437, Order 09, ¶¶ 114 and 115, December 26, 2012.

⁷ Distribution-related capital expenditures associated with connecting new customers to the Company's system was excluded. The Pro Forma Cross Check Analysis does not include the increase in revenues from growth in the number of customers after the historical test year and therefore, the growth in plant investment associated with customer growth should also be excluded.

- 1 has been approved by the Board of Directors. Table No. 13 below, summarizes the gross
- 2 capital additions by functional group, and for further detail, please see Exhibit No.__DBD-4.
- 3 The items listed in this table have the same types of projects as those described for the July
- 4 30, 2013 through December 31, 2015 additions discussed earlier in my testimony.

Table No. 13:

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6	\$ (000's)	
7	Capital Additions by Functional Group (System):	<u>2016</u>
8	Generation/Production General Plant	\$ 75,191 32,660
9	Natural Gas Distribution Gas Underground Storage: Transportation	41,217 1,000 6,700
10	Enterprise Technology Transmission	38,699 45,417
11	Distribution	75,199
12		\$ 316,082

Q. What is the net increase in electric <u>rate base</u> from AMA 2015 to AMA 2016 related to 2016 capital expenditures?

A. Electric and Natural Gas net <u>rate base</u> for capital investment increased \$73,436,000 from December 31, 2015 AMA balance of \$1,320,105,000 to \$1,393,541,000 at AMA December 31, 2016. This adjustment has two components: First, the December 31, 2015 AMA net plant balances, net of ADFIT, that were included in the Pro Forma Cross Check Analysis have been adjusted to an December 31, 2016 AMA basis. Next the 2016 addition together with the associated A/D and ADFIT were included to a December 31, 2016 AMA basis.

Exhibit No. DCG-21
Dockets UE-150204/UG-150205
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Exhibit No. ___(DBD-1T)

1	Q. What is the net increase in natural gas <u>rate base</u> from AMA 2015 to
2	AMA 2016 related to 2016 capital expenditures?
3	A. Natural gas net <u>rate base</u> for capital investment increased \$12,196,000 from
4	December 31, 2015 AMA balance of \$232,731,000 to \$244,927,000 at AMA December 31,
5	2016. This adjustment has two components: First, the December 31, 2015 AMA net plant
6	balances, net of ADFIT, that were included in the Pro Forma Cross Check Analysis have
7	been adjusted to an December 31, 2016 AMA basis. Next the 2016 addition together with
8	the associated A/D and ADFIT were included to a December 31, 2016 AMA basis.
9	Q. Does this conclude your pre-filed direct testimony?
10	A. Yes, it does.

BEFORE THE WASHINGTON UTILITIES AND TRANSPORTATION COMMISSION

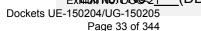
DOCKET NO. UE-14_____

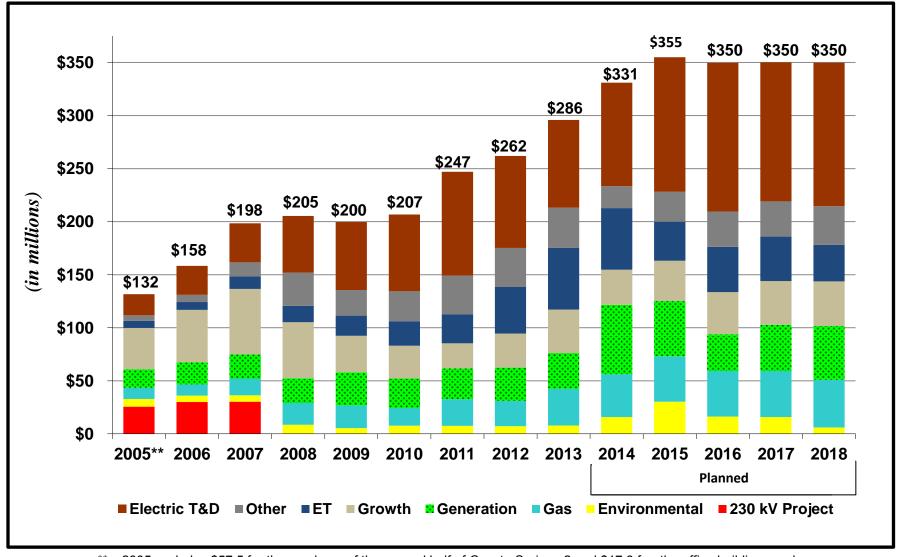
DOCKET NO. UG-14_____

EXHIBIT NO.____(DBD-2)

DAVE B. DEFELICE

REPRESENTING AVISTA CORPORATION





^{** 2005} excludes \$57.5 for the purchase of the second half of Coyote Springs 2 and \$17.8 for the office building purchase.



Exhibit No. DCG-21 Dockets UF-150204/UG-150205	
Page 34 of 344 Exhibit No (DBD-4)	
<u> </u>	
BEFORE THE WASHINGTON UTILITIES AND TRANSPORTATION COMMISSION	
DOCKET NO. UE-14	
DOCKET NO. UG-14	
EXHIBIT NO(DBD-4)	
DAVE B. DEFELICE	
REPRESENTING AVISTA CORPORATION	

Avista 2013 Capital Additions Detail (System)

Exhibit No(DBD-	5)	
Attachment No.	3)	\$ (000's)
	Generation / Production:	
GP-1	Hydro - Base Load Hydro	\$ 903
GP-2	Hydro - Clark Fork Settlement Agreemen	1,719
GP-3	Hydro - Generation Battery Replacement	112
GP-4	Hydro - Hydro Safety Minor Blanke	50
GP-5	Hydro - Little Falls Plant Upgrade	27
GP-6	Hydro - Nine Mile Rehab	990
GP-7	Hydro - Regulating Hydro	3,292
GP-8	Hydro - Spokane River License Implementation	1,860
GP-9	Thermal - Base Load Thermal Plant	4,135
GP-10	Thermal - Peaking Generation	1,000
GP-11	Hydro - Post Falls Intake Gate	1
GP-12	Other - Coyote Springs LTSA	179
GP-13	Other - Rathdrum CT Upgrade Unit	45
		\$ 14,312
	Conorali	
G-1	General: Capital Tools & Stores Equipment	\$ 404
G-2	COF Long-Term Restructuring Plan	8,461
G-3	Dollar Rd Service Center Addition & Remodel	213
G-4	Structures and Improvements/Furniture	2,025
G-5	Clinic Expansion Project	150
G-6	Apprentice Training	10
G-7	HVAC Renovation Project	6,507
G-8	Microwave Refresh	3,171
		\$ 20,940
	Natural Gas Distribution:	
NGD-1	Aldyl A Replacement	\$ 8,463
NGD-2	Cathodic Protection	172
NGD-3	Gas Non-Revenue Program	4,728
NGD-4	Gas Reinforcement	395
NGD-5	Gas Replacement Street & Highway	1,938
NGD-6	Gas Telemetry	98
NGD-7	Isolated Steel Replacement	1,121
NGD-8	Overbuilt Pipe Replacement	390
NGD-9	Regulator Station Reliability Replacement	218
NGD-10	Replace Deteriorating Steel Gas Systems	495 \$ 18,017
	Gas Underground Storage:	
GUS-1	Jackson Prairie Storage	\$ 450
	Transportation:	\$ 450
T-1	CNG Fleet Conversion	\$ 932
T-2	Fleet Budget	4,287
	-	\$ 5,219

Avista 2013 Capital Additions Detail (System)

Exhibit No(DBD	0- 5)			
Attachment No.				\$ (000's)
	Enterprise Technology:			
T-1	AvistaUtilities.com and AvaNet Redesign			\$ 1,000
T-2	Enterprise Business Continuity Plan			339
T-3	Mobility in the Field			113
T-4	Technology Refresh to Sustain Business Process			10,919
T-5	Customer Information System Replacement			9,184
T-6	Enterprise Security			1,530
T-7	Technology Expansion to Enable Business Process			3,31
T-8	Radio Telephone Communications Console System			(3
T-9	High Voltage Protection for Substations			1,457
T-10	Next Generation Radio Refresh			1,999
			•	\$ 29,849
				Total Transmission &
	Electric Transmission / Distribution:	Transmission	Distribution	Distribution
ETD-1	Colstrip Transmission/PNACI	\$ 40		\$ 40
TD-2	Distribution Grid Modernization	\$ 40		
TD-2 TD-3	Distribution Grid Modernization Distribution Line Protection	-	6,630 253	6,630 253
TD-3 TD-4	Distribution Line Protection Distribution Minor Rebuild	-	4,792	4,792
TD-5		-		
	Distribution Transformer Change-Out Program	-	813	813
TD-6	Distribution Wood Pole Management	-	4,435	4,435
TD-8	Electric Replacement/Relocation	- 150	1,279	1,279
ETD-9	Environmental Compliance	150	63	213
TD-10	Primary URD Cable Replacement	-	737	737
TD-11	Reconductors and Rebuilds	4,271	-	4,271
TD-12	Segment Reconductor and FDR Tie Program	-	1,473	1,473
TD-13	Spokane Electric Network	-	1,413	1,413
TD-14	Storms	1,096	1,888	2,984
TD-15	Substation - 115 kV Line Relay Upgrades	350	-	350
TD-16	Substation - Asset Mgmt. Capital Maintenance	1,689	97	1,786
TD-17	Substation - Capital Spares	464	31	495
TD-18	Substation - Distribution Station Rebuilds	6	2,460	2,466
TD-19	Substation - New Distribution Stations	-	373	373
ETD-20	Tribal Permits and Settlements	103	-	103
ETD-21	Worst Feeders	-	500	500
ETD-22	Spokane Valley Transmission Reinforcement	845	151	997
TD-24	Franchising for WSDOT	-	42	42
TD-26	Moscow 230 Substation Rebuild	6,686	-	6,686
TD-27	Smart Grid Demonstration Project	-	360	360
TD-28	Transmission - Asset Management	546	-	546
TD-29	Transmission - NERC High Priority Mitigation	1,350	-	1,350
TD-33	SCADA - SOO & BUCC	133	-	133
TD-34	Smart Grid Workforce Training Grant - DOE	-	360	360
TD-35	Spokane Smart Circuit	-	1,104	1,104
TD-36	Thornton 230 kV Switching Station	14	-	14
ETD-37	Westside Property Purchase	70	-	70
ETD-32 *	Ram Rat 2 US 95 Widening	\$ 17,813	\$16 \$30,069	\$16 \$ 47,88 3
		φ 17,013	φ 30,009	\$ 47,003
	Total Non-Revenue Capital			\$ 136,670
	Growth/Revenue - Producing			\$ 17,125
	Total Idaho Direct Capital Additions 2013			\$ 5,509
	Total Oregon Direct Capital Additions 2013			\$ 3,017
	Total Capital Additions in 2013			\$ 162,321

Avista 2014 Capital Additions Detail (System)

GP-1 GP-2 GP-3 GP-3 GP-4 GP-5 GP-6 GP-7 GP-8 GP-9 GP-10 GP-14 GP-15 GP-18 G-1 G-2 G-4 G-6 G-7 G-8 G-10 G-11 NGD-1 NGD-1	Generation / Production: Hydro - Base Load Hydrc Hydro - Clark Fork Settlement Agreement Hydro - Generation Battery Replacement Hydro - Hydro Safety Minor Blanket Hydro - Little Falls Plant Upgrade Hydro - Nine Mile Rehab Hydro - Regulating Hydro Hydro - Spokane River License Implementation Other - Base Load Thermal Plant Other - Peaking Generation Hydro - Long Lake Replace Field Windings Hydro - Noxon Spare Coils Other - CS2 Inlet Air Sys Thermal - Colstrip Thermal Capital Thermal - Kettle Falls Water Supply General: Capital Tools & Stores Equipment COF Long-Term Restructuring Plan Structures and Improvements/Furniture Apprentice Training	\$ (000's) \$ 1,000 10,830 100 65 9,000 9,208 2,500 4,815 2,200 500 800 1,350 \$ 500 8,004 1,615 \$ \$ 52,488
GP-2 GP-3 GP-3 GP-4 GP-5 GP-6 GP-7 GP-8 GP-9 GP-10 GP-14 GP-15 GP-16 GP-17 GP-18 G-1 G-2 G-4 G-6 G-7 G-8 G-10 G-11 NGD-1	Hydro - Clark Fork Settlement Agreement Hydro - Generation Battery Replacement Hydro - Hydro Safety Minor Blanket Hydro - Little Falls Plant Upgrade Hydro - Nine Mile Rehab Hydro - Regulating Hydro Hydro - Spokane River License Implementation Other - Base Load Thermal Plant Other - Peaking Generation Hydro - Long Lake Replace Field Windings Hydro - Noxon Spare Coils Other - CS2 Inlet Air Sys Thermal - Colstrip Thermal Capital Thermal - Kettle Falls Water Supply General: Capital Tools & Stores Equipment COF Long-Term Restructuring Plan Structures and Improvements/Furniture	10,830 100 65 9,000 9,208 2,500 4,815 2,200 500 800 1,350 500 8,004 1,615 \$ 52,488
GP-2 GP-3 GP-4 GP-5 GP-6 GP-7 GP-8 GP-10 GP-14 GP-15 GP-16 GP-17 GP-18 G-1 G-2 G-4 G-6 G-7 G-8 G-10 G-11	Hydro - Clark Fork Settlement Agreement Hydro - Generation Battery Replacement Hydro - Hydro Safety Minor Blanket Hydro - Little Falls Plant Upgrade Hydro - Nine Mile Rehab Hydro - Regulating Hydro Hydro - Spokane River License Implementation Other - Base Load Thermal Plant Other - Peaking Generation Hydro - Long Lake Replace Field Windings Hydro - Noxon Spare Coils Other - CS2 Inlet Air Sys Thermal - Colstrip Thermal Capital Thermal - Kettle Falls Water Supply General: Capital Tools & Stores Equipment COF Long-Term Restructuring Plan Structures and Improvements/Furniture	10,830 100 65 9,000 9,208 2,500 4,815 2,200 500 800 1,350 500 8,004 1,615 \$ 52,488
GP-4 GP-5 GP-6 GP-7 GP-8 GP-9 GP-10 GP-14 GP-15 GP-18 GP-17 GP-18 G-1	Hydro - Hydro Safety Minor Blanker Hydro - Little Falls Plant Upgrade Hydro - Nine Mile Rehab Hydro - Regulating Hydro Hydro - Spokane River License Implementation Other - Base Load Thermal Plant Other - Peaking Generation Hydro - Long Lake Replace Field Windings Hydro - Noxon Spare Coils Other - CS2 Inlet Air Sys Thermal - Colstrip Thermal Capital Thermal - Kettle Falls Water Supply General: Capital Tools & Stores Equipment COF Long-Term Restructuring Plan Structures and Improvements/Furniture	65 9,000 9,208 2,500 4,815 2,200 500 800 1,350 500 8,004 1,615 \$ 52,488
GP-4 GP-5 GP-6 GP-7 GP-8 GP-9 GP-10 GP-14 GP-15 GP-15 GP-16 GP-17 GP-18 G-1 G-2 G-4 G-6 G-7 G-8 G-10 G-11	Hydro - Hydro Safety Minor Blanker Hydro - Little Falls Plant Upgrade Hydro - Nine Mile Rehab Hydro - Regulating Hydro Hydro - Spokane River License Implementation Other - Base Load Thermal Plant Other - Peaking Generation Hydro - Long Lake Replace Field Windings Hydro - Noxon Spare Coils Other - CS2 Inlet Air Sys Thermal - Colstrip Thermal Capital Thermal - Kettle Falls Water Supply General: Capital Tools & Stores Equipment COF Long-Term Restructuring Plan Structures and Improvements/Furniture	65 9,000 9,208 2,500 4,815 2,200 500 800 1,350 500 8,004 1,615 \$ 52,488
GP-5 GP-6 GP-7 GP-8 GP-9 GP-10 GP-14 GP-15 GP-16 GP-17 GP-18 G-1 G-2 G-4 G-6 G-7 G-8 G-10 G-11	Hydro - Little Falls Plant Upgrade Hydro - Nine Mile Rehab Hydro - Regulating Hydro Hydro - Spokane River License Implementation Other - Base Load Thermal Plant Other - Peaking Generation Hydro - Long Lake Replace Field Windings Hydro - Noxon Spare Coils Other - CS2 Inlet Air Sys Thermal - Colstrip Thermal Capital Thermal - Kettle Falls Water Supply General: Capital Tools & Stores Equipment COF Long-Term Restructuring Plan Structures and Improvements/Furniture	9,000 9,208 2,500 4,815 2,200 500 800 1,350 500 8,004 1,615 \$ 52,488
GP-6 GP-7 GP-8 GP-9 GP-10 GP-14 GP-15 GP-16 GP-17 GP-18 G-1 G-2 G-4 G-6 G-7 G-8 G-10 G-11	Hydro - Nine Mile Rehab Hydro - Regulating Hydro Hydro - Spokane River License Implementation Other - Base Load Thermal Plant Other - Peaking Generation Hydro - Long Lake Replace Field Windings Hydro - Noxon Spare Coils Other - CS2 Inlet Air Sys Thermal - Colstrip Thermal Capital Thermal - Kettle Falls Water Supply General: Capital Tools & Stores Equipment COF Long-Term Restructuring Plan Structures and Improvements/Furniture	9,208 2,500 4,815 2,200 500 800 1,350 500 8,004 1,615 \$ 52,488
GP-7 GP-8 GP-9 GP-10 GP-14 GP-15 GP-16 GP-17 GP-18 G-1 G-2 G-4 G-6 G-7 G-8 G-10 G-11	Hydro - Regulating Hydro Hydro - Spokane River License Implementation Other - Base Load Thermal Plant Other - Peaking Generation Hydro - Long Lake Replace Field Windings Hydro - Noxon Spare Coils Other - CS2 Inlet Air Sys Thermal - Colstrip Thermal Capital Thermal - Kettle Falls Water Supply General: Capital Tools & Stores Equipment COF Long-Term Restructuring Plan Structures and Improvements/Furniture	2,500 4,815 2,200 500 800 1,350 500 8,004 1,615 \$ 52,488
GP-8 GP-9 GP-10 GP-14 GP-15 GP-16 GP-17 GP-18 G-1 G-2 G-4 G-6 G-7 G-8 G-10 G-11	Hydro - Spokane River License Implementation Other - Base Load Thermal Plant Other - Peaking Generation Hydro - Long Lake Replace Field Windings Hydro - Noxon Spare Coils Other - CS2 Inlet Air Sys Thermal - Colstrip Thermal Capital Thermal - Kettle Falls Water Supply General: Capital Tools & Stores Equipment COF Long-Term Restructuring Plan Structures and Improvements/Furniture	4,815 2,200 500 800 1,350 500 8,004 1,615 \$ 52,488
GP-9 GP-10 GP-14 GP-15 GP-16 GP-17 GP-18 G-1 G-2 G-4 G-6 G-7 G-8 G-10 G-11	Other - Base Load Thermal Plant Other - Peaking Generation Hydro - Long Lake Replace Field Windings Hydro - Noxon Spare Coils Other - CS2 Inlet Air Sys Thermal - Colstrip Thermal Capital Thermal - Kettle Falls Water Supply General: Capital Tools & Stores Equipment COF Long-Term Restructuring Plan Structures and Improvements/Furniture	2,200 500 800 1,350 500 8,004 1,615 \$ 52,488
GP-10 GP-14 GP-15 GP-16 GP-17 GP-18 G-1 G-2 G-4 G-6 G-7 G-8 G-10 G-11	Other - Peaking Generation Hydro - Long Lake Replace Field Windings Hydro - Noxon Spare Coils Other - CS2 Inlet Air Sys Thermal - Colstrip Thermal Capital Thermal - Kettle Falls Water Supply General: Capital Tools & Stores Equipment COF Long-Term Restructuring Plan Structures and Improvements/Furniture	500 800 1,350 500 8,004 1,615 \$ 52,488
GP-14 GP-15 GP-16 GP-17 GP-18 G-1 G-2 G-4 G-6 G-7 G-8 G-10 G-11	Hydro - Long Lake Replace Field Windings Hydro - Noxon Spare Coils Other - CS2 Inlet Air Sys Thermal - Colstrip Thermal Capital Thermal - Kettle Falls Water Supply General: Capital Tools & Stores Equipment COF Long-Term Restructuring Plan Structures and Improvements/Furniture	\$00 1,350 500 8,004 1,615 \$52,488
GP-15 GP-16 GP-17 GP-18 G-1 G-2 G-4 G-6 G-7 G-8 G-10 G-11	Hydro - Noxon Spare Coils Other - CS2 Inlet Air Sys Thermal - Colstrip Thermal Capital Thermal - Kettle Falls Water Supply General: Capital Tools & Stores Equipment COF Long-Term Restructuring Plan Structures and Improvements/Furniture	1,350 500 8,004 1,615 \$ 52,488
GP-16 GP-17 GP-18 G-1 G-2 G-4 G-6 G-7 G-8 G-10 G-11	Other - CS2 Inlet Air Sys Thermal - Colstrip Thermal Capital Thermal - Kettle Falls Water Supply General: Capital Tools & Stores Equipment COF Long-Term Restructuring Plan Structures and Improvements/Furniture	500 8,004 1,615 \$ 52,488
GP-17 GP-18 G-1 G-2 G-4 G-6 G-7 G-8 G-10 G-11	Thermal - Colstrip Thermal Capital Thermal - Kettle Falls Water Supply General: Capital Tools & Stores Equipment COF Long-Term Restructuring Plan Structures and Improvements/Furniture	8,004 1,615 \$ 52,488 \$ 1,937
GP-18 G-1 G-2 G-4 G-6 G-7 G-8 G-10 G-11	Thermal - Kettle Falls Water Supply General: Capital Tools & Stores Equipment COF Long-Term Restructuring Plan Structures and Improvements/Furniture	1,615 \$ 52,488 \$ 1,937
G-1 G-2 G-4 G-6 G-7 G-8 G-10 G-11	General: Capital Tools & Stores Equipment COF Long-Term Restructuring Plan Structures and Improvements/Furniture	\$ 52,488 \$ 1,937
G-1 G-2 G-4 G-6 G-7 G-8 G-10 G-11	Capital Tools & Stores Equipment COF Long-Term Restructuring Plan Structures and Improvements/Furniture	\$ 1,937
G-1 G-2 G-4 G-6 G-7 G-8 G-10 G-11	Capital Tools & Stores Equipment COF Long-Term Restructuring Plan Structures and Improvements/Furniture	
G-2 G-4 G-6 G-7 G-8 G-10 G-11 NGD-1	COF Long-Term Restructuring Plan Structures and Improvements/Furniture	
G-4 G-6 G-7 G-8 G-10 G-11 NGD-1 NGD-2	Structures and Improvements/Furniture	2,000
G-6 G-7 G-8 G-10 G-11 NGD-1 NGD-2	•	2.252
G-7 G-8 G-10 G-11 NGD-1 NGD-2	Apprentice Training	3,353
G-8 G-10 G-11 NGD-1 NGD-2		60
G-10 G-11 NGD-1 NGD-2	HVAC Renovation Project	2,000
G-11 NGD-1 NGD-2	Microwave Refresh	1,625
NGD-1 NGD-2	Mechanical Shop 3 Ton Crane	154
NGD-1 NGD-2	Transmission Outage Management	300
NGD-1 NGD-2		\$ 11,429
NGD-1 NGD-2	Nice and Good Place Place	
NGD-2	Natural Gas Distribution:	A 4 - 1-0
	Aldyl A Replacement	\$ 16,452
NGD-3	Cathodic Protection	800
	Gas Non-Revenue Program	7,402
	Gas Reinforcement	1,000
	Gas Replacement Street & Highway	4,500
	Gas Telemetry	400
	Isolated Steel Replacement	2,598
	Overbuilt Pipe Replacement	900
NGD-9	Regulator Station Reliability Replacement	600
NGD-10	Replace Deteriorating Steel Gas Systems	800
NGD-12	Gas PMC Program - Capital Replacements	1,000
		\$ 36,453
	Gas Underground Storage:	
GUS-01	Jackson Prairie Storage	\$ 500 \$ 500
	Transportation:	
T-1	CNG Fleet Conversion	\$ 200
T-2	Fleet Budget	5,586
		\$ 5,786

Avista 2014 Capital Additions Detail (System)

Exhibit No(DBD- 5)				. (0001)
Attachment No.	T (1 m 1 1			<u>\$ (000's)</u>
T	Enterprise Technology:			
ET-1	AvistaUtilities.com and AvaNet Redesign			\$ 1,538
ET-2	Enterprise Business Continuity Plan			482
ET-3	Mobility in the Field			690
ET-4	Technology Refresh to Sustain Business Process			13,862
ET-5	Customer Information System Replacement			67,341
ET-6	Enterprise Security			2,183
ET-7	Technology Expansion to Enable Business Process			3,836
ET-9	High Voltage Protection for Substations			2,014
ET-10	Next Generation Radio Refresh			7,235
ET-11	GridGlo GFX Integration			240
				\$ 99,421
				Total Transmission
	Electric Transmission / Distribution:	Transmission	Distribution	& Distribution
ETD-1	Colstrip Transmission/PNACI			\$ 369
ETD-2	Distribution Grid Modernization	-	9,450	9,450
ETD-3	Distribution Line Protection	-	250	250
ETD-4	Distribution Minor Rebuild	-	8,300	8,300
ETD-5	Distribution Transformer Change-Out Program	-	4,700	4,700
ETD-6	Distribution Wood Pole Management	_	14,680	14,680
ETD-8	Electric Replacement/Relocation	_	2,300	2,300
ETD-9	Environmental Compliance	100	150	250
ETD-10	Primary URD Cable Replacement	-	1,000	1,000
ETD-11	Reconductors and Rebuilds	9,297	2,500	11,797
ETD-12	Segment Reconductor and FDR Tie Program	-	2,653	2,653
ETD-13	Spokane Electric Network	_	2,300	2,300
ETD-13	Storms	1,100	2,200	3,300
ETD-14 ETD-15	Substation - 115 kV Line Relay Upgrades	950	2,200	950
ETD-15 ETD-16	Substation - Asset Mgmt. Capital Maintenance	2,600	1,500	4,100
ETD-10 ETD-17		750	2,300	3,050
ETD-17 ETD-18	Substation - Capital Spares Substation - Distribution Station Rebuilds	500		
		300	2,730	3,230
ETD-19	Substation - New Distribution Stations	405	379	379
ETD-20	Tribal Permits and Settlements	495	1.500	495
ETD-21	Worst Feeders	-	1,500	1,500
ETD-22	Spokane Valley Transmission Reinforcement	1,900	-	1,900
ETD-23	Clearwater Sub Upgrades	2,700	-	2,700
ETD-24	Franchising for WSDOT	-	265	265
ETD-25	Harrington 4 kV Cutover	-	1,000	1,000
ETD-26	Moscow 230 Substation Rebuild	5,853	-	5,853
ETD-27	Smart Grid Demonstration Project	-	525	525
ETD-28	Transmission - Asset Management	1,315	-	1,315
ETD-29	Transmission - NERC High Priority Mitigation	1,900	-	1,900
ETD-30	Transmission - NERC Low Priority Mitigation	250	-	250
ETD-31	Transmission - NERC Medium Priority Mitigation	1,693	-	1,693
ETD-33	SCADA - SOO & BUCC	1,090	-	1,090
		\$ 32,863	\$ 60,682	\$ 93,545
	Total Non-Revenue Capital			\$ 299,621
	Growth/Revenue - Producing			\$ 26,588
	Total Idaho Direct Capital Additions 2014			\$ 13,626
	Total Oregon Direct Capital Additions 2014			\$ 280
	Total Capital Additions in 2014			\$ 340,115

Avista 2015 Capital Additions Detail (System)

Exhibit No(DB] <u>Attachment No.</u>	D- 5)	\$ (000's)
<u> </u>	Generation / Production:	· · · · ·
GP-1	Hydro - Base Load Hydro	\$ 1,000
GP-2	Hydro - Clark Fork Settlement Agreement	7,081
GP-3	Hydro - Generation Battery Replacement	183
GP-4	Hydro - Hydro Safety Minor Blanke	70
GP-5	Hydro - Little Falls Plant Upgrade	6,500
GP-6	* **	47,044
	Hydro - Nine Mile Rehab	
GP-7	Hydro - Regulating Hydro	3,000
GP-8	Hydro - Spokane River License Implementation	462
GP-9	Other - Base Load Thermal Plant	2,200
GP-10	Other - Peaking Generation	500
GP-14	Hydro - Long Lake Replace Field Windings	2,430
GP-17	Thermal - Colstrip Thermal Capital	3,177
GP-19	Hydro - Post Falls South Channel Replacement	11,008
GP-20	Hydro - Cabinet Gorge Unit 1 Refurbishment	11,400
GP-21	Thermal - KFGS Ash Collector	1,907
,, <u>21</u>	Thermal IV do rish concetor	\$ 97,962
		Ψ27,932
	General:	
G-1	Capital Tools & Stores Equipment	\$ 2,348
G-2	COF Long-Term Restructuring Plan	1,500
G-4	Structures and Improvements/Furniture	3,600
G-6	Apprentice Training	60
G-7	HVAC Renovation Project	8,000
G-8	Microwave Refresh	1,073
G-12	New Deer Park Service Center	2,500
G-13	COF Long-term Restructure Ph2	2,000
		\$ 21,081
NCD 1	Natural Gas Distribution:	¢ 16 017
NGD-1	Aldyl A Replacement	\$ 16,817
NGD-2	Cathodic Protection	800
NGD-3	Gas Non-Revenue Program	8,925
NGD-4	Gas Reinforcement	1,000
NGD-5	Gas Replacement Street & Highway	4,500
NGD-6	Gas Telemetry	400
NGD-7	Isolated Steel Replacement	2,818
NGD-8	Overbuilt Pipe Replacement	900
NGD-9	Regulator Station Reliability Replacement	800
NGD-10	Replace Deteriorating Steel Gas Systems	1,000
NGD-12	Gas PMC Program - Capital Replacements	1,030
NGD-12 NGD-14	ERTs Replacement Program	902
NGD-14 NGD-15	Goldendale HP	
		3,500
NGD-16	Reinforcement, Hwy 2 Kaiser	1,400
		\$ 44,793
3110 1	Gas Underground Storage:	h
GUS-1	Jackson Prairie Storage	\$ 1,000 \$ 1,000
	Transportation:	
Γ-1	CNG Fleet Conversion	\$ 200
Γ-2	Fleet Budget	6,500
	-	\$ 6,700

Avista 2015 Capital Additions Detail (System)

Exhibit No(DBD- 5				
Attachment No.				\$ (000's)
	Enterprise Technology:			
ET-1	AvistaUtilities.com and AvaNet Redesign			\$ 240
ET-2	Enterprise Business Continuity Plan			450
ET-3	Mobility in the Field			420
ET-4	Technology Refresh to Sustain Business Process			19,362
ET-6	Enterprise Security			2,185
ET-7	Technology Expansion to Enable Business Process			5,799
ET-9	High Voltage Protection for Substations			320
ET-10	Next Generation Radio Refresh			27
ET-12	Asset Facilities Management Application Migration			8,350
ET-13	Financial Forecast Model			500
				\$ 37,653
	Electric Transmission / Distribution:	Tuongmission	Distribution	Total Transmission
ETD 1		Transmission	Distribution	& Distribution
ETD-1	Colstrip Transmission/PNACI	\$ 208		\$ 208 13 500
ETD-2	Distribution Grid Modernization Distribution Line Protection	-	13,500	13,500
ETD-3		-	125	125
ETD-4	Distribution Minor Rebuild	-	8,300	8,300
ETD-5	Distribution Transformer Change-Out Program	-	6,900	6,900
ETD-6	Distribution Wood Pole Management	-	15,873	15,873
ETD-8	Electric Replacement/Relocation	-	2,400	2,400
ETD-9	Environmental Compliance	100	150	250
ETD-10	Primary URD Cable Replacement	-	1,000	1,000
ETD-11	Reconductors and Rebuilds	18,888	2,500	21,388
ETD-12	Segment Reconductor and FDR Tie Program	-	3,074	3,074
ETD-13	Spokane Electric Network	-	2,300	2,300
ETD-14	Storms	1,100	2,300	3,400
ETD-15	Substation - 115 kV Line Relay Upgrades	900	-	900
ETD-16	Substation - Asset Mgmt. Capital Maintenance	2,600	1,500	4,100
ETD-17	Substation - Capital Spares	7,745	800	8,545
ETD-18	Substation - Distribution Station Rebuilds	-	3,125	3,125
ETD-19	Substation - New Distribution Stations	-	2,045	2,045
ETD-20	Tribal Permits and Settlements	1,430	-	1,430
ETD-21	Worst Feeders	-	2,000	2,000
ETD-22	Spokane Valley Transmission Reinforcement	600	-	600
ETD-23	Clearwater Sub Upgrades	500	-	500
ETD-24	Franchising for WSDOT	-	195	195
ETD-25	Harrington 4 kV Cutover	-	2,000	2,000
ETD-28	Transmission - Asset Management	1,370	-	1,370
ETD-30	Transmission - NERC Low Priority Mitigation	500	-	500
ETD-31	Transmission - NERC Medium Priority Mitigation	3,294	-	3,294
ETD-33	SCADA - SOO & BUCC	515	-	515
ETD-38	Customer Prepay	-	1,997	1,997
ETD-39	Noxon Switchyard Rebuild	8,425	-	8,425
ETD-40	Street Light Management	-	2,320	2,320
		\$ 48,175	\$ 74,403	\$ 122,578
	Total Non-Revenue Capital			\$ 331,767
	Growth/Revenue - Producing			\$ 30,567
	Total Idaho Direct Capital Additions 2015			\$ 11,776
i	Total Capital Additions in 2015			\$ 374,110

Avista 2016 Capital Additions Detail (System)

Exhibit No(DBD Attachment No.	- 3)	\$ (000's)
straciiiiciit No.	Generation / Production:	<u>\$ (000 S)</u>
FP-1	Hydro - Base Load Hydro	\$ 1,000
6P-2	Hydro - Clark Fork Settlement Agreemen	21,946
P-3	Hydro - Generation Battery Replacement	115
6P-4	Hydro - Hydro Safety Minor Blanke	75
P-5	Hydro - Little Falls Plant Upgrade	9,000
iP-6	Hydro - Nine Mile Rehab	13,801
3P-7	Hydro - Regulating Hydro	3,000
ii - 7 iP-8	Hydro - Regulating Hydro Hydro - Spokane River License Implementation	16,222
ir-8 iP-9		
3P-10	Other - Base Load Thermal Plant Other - Pooking Congretion	2,205 500
	Other - Peaking Generation	
3P-14	Hydro - Long Lake Replace Field Windings	170
GP-17	Thermal - Colstrip Thermal Capital	5,836
3P-22	Hydro - Cabinet Gorge Automation Replacement	715
GP-23	Hydro - Long Lake Plant Upgrades	605
		\$ 75,191
	General:	0.466
3-1 	Capital Tools & Stores Equipment	\$ 2,466
i -2	COF Long-Term Restructuring Plan	3,500
i-3	Dollar Rd Service Center Addition & Remodel	8,000
3-4	Structures and Improvements/Furniture	3,600
3-6	Apprentice Training	60
3-8	Microwave Refresh	4,034
G-13	COF Long-term Restructure Ph2	6,500
G-14	Jack Stewart Training Center Expansion	4,500
		\$ 32,660
	Natural Gas Distribution:	
NGD-1	Aldyl A Replacement	\$ 17,885
IGD-2	Cathodic Protection	800
NGD-3	Gas Non-Revenue Program	9,108
IGD-4	Gas Reinforcement	1,000
IGD-5	Gas Replacement Street & Highway	4,500
IGD-6	Gas Telemetry	400
IGD-7	Isolated Steel Replacement	2,818
IGD-8	Overbuilt Pipe Replacement	900
IGD-9	Regulator Station Reliability Replacement	800
IGD-10	Replace Deteriorating Steel Gas Systems	1,000
IGD-12	Gas PMC Program - Capital Replacements	1,061
IGD-14	ERTs Replacement Program	944
.02 1.	2000 Replacement Frogram	\$ 41,217
	Gas Underground Storage:	
GUS-1	Jackson Prairie Storage	1,000
		\$ 1,000
	Transportation:	
`-1	CNG Fleet Conversion	\$ 200
2-2	Fleet Budget	6,500
-		\$ 6,700
		φ 0,700

Avista 2016 Capital Additions Detail (System)

Exhibit No(DBD- 5 Attachment No. ET-2 ET-3 ET-4 ET-6 ET-7 ET-9 ET-12	Enterprise Technology: Enterprise Business Continuity Plan Mobility in the Field Technology Refresh to Sustain Business Process Enterprise Security Technology Expansion to Enable Business Process High Voltage Protection for Substations Asset Facilities Management Application Migration			\$ (000's) \$ 450 320 19,362 2,186 6,060 320 10,000 \$ 38,699
				Total Transmission
	Electric Transmission / Distribution:	Transmission	Distribution	& Distribution
ETD-1	Colstrip Transmission/PNACI	\$ 215	\$ -	\$ 215
ETD-2	Distribution Grid Modernization	-	21,000	21,000
ETD-3	Distribution Line Protection	-	125	125
ETD-4	Distribution Minor Rebuild	-	8,300	8,300
ETD-5	Distribution Transformer Change-Out Program	-	5,800	5,800
ETD-6	Distribution Wood Pole Management	-	16,093	16,093
ETD-8	Electric Replacement/Relocation	-	2,500	2,500
ETD-9	Environmental Compliance	100	150	250
ETD-11	Reconductors and Rebuilds	22,136	2,500	24,636
ETD-12	Segment Reconductor and FDR Tie Program	-	2,702	2,702
ETD-13	Spokane Electric Network	-	2,300	2,300
ETD-14	Storms	1,200	2,300	3,500
ETD-15	Substation - 115 kV Line Relay Upgrades	850	-	850
ETD-16	Substation - Asset Mgmt. Capital Maintenance	2,600	1,500	4,100
ETD-17	Substation - Capital Spares	1,800	765	2,565
ETD-18	Substation - Distribution Station Rebuilds	2,150	4,720	6,870
ETD-20	Tribal Permits and Settlements	315	-	315
ETD-21	Worst Feeders	-	2,000	2,000
ETD-22	Spokane Valley Transmission Reinforcement	6,440	-	6,440
ETD-23	Clearwater Sub Upgrades	500	-	500
ETD-24	Franchising for WSDOT	-	125	125
ETD-28	Transmission - Asset Management	1,425	-	1,425
ETD-30	Transmission - NERC Low Priority Mitigation	2,500	-	2,500
ETD-31	Transmission - NERC Medium Priority Mitigation	2,251	-	2,251
EDT-33	SCADA - SOO & BUCC	435	-	435
ETD-39	Noxon Switchyard Rebuild	500	-	500
ETD-40	Street Light Management	-	2,320	2,320
		\$ 45,417	\$ 75,199	\$ 120,616
	Total Non-Revenue Capital			\$ 316,082
	Growth/Revenue - Producing			\$ 31,874
	Total Idaho Direct Capital Additions 2016			\$ 13,576
	Total Capital Additions in 2016			\$ 361,532

		nibit No. DCG-21
		Page 43 of 344
	Exhibit No	_ (DBD-5)
BEFORE THE WASHINGTON UTILITIES AND TRANSPORTA	TION COMM	IISSION
DOCKET NO. UE-14		
BOCKET NO. CE TI		
DOCKET NO. UG-14		
EXHIBIT NO(DBD-5)		
DAVE D DEFENTION		
DAVE B. DEFELICE		
REPRESENTING AVISTA CORPORATION	1	

Exhibit No. DCG-21
Dockets UE-150204/UG-150205
Page 44 of 344
Exhibit No.__(DBD-5)
Attachment No.__GP-1

AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: Generation / Production

Business Case Name: Base Load Hydro

ER No: ER Name: 4147 Base Hydro

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$4,5961

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	903							3		-249			1,149
2014	1,000												1,000
2015	1,000												1,000
2016	1,000												1,000

Business Case Description:

This program is to cover the capital maintenance expenditures required to keep these plants operating within 90% of their current performance. The program will focus on ways to maintain compliance while maintaining reasonable unit availability. These plants are the Upper Spokane River plants, including Post Falls, Upper Falls, Monroe Street and Nine Mile.

Offsets:

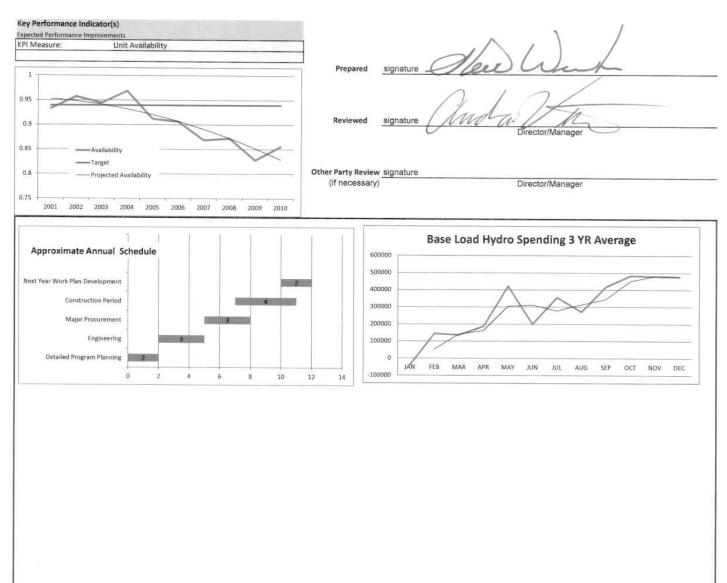
¹The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

Exhibit No. DCG-21 Dockets UE-150204/UG-150205 Exhibit N03<u>9</u>e(£1805-34)4 Attachment No.__GP-1.1



Investment Name:	Base Load Hyd	ro											
Requested Amount	\$1,200,000			Assessments:									
Duration/Timeframe Dept, Area:	GPSS 10	Year Program		Financial:		High - Exceeds 12% CIRR							
Owner:	Andy Vickers			Strategic:		Generating Fleet Moderization							
Sponsor:	Jason Thackstor	,		Operational: Business Risk:	Operations require execution to perform at current levels ERM Reduction >5 and <= 10								
Category:	Program			Program Risk:		ainty around cost,	anhadula and rac	5111000					
[10] [10] [10] [10] [10] [10] [10] [10]	n/a			Assessment Score			t Summary - Increa						
Recommend Program Desc				Trasessitent score	Performance	Capital Cost			b to the same				
This program is to cover the	e capital maintenan	ce expenditures re	puired to keep th	ese nlants onerating		\$ 1,200,000	O&M Cost	Other Costs	Business Risk Score				
within 90% of their current program will focus on ways a reasonable unit avilability NM	performance (this to maintain compli	assumes some degr	edation of perfor	mance over time.)	The would systematically				10				
Alternatives:					Performance	Capital Cost	O&M Cost	Other Costs	Business Risk Score				
Status Quo :	graph below). Stated	tus quo would antic e to the relative lov	cipate a continuativer priority of the		n/a	\$ 645,000	\$ -	\$ -	16				
4h		r generating assets											
Alternative 1: Brief name of alternative (if applicable)		at something abov at but would contin		mount would result rate of availability	in anticipate a slowing trend change	\$ 750,000	\$ -	\$ -	0				
Alternative 2: Brief name of alternative (if applicable)	Describe other opt	ions that were con	sidered		describe any incremental changes in operations	\$ -	\$ -	\$ -	0				
Alternative 3 Name: Brief name of alternative (if applicable)	Describe other opt	ions that were con	sidered		describe any incremental changes in operations	\$ -	\$ -	\$ -	0				
Program Cash Flows					Associated Ers (list all applicable):							
2012-2016					4000								
	Capital Cost	O&M Cost	Other Costs	Approved	4003	4109							
Previous			\$ -	\$ 310,0		4117							
2012			\$ -	\$ 1,149,0									
2013 2014		\$ -	\$ -	\$ 1,149,0			Program Cash Fl						
2014	-01-5-41-5-5	\$ -	\$ -	\$ 1,149,0 \$ 1,149,0		,	Program Cash Flo	ow.					
2016		\$ -	\$ - \$ -			. /	THE PROPERTY OF		THE PARTY OF THE P				
2017		\$ -	\$ -	\$ 1,149,0	00		-						
2018		\$ -	\$ -	\$ 1,149,0	21,000,00	0			550				
Future		\$ -	\$ -	\$ 1,145,0	\$500,00	0	100		200				
Total	\$ 9,910,000	5 -	\$ -	\$ 8,353.0	00 \$								
			10.00	17		2012 2013	2014 2015	2016 2017	2018				
Mandate Excerpt (If applica Within this program, there individual items here.		and NERC mand	dated items that	are included. The	ese are expected to	be managed as p	art of the overill p	rogram and are no	t considered as				
Additional Justifications:				A 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1									
The historical availability for The age of these plants (Pos address immediate problem	it Falls 105 yrs old, I is rather than a pro	Nine Mile 103 year: gramatic approach	old, and Upper as indicated by t	Falls 90 years old) als	to deteriorating equi so create some issues	pment and a need to	replace some equ i investments that	ipment and systems have been made ove	that are very old. If the years to				
Resources Requirements: (request forms and o	approvals attached)											
Internal Labor Availability: Contract Labor:	✓ Low Probability ✓ YES	✓ Medium Probability ☐ NO	High Probability	Enterprise Tech: Facilities: Capital Tools: Fleet:	YES - attach form YES - attach form YES - attach form YES - attach form	NO or Not Request NO or	ired ired						





cision		Review Cycles 2012-2016
	Date	Template

Exhibit No. DCG-21 Dockets UE-150204/UG-150205 Page 47 of 344 Exhibit No.__(DBD-5) Attachment No. GP-2

AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: Generation / Production

Business Case Name: Clark Fork Settlement Agreement

ER No: ER Name:

6100 Clark Fork License/Compliance

6103 Clark Fork Implement PME Agreement

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$50,2171

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	1,719							66	157	34		211	1,251
2014	10,830	42	47	722	740	4,951	101	107	757	766	748	736	1,110
2015	7,081	25	28	451	461	465	59	63	471	477	466	459	3,654
2016	21,946	54	69	535	568	572	100	115	555	584	561	542	17,690

Business Case Description:

Implementation of Protection, Mitigation and Enhancement (PM&E) programs. License is issued to Avista Corporation for a period of 45 years, effective March 1, 2001, to operate and maintain the Clark Fork Project No. 2058. The License includes hundreds of specific legal requirements, many of which are reflected in License Articles 404-430. These Articles derived from a comprehensive settlement agreement between Avista and over 20 other parties, including the States of Idaho and Montana, various federal agencies, five Native American tribes, and numerous Non Governmental Organizations. We are required to develop, in consultation with the Management Committee, a yearly work plan and report, addressing all PM&E measures of the License. In addition, implementation of these measures is intended to address ongoing compliance with Montana and Idaho Clean Water Act requirements, the Endangered Species Act (fish passage), and state, federal and tribal water quality standards as applicable. License articles also describe our operational requirements for items such as minimum flows, ramping rates and reservoir levels, as well as dam safety and public safety requirements.

Offsets:

¹The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

AVISTA

Capital Program Business Case

Investment Name:	Clark Fork Settle	ement Agreemen	it	1						
	\$12,569,817			Assessments:						
Duration/Timeframe		Year Program		Financial:	High - Exceeds	12% CIRI	R			
Dept, Area:	Environmental	B 11 12	613	Strategic:	Other					
Owner:		Bruce Howard (D	Oir)	Operational:				perform at curren	t levels	
Sponsor:	Marian Durkin Mandatory			Business Risk:	ERM Reduction			and and the send one		
NACOTE STATE OF THE STATE OF TH				Program Risk:	-			schedule and res		
Mandate/Reg. Reference: Recommend Program Desc				Assessment Score:	174		412 0	t Summary - Incre	The second second second second	
	The second second		ri		Performance	Capital		O&M Cost	Other Costs	Business Risk Score
Implementation of Protectic Corporation for a period of- Project No. 2058. The Licens reflected in License Articles between Avista and over 20 agencies, five Native Americ to develop, in consultation all PM&E measures of the Li ongoing compliance with M (fish passage), and state, fed describe our operational rec- levels, as well as dam safety	45 years, effective Ne includes hundred 404-430. These Art to other parties, inclustant tribes, and num with the Manageme (cense. In addition, ontana and Idaho Coleral and tribal watquirements for item	March 1, 2001, to on is of specific legal re- icles derived from icles desired for erous Non Government Committee, a year implementation of lean Water Act requer er quality standards is such as minimum	perate and maint equirements, mar a comprehensive daho and Montai early work plan ar these measures i uirements, the Er a as applicable. Li	ain the Clark Fork ny of which are settlement agreement na, various federal ons. We are required nd report, addressing is intended to address ndangered Species Act icense articles also			569,817	\$	\$	4
420010002					1-12-12-20-10-10-10-10-10-10-10-10-10-10-10-10-10		-	t Summary - Incre		
Alternatives:	ST ST	2			Performance	Capital	Cost	O&M Cost	Other Costs	Business Risk Score
Unfunded Program:	requirements or al	ternative enforcem flexibility of the hy	ent and higher m dro facilities; in a	ties/fines, new license itigation costs, and/or ddition, we are subject nent.	n/a	S		\$ -	From Moderate to Extreme	20
						\$	- 17	\$ -	\$ -	0
						\$	i i	\$ -	\$ -	0
								li		
						\$		\$ -	\$	0
Program Cash Flows 5 years of costs					Associated Ers (cable): 6100			
50 6 (50 50 50 50 50 50 50 50 50 50 50 50 50 5	Capital Cost	O&M Cost	Other Costs	Approved						
Previous	\$ -	\$ -	\$ -	\$ -						
2012	\$ -	\$ -	\$ -	\$ 5,728,500						
2013		\$ -	\$ -	\$ 5,475,220						
2014	\$ 12,569,817	\$ -	\$ -	\$ 12,569,817	Ĭ					
2015	\$ 18,760,951	\$ -	\$ -	\$ 18,760,951						
2016	\$ 13,410,790	\$ -	\$ -	\$ 13,410,790						
2017	\$ 15,056,504	\$ -	\$ -	\$ 15,056,504						
2018		\$ -	\$ -	\$ 5,139,269	-					
Total		\$ -	\$ -	\$ 55,945,278	-					
Mandate Excerpt (If applica Article 401. The licensee Entered into January 28,	shall comply with					Fork Settle	ement /	Agreement (CFS/	A) (License Applicati	on Volume III)
Additional Justifications:								1		
The CFSA establishes proces Management Committee co			and the second s		The state of the s	st to 27 vari	ous part	ies. Under this agi	eement, Avista will we	ork with a
Resources Requirements: (request forms and o	pprovals attached)					6.16			
Internal Labor Availability: Contract Labor:	Low Probability YES	☐ Medium Probability ☐ NO	☑ High Probability	Enterprise Tech: Facilities: Capital Tools: Fleet:	YES - attach form YES - attach form YES - attach form YES - attach form	☑ NO ☑ NO	or Not Req or Not Req or Not Req or Not Req	uired labor box uired resource uired a general	e appropriate box. The in es should be checked to owners have been conta sense of how likely staff not require a firm comm	indicate if the cted and to provide will be provided

Exhibit No. DCG-21 Dockets UE-150204/UG-150205 Page 49 of 344 Exhibit No.__(DBD-5) Attachment No.__GP-2.2

Capital Program Business Case



Key Perfo			ments								\bigcirc	
KPI Meast	ure:		Fill in t	he nan	ne of the KPI here						2 -	
			Fill in t	he nan	ne of the KPI here					- +	1 -	
1.2							Prepared	signature	9			
1												
0.8		- Project FO - Poly. ()	Rate				Reviewed	signature	9		Director/Manager	
0.6												
0.4										Am=	Hand	
0.2					This graph is to provide a place to dir the KPI benefit. Providing a graph is		Other Party Review (if necessary		90	/	Director/Manager	
0		-	-	-	recommended to help communicate what the project is intended to							
		2	3	-			1160000-116000					
Capital I	Budget	t Project	ions		2014	2015	201		2017	2018		
			-		2014	2015	201	0	2017	2018		

	 2014	2015	2016	2017	2018	
ER 6103	3,687,817	3.827.951	4,023,790	4,275,504		Core PME: assumes 3% labor change, 3% ave GDP and int adjustment (10 year historic review)
Guy	1,517,000	2,103,000	2,322,000	2,566,000		Spillway Crest modifications for TDG- assumes repairs to Bay 2 are complete in 2013 are revised design are completed in late 2013 early 2104. Modify 1 bay in 2014, 2 bays in 2015, 2 bays in 2016, and 2 bays in 2017.
	 225,000	340,000	425,000	245,000	375,000	Tributatry traps for downstream passage: assumes feasibility study and design 2014 - 2015, with construction anticipated in 2016
Bruce	4,900,000	9,900,000	2,500,000	14		Cabinet Gorge fishway: assumed to be started post spill 2014 and completed by the st of Q3 2016
	390,000	590,000	3,920,000	7,620,000		Noxon Rapids fishway: assumes project on hold at 30% level with construction to begi 2016, Some backgroud project work would continue.
Min Flaw	250,000	200,000	100,000	100,000	100,000	
Clark Fork Delta	1,500,000	1,500,000			-	erosion remediation with Avista contributing 15-25% to the erosion loss. Project to be in the fall of 2014 through 2015.
Permitting & Additional Labor	200,000	200,000	20,000	200,000	200,000	permitting needs on all construction: Fishway Projects & GSCP change in management of Spillway Crest and additional anticipated labor expenses
ER 6100	100,000	100,000	100,000	100,000	100,000	Ongoing non-PME capital for facilities maintenance.
ER 6100	12,569,817	18,760,951	13,410,790	15,056,504	5,139,269	

e completed by Capital Planning Group					
Rationale for decision	Review Cycles 2012-2016				
	Date	Template			

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Exhibit No.__(DBD-5)
Attachment No.__GP-3

AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: Generation / Production

Business Case Name: Generation Battery Replacement

ER No: ER Name:

4108 System Battery Replacement

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$5091

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	112									1			111
2014	100												100
2015	183												183
2016	115												115

Business Case Description:

This program is set up around an asset management plan for the station batteries in all generating stations. This is the same as the current battery replacement item. This item will also have some minor fluctuations as the number and size of batteries in any one year can change.

Offsets:

¹The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.





Investment Name:		tery Replacemen	nt									
Requested Amount	\$160,000			Assessments:								
Duration/Timeframe	GPSS 20	Year Program		Financial:	Low - >0% and		RR			Luce -		
Dept, Area:	and the second s			Strategic:	Life Cycle Prog						O'LLOW.	
Owner: Sponsor:	Andy Vickers Jason Thackstor			Operational:	Operations so			by execu	tion			
Category:	Program	1		Business Risk:	ERM Reductio						185	
				Program Risk:	High certainty	The same of the same of the same of	-					
Mandate/Reg. Reference:	n/a			Assessment Score:	72	An	nual Cos	t Summar	y - Increa	se/(Decre	ease)	
Recommend Program Desc					Performance	Capita	l Cost	080	A Cost	Oth	er Costs	Business Risk Score
This program is set up arou stations. This is the same a fluctuations as the number	s the current Batter	ry replacment item	. This item will a	in all generating so have some minor	Forced outages from battery failures	\$	160,000	\$		\$		0
	and once of potterio	s in any one year c	on change.		idilures	Δn	nual Cor	t Summar	r Incres	ro //Dagge	lancal	
Alternatives:					Performance	Capita			A Cost			Deschara State Consu
Status Quo:	We currently have	a battery replacen	nent program in	alace	n/a	\$	120,000	S	COSE	S	er Costs	Business Risk Score
					1,74		120,000	,		3		Ü
Alternative 1: Brief name of alternative (if applicable)	a battery and subs		entire generating	ult in system failures o asset and public at ris		\$		\$		\$		0
			- 110 - 4000000		failures			-		1116		
Alternative 2: Brief name	Describe other opt	tions that were con	sidered		describe any	Ś	-	\$		\$		0
of alternative (if applicable)				incremental changes in operations							.0	
Alternative 3 Name: Brief	Describe other opt	tions that were con	sidered		describe any	\$	-	\$	-	\$	-	0
name of alternative (if					incremental							
applicable)					changes in operations			in a				
Program Cash Flows					Associated Ers (list all appl	icable):					
2012-2016					4108							
	Capital Cost	O&M Cost	Other Costs	Approved								
Previous		\$ -	\$ -	\$ 10,00	0							- CO - TO
2012			\$ -	\$ 160,00	0							
2013	\$ 111,000	\$ -	\$ -	\$ 111,00		-	***					
2014	The state of the s		\$ -	\$ 100,00		Ва	ttery	Replac	emen	t Cash	Flow	
2015.			\$ -	\$ 183,00	0							
2016			\$ -	\$ 115,00	\$210,000	17						
2017	\$ 124,000		\$ -	\$ 124,00	\$160,000							
2018			\$ -	\$ 131,00	0	2	-	_	-80	and the		
Future		\$ -	\$ -	\$ -	\$110,000			- 10	-80	- 80	_	
Total	\$ 1,135,000	\$ -	\$ -	\$ 934,00	\$60,000	2012	2013	2014	2015	2016	2017	2018
Mandata Francis (if anylin	akta).											
Mandate Excerpt (if applica n/a	obie):											
IVa												
Additional Justifications:												
		alassas at 14th the	Al - I Bad A	1 1 6 7								
This is part of a life cycle pro have experienced these fail possibilty of extensive dama and personnel.	ures in the recent p	ast and had been f	ortunate that we	did not loose control o	of the plant. When	a battery fa	ails, there	is a risk o	floss of o	control, lo	ss of prote	ection, and the
Resources Requirements: (request forms and c	approvals attached)									
Internal Labor Availability: Contract Labor:	Low Probability YES	☐ Medium Probability ☑ NO	High Probability	Enterprise Tech: Facilities: Capital Tools: Fleet:	YES - attach form YES - attach form YES - attach form YES - attach form	☑ NO	or Not Requ or Not Requ or Not Requ or Not Requ	ired ired				

Exhibit No. DCG-21 Dockets HF5150204/UG6150305 Page 52 of 344 Attachment No.__GP-3.2

AVISTA

Key Performance Indicator(s)			
Expected Performance Improvements KPI Measure: Fill in the name of the KPI here			. (
KPI Measure: Fill in the name of the KPI here Fill in the name of the KPI here		- 1	
third the name of the KPI nere			2 - 1
	Prepared	signature	
			10/
		//	
No graph is available			1-1/2
	Reviewed	signature / ///	1000
			Director/Manager
	Other Party Review	signature	
	(if necessary)	Signature	Discostor/Manager -
	10.0000.0000000	6/	Director/Manager
This space is to be used for obstanranha ab	Manager and Country of the Country o		
This space is to be used for photographs, ch	larts, or other data that ma	y be useful in evaulating t	he Program
o be completed by Capital Planning Group			
Rationale for decision			Review Cycles
			2012-2016
		Date	Template
	District Control		

Exhibit No. DCG-21 Dockets UE-150204/UG-150205 Page 53 of 344 Exhibit No.__(DBD-5) Attachment No.__GP-4

AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: Generation / Production

Business Case Name: Hydro Safety Minor Blanket

ER No: ER Name:

6001 Hydro Generation Minor Blanket

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$2151

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	50												50
2014	65												65
2015	70												70
2016	75												75

Business Case Description:

Funds periodic capital purchases and projects to ensure public safety at hydro facilities, on and off water, in context of FERC regulatory and license requirements. Hydro Public Safety measures as described in the Federal Energy Regulation Commission (FERC) publication "Guidelines for Public Safety at Hydropower Projects" and as documented in Avista's Hydro Public Safety Plans for each of its hydro facilities.

Offsets:

¹The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

AWISTA

Capital Program Business Case

Investment Name:	Hydro Safety Min	or Blanket							
Requested Amount	\$65,000			Assessments:	MIL > - 00/ 9	4100/ CIDD			
Duration/Timeframe	Lifetime Environmental	Year Program		Financial: Strategic:	MH - >= 9% & Other	<12% CIRR			
Dept, Area: Owner:	Michele Drake (Co	or): Bruce Howa	rd (Dir)	Operational:		uire execution to pe	erform at current le	evels	
Sponsor:	Marian Durkin			Business Risk:		n >10 and <= 15			
Category:	Mandatory			Program Risk:		inty around cost, so			
Mandate/Reg. Reference:		c Safety Guidelin	es	Assessment Score:	160		Summary - Increas		
Recommend Program Des					Performance	Capital Cost	O&M Cost	Other Costs	Business Risk Score
Funds periodic capital purc in context of FERC regulato			ety at hydro facilit	ies, on and off water,	n/a	\$ 65,000	\$ -	\$	4
							5	- //Decreases	
-ti					Performance	Capital Cost	Summary - Increas O&M Cost	Other Costs	Business Risk Score
Alternatives: Alternative 1: Funded	Funding of this prog	ram reduces liabili	ity risk and impro	ves public safety on	n/a	\$ 65,000		\$ -	20
ALCOHOLD TO THE STATE OF THE ST	and near the Hydro and are referenced	Facilities. These re	equirements com	e from Federal Law					
Alternative 2: Unfunded				. Potential for loss of th recreational liability.		\$ -	\$ -	from moderate to extreme	4
Program Cash Flows						(list all applicable):			
5 years of costs	Capital Cost	O&M Cost	Other Costs	Approved	Current ER	6001		-	
Previous		\$ -	\$ -	\$ -					
2017		\$ -	\$ -	\$ 35,000	,				
2013		\$ -	\$ -	\$ 5,000	-				
2014			\$ -	\$ 65,000					
2015		\$ -	\$ -	\$ 70,000 \$ 75,000					
2016		\$ -	\$ -	\$ 80,000					
2018	The second second		\$ -	\$ 80,000					
Tota		\$ -	\$ -	\$ 250,000					
Mandate Excerpt (if applic Section 10© of the Fede for the protection of life, Engineer an applicant, or Additional Justifications: Hydro Public Safety measu Public Safety Plans for each	ral Power Act autho health and property r licensee must insta res as described in th	. Title 18, Part 1: all, operate and n	2, Section 42 of naintain any sigr	the Code of Federal I ns, lights, sirens, barr	Regulations stat iers or other saf	s that, "To the satis ety devices that ma	faction of, and wit y reasonably be n	hin a time specified ecessary.	I by the Regional
Resources Requirements:	(request forms and a	pprovals attached)						
Internal Labor Availability: Contract Labor:	Low Probability YES	☐ Medium Probability ☐ NO	☑ High Probability	Enterprise Tech: Facilities: Capital Tools: Fleet:	YES - attach form YES - attach form YES - attach form YES - attach form	n NO or Not Rec	juired labor boxe juired resource o juired a general s	appropriate box. The is should be checked to whers have been cont iense of how likely stal not require a firm com	o indicate if the acted and to provide if will be provided
Key Performance Indicato							\bigcirc		
KPI Measure:	FERC's Annual Dam	Safety Inspection	s, Public Use Insp	ection (conducted app	roximately once e	every five years) and	review & approval o	of Avista's submittals	i.
1.2				Prepared	signature			2/3	
1 Project FC) Rate			Reviewed	signature	Michel	M.	Drop	1
—— Poly. ()							Director/Mana	ger	

AVISTA

Capital Program Business Case

					This graph is to provide a place to direct	Other Party Review signature	miden
					the KPI benefit. Providing a graph is recommended to help communicate	(if necessary)	Director/Manager
,	1	2	3	4	what the project is intended to		

Capital Budget Projections

	2014	2015	2016	2017	2018	
EH 6001	65,000	20,000	75,000	80,000	000,03	Dam Safety anticipated need for safety equipment
H04	65,000	70,000	75,000	80,000	80,000	
ER 7108	265,000	195,000	125,000	125,000		Franchising / Permit Renewals assume 40 year Railroad permit renewals on existing substations & equipment on the John Wayne Pioneer Trail

HED	Year	Description	Est Cost
Cabinet Gorge	2014	K-rated gate at main entrance, S. entrance, and overlook entrance (all equipped with intercom, card swipe, and CCTV)	\$65,000
Noxon Rapids	2015	K-rated gate at main entrance, S. entrance, and near substation (all equipped with intercom, card swipe, and CCTV)	\$70,000
Long Lake	2016	K-rated gate at main entrance (equipped with intercom, card swipe, and CCTV)	\$25,000
Nine Mile	2016	K-rated gate at main entrance (equipped with intercom, card swipe, and CCTV)	\$25,000
Post Falls	2016	K-rated gate at main entrance (equipped with intercom, card swipe, and CCTV)	\$25,000
Long Lake	2017	Down Stream Warning System	\$80,000
Nine Mile	2018	Down Stream Warning System	\$80,000

To be completed by Capital Planning Group

Rationale for decision

Review Cycles
2012-2016

Date

Template

AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: Generation / Production

Business Case Name: Little Falls Plant Upgrade

ER No: ER Name:

4152 Little Falls Powerhouse Redevelopment

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$33,7001

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	27							9	6	5	7		
2014	9,000												9,000
2015	6,500			6,500									
2016	9,000			9,000									

Business Case Description:

The existing Little Falls equipment ranges in age from 60 to more than 100 years old. The Company has experienced an increase in forced outages at Little Falls over the past six years has significantly increased (from approximately 20 hours in 2004 to several hundred hours in the past three to four years) due to equipment failures on a number of different pieces of equipment. This project will replace nearly all of the old, unreliable equipment with new. This includes replacing two of the turbines, all four generators, all generator breakers, three of the four governors, all of the automatic voltage regulators, removing all four generator exciters, replacing the unit controls, changing the switchyard configuration, replacing the unit protection system, and replacing and modernizing the station service.

Offsets:

An O&M Offset was included in the O&M Offset adjustment for \$1,500 in 2013, \$3,000 in 2014 and 2015. After the revenue requirements was finalized, it was determined that these savings are related to employee labor that will be redistributed to other projects. These savings were included in the revenue requirement in this case and should have been excluded.

¹The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

AVISTA

Capital Investment Business Case

Investment Name:	Little Falls Plant Upgrade (Revised)									
Requested Amount	\$56,100,000	Assessments:								
Duration/Timeframe	8 Year Project	Financial:	MH ->= 9% &	<129	% CIRR					
Dept, Area:	GPSS	Strategic:	Generating Fle	et M	oderization	-		-		
Owner:	Andy Vickers	Operational:	Operations im	District Co. Line Co.	The state of the s	rent	levels	-		
Sponsor:	Jason Thackston	Business Risk:	ERM Reductio			Cin	104012	-		
Category:	Project	Project/Program Risk:				hile	and recourses		TOTAL SECTION AND ADDRESS OF THE PARTY OF TH	
Mandate/Reg. Reference:	n/a	Assessment Score:	104.5			-	ry - Increase/([lancal	
Recommend Project Descri	iption:		Performance	_	Capital Cost	IIIII	O&M Cost	Jeur	Other Costs	Business Risk Score
experienced an increase in (from ~20 hours in 2004 to failures on a number of dif- equiment with new. this in breakers, three of the four	piment ranges in age from 60 to more than 100 year forced outages at Little Falls over the past six years several hundred hours in the past three to four year ferent pieces of equipment. This project will nearly includes replacing two of the turbines, all four general governors, all of the AVR's, removing all four general switchyard configuration, replacing the unit protect	has significantly increased rs) due to equipment all of the old, unreliable stors, all generator stor excters, replacing the	there would be some performance improvement	\$	56,100,000	\$	(20,000)	\$		3
		, , , , , , , , , , , , , , , , , , ,			Cost Sur	nma	ry - Increase/(D	ecr	ease)	21.7.15.00.20
Alternatives:			Performance	(Capital Cost		O&M Cost		Other Costs	Business Risk Score
Status Quo :	Forced outages and emergency repairs would cont the reliability of the plant. At some point, personn back in the plant.		n/a	\$		\$	20,000	\$	150,000	12
Alternative 1: Brief name of alternative (if applicable)	This would replace the two items that are currently and then continue to use the older equipment. The older equipment for reliability purposes. This would force Outage rate for the plant.	is continues to rely on this	Major personnel safety would be addressed	\$	5,000,000	\$	20,000	\$		9
Alternative 2: Brief name of alternative (if applicable)	This would replace the major cost items, but the st would continue to cause an increasing unplanned or replacement and down time costs would be much	outages. However, the	Would reduce the outage times	\$	51,000,000	\$		\$		0
Alternative 3 Name: Brief name of alternative (if	Describe other options that were considered		describe any incremental	\$		\$	-	\$		0

Timeline

2005

20

20 25 Time in

Construction Cash Flows (CWIP)

	Capital Cost	O&M Cost	Otl	ner Costs		Approved
Previous	\$ 1,800,000	\$	\$		\$	1,800,000
2012	\$ 3,200,000	\$	\$	-	\$	2,000,000
2013	\$ 6,500,000	\$	\$		\$	5,800,000
2014	\$ 9,400,000	\$	\$		\$	9,700,000
2015	\$ 8,800,000	\$	\$		\$	8,800,000
2016	\$ 9,400,000	\$	\$		\$	9,400,000
2017	\$ 8,800,000	\$	\$		\$	8,800,000
2018	\$ 6,200,000	\$ -	\$		\$	6,200,000
Future	\$ 2,000,000	\$ 	\$	-	\$	
Total	\$ 56,100,000	\$	\$	(+)	5	52,500,000

Milestones (high level targets)

October-10
July-12
February-12
July-13
January-14
Project Started
AVR/Breaker Replacement
AVR/Breaker Work Complete
Demolition Complete
Station Service Complete

March-14 June-14 June-14 July-14 March-15

40

Control Room Installed Control Panels Installed Switchyard Work Complete First Unit Out of Service (OOS) Rirst Unit Returned to Service (R July-15 Second Unit OOS
March-16 Second Unit RTS
July-16 Third Unit OOS
March-17 Third Unit RTS
7/1/1117 Fourth Unit OOS

The second second				
m.				
	m.	m.	m.	m.

Additional Justifications:

Because of the age and condition of all of the equipment of the plant, all of the equipment has been qualified as obsolete in accordance with the obsolescence criteria tool. The Asset Management tool has been applied to Little Falls and also supports this project. The Asset Management studies that have been done to date are still subject to further refinements, but the general conclusions support this project. There are many items in this 100 year old facility which do not meet modern design standards, codes, and expectations. This project will bring Little Falls to a place where it can be relied on for another 50 to 100 years. Finally, this project will need to be worked in coordination with our Indian Relations group as the Little Falls project is part of a settlement agreement with the Spokane Tribe.

Resources Requirements: (request forms and approvals attached)

AVISTA

Internal Labor Availability: Contract Labor:	Low Probability YES	☐ Medium Probability ☐ NO	High Probability	Enterprise Tech: Facilities: Capital Tools: Fleet:	YES - attach form YES - attach form YES - attach form YES - attach form	☐ NO or Not Required ☑ NO or Not Required ☑ NO or Not Required ☑ NO or Not Required
Key Performance Indicato Expected Performance Improve KPI Measure: 1000 800 — Outage F 800 — Target 600 — Project F 400 200 0 — 2004 2005	Forced Outage H	ours	2011	Prepared Reviewed Other Party Review (if necessary		Director/Manager
a new station :	2003 2004 3 Business Case: Te of the station seriervice and panel referation is that son	vice and switchyard woom installed before ne fo the major cost of	vork was contem we start work or componenets (i.e	plated to be done in for the generating units to turbine runners, gene	uture years but with the themselves. This resu	Estimated Annual Cash Flow 1 0.9 0.75 0.65 0.65 0.75 0.65 0.75 0.75 0.75 0.75 0.75 0.75 0.75 0.7
To be completed by Ca Rationale for decision	oital Planning G	roup			Date	Review Cycles 2012-2016 Template

Exhibit No. DCG-21 Dockets UE-150204/UG-150205 Page 59 of 344 Exhibit No.__(DBD-5) Attachment No.__GP-6

AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: Generation / Production

Business Case Name: Nine Mile Hydroelectric Development Rehabilitation & Modernization

ER No: ER Name:

4140 Nine Mile Redevelopment

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$62,004¹

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	990								52		2	935	
2014	9,208	683	363	150	3,784	268	1,897					2,064	
2015	47,044								1,850				45,194
2016	13,801	75	456	83	75	79			34		12,870	64	64

Business Case Description:

This program is to rehabilitate and modernize the 4 unit Nine Mile Hydroelectric Development. This program includes projects to replace Units 1 and 2, which are more than 100 years old. In addition, a new warehouse will be constructed, new tail race gate system will be added, new grounding and communications will be added, a barge landing will be added, a cottage will be removed and another remodeled, a new panel room will be added, Units 3 & 4 will be overhauled and modernized, the powerhouse will be restored, a new access gates and controls will be added and other improvements will be made.

Offsets:

¹The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

LIVISTA

Capital Project Business Case

Investment Name: Requested Amount		Mile Rehab 13,000	Pro	ogram												
Duration/Timeframe	\$50,5		Yea	ar Project			Finan	sments: cial:	14.00%							
Dept, Area:	GPSS						Strate		Generating Pla	ant M	odernization					
Owner:		Vickers					- C.	ess Risk:	Business Risk			d <= 15			70.5	2 12 11
Sponsor:	Jason	Thackston					Projec	ct Risk:	High certainty	arour	nd cost, sched	fule and	esource	S		
Category:	Projec	ct														-7:
Mandate/Reg. Reference:	n/a						Asses	sment Score:	112		Annual Cost	Summan	y - Increa	se/(De	crease)	
Recommend Project Descri	The second second	ALE SE							Performance	(Capital Cost	0&1	1 Cost	0	ther Costs	Business Risk Sc
This program is to rehabiliting replace Units 1 and 2 which will be constructed, new tail added, a barge landing will room will be added, Units 3 new access gates and control.	are mo I race g be adde & 4 wi	ore than 100 rate system w ed, a cottage II be overhau	year vill be will iled a	s old and are v e added, new g be removed ar and modernize	vore grou nd a ed, th	out. In addi- nding and co nother remon ne powerhou	tion, a i mmuni deled, a se will l	new warehouse cations will be new panel	increase capacity, energy, and renewable credits. (REC's)	\$	90,913,000	\$		Š		4
										201	Annual Cost	Summan	- Increa	se/(De	crease)	
Alternatives:	, 17					J. 122 8			Performance	(Capital Cost		1 Cost		ther Costs	Business Risk Sci
Unfunded Project:	mecha		out.	and 2 are tagge A FERC license					n/a	\$		S		\$		16
Alternative 1: Brief name	Descri	be other opti	ons 1	that were cons	ider	ed			describe any	\$		\$		S		4
of alternative (if									incremental	5.0		7.5		(6)		
applicable)									changes in							
									operations							65 L h 1-7
Alternative 2: Brief name	Describ	be other opti	ons t	that were cons	ider	ed			describe any	\$		\$		\$		0
of alternative (if applicable)									incremental changes in operations							
Alternative 3 Name : Brief	Describ	e other opti	ons t	that were cons	ider	ed			describe any	\$		\$	760	\$		0
name of alternative (if applicable)		cribe other options that were considered							incremental changes in operations	76						
Program Cash Flows	Cap	oital Cost		O&M Cost	T C	Other Costs		Approved		Asso	ciated Ers (list	all applica	able):			
Previous	\$	10,612,838	\$		\$		\$	10,612,838								
2013	\$	15,379,000	\$		\$	-	\$	12,999,000								
2014	\$	21,505,000	\$		\$	*	\$	21,505,000								
2015	\$	10,193,000	\$		\$		\$	17,900,000								
2016	\$	6,000,000			\$		\$	9,600,000								
2017	\$	13,315,000	\$	*.	\$		\$	7,000,000	Į.							
2018					_		\$	7,500,000								
2019		CC 202 000					\$									
Total	\$	66,392,000	\$		\$		\$	76,504,000	J							
rn I		2013		2014		2015		2016	2017	_	* 1		-		recovered:	
ER 140		15,379,000	\$	2014	\$	2015 10,193,000	\$	6,000,000	\$ 13,315,000		Total		Excerpt			
140	\$	13,373,000	\$	21,303,000	\$	-	\$	6,000,000	\$ 13,313,000	\$	66,392,000	provid			number if po	regulation and a
	\$		\$		\$		\$		\$ -	\$			1010	101100	number ii pe	7331010
	\$		\$	- 20	\$		\$		\$ -	\$						
	\$		\$		\$		\$		\$ -	\$						
	\$		\$		\$	4.	\$		\$ -	\$	SI VIEW					
	\$		\$		\$		\$		\$ -	\$						
	\$		\$		\$	2	\$	*	\$ -	\$		Addition	al Justific	ations:		
	\$	*	\$		\$		\$		\$ -	\$		Any st	ipplemen	tary in	formation tha	t may be useful in
	\$		\$		\$		\$		\$ -	\$		descril	oing in mo	ore det	ail the nature	of the Project, the
	\$		\$		\$		\$	•	\$ -	\$				ur	gency, etc.	
	\$	-	\$		\$		\$		\$ -	\$						
	\$		\$		\$	- :	\$	•	\$ -	\$	•					
	\$		\$		\$	-	\$	-	\$ -	\$						
	\$		\$		\$	-	S		\$ -	\$						
		15,379,000	\$	21,505,000	_	10,193,000	\$	6,000,000	\$ 13,315,000	\$	66,392,000					
January-00 January-00 January-00 January-00	open open open open open open				Ji Ji Ji	anuary-00 anuary-00 anuary-00 anuary-00 anuary-00 anuary-00	open open open open open open			J J J	anuary-00 anuary-00 anuary-00 anuary-00 anuary-00 anuary-00	open open open open open open			Use your jud	nould be general. gement on project hat progress can

AVISTA

Capital Project Business Case

ted Performance Measure:	Fill in the name of the KPI here		
	Fill in the name of the KPI here	1	
1,2			
-	#REF!	27.4	
1 -	#REF!	-00	11011
-	#REFI	Prepared Signature	WSAbraham
0.8	Project FO Rate	G	
0.6	— Poly. (#REF!)	/	7////
0.6			md-1/4
0.4		Reviewed signature (A	Director/Manager
			DirectorManager
0.2			
		Other Party Review signature	
0	í	(if necessary)	Director/Manager
	1.0		
e completed	by Capital Planning Group		Review Cycles 2012-2016

Exhibit No. DCG-21 Dockets UE-150204/UG-150205 Page 62 of 344 Exhibit No.__(DBD-5) Attachment No.__GP-7

AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: Generation / Production

Business Case Name: Regulating Hydro

ER No: ER Name:

4148 Regulating Hydro

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$11,9321

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	3,292						1	,221	16	14	8		2,033
2014	2,500												2,500
2015	3,000												3,000
2016	3,000												3,000

Business Case Description:

This program is to cover the capital maintenance expenditures required to keep these plants operating at their current performance. The program will work to improve the reliability of these plants so that their value can be maximized in both the energy and ancillary markets. These plants are Long Lake, Little Falls, Noxon Rapids and Cabinet Gorge.

Offsets:

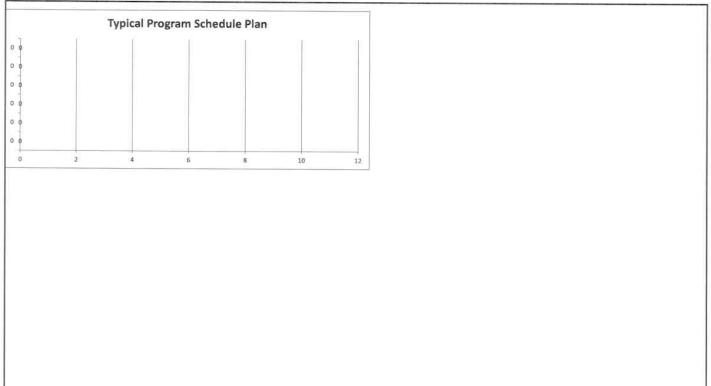
¹The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.



Investment Name:	Regulating Hyd	ro										
Requested Amount Duration/Timeframe	\$3,500,000	Year Program		Assessments: Financial:	High - Exceed	6.12	% CIDD					
Dept, Area:	GPSS	7 Tear Flogram		Strategic:	Generating Fle							
Owner:	Andy Vickers			Operational:			ed beyond curr	ent levels				
Sponsor:	Jason Thackstor	1	7777	Business Risk:			fuction >0 and					
Category:	Program			Program Risk:			ind cost, sched		sources	3		
Mandate/Reg. Reference:	n/a			Assessment Score:	88	3	Annual Cost	Summary -	Increas	e/(Decrea	se)	
Recommend Program Desc	ription:				Performance		Capital Cost	0&M	Cost	Other	Costs	Business Risk Score
This program is to cover the					describe any	\$	3,500,000	\$		\$	1177	10
their current performance. value can be maximized in					incremental changes that this Program would benefit present operations							
Altamativas							Annual Cost					
Alternatives: Status Quo:	Current count has t		and a solution of the	- Constant - Earlie	Performance		Capital Cost	0&M	Cost		Costs	Business Risk Score
Status Quo :		seen done to achie s. Work has been		th avialability rate for ling to equipment	n/a	\$	1,890,000	\$		\$		15
Alternative 1: Brief name of alternative (if applicable)	availability but reducing ancillary services from plant (i.e. no Cabinet reserves, load following services, etc.)							\$		\$	n,¥9	15
Alternative 2: Brief name of alternative (if applicable)		describe any incremental changes in operations	\$		\$		\$		0			
Alternative 3 Name: Brief name of alternative (if applicable)	Describe other opt	describe any incremental changes in operations	\$		\$		\$		0			
Program Cash Flows 2012-2016					Associated Ers (ill applicable):	lles vys				
1010	Capital Cost	O&M Cost	Other Costs	Approved	4003	-	4103		-			
Previous			\$ -	\$ 1,890,000	4004	-	4105					-
2012	\$ 3,500,000	\$ -	\$ -	\$ 2,533,000	4100	+						
2013	\$ 3,500,000	\$ -	\$ -	\$ 2,033,000								
2014	\$ 3,500,000	\$ -	\$ -	\$ 2,833,000				Program	Cash F	low		
2015	\$ 3,500,000		\$ -	\$ 3,533,000			/					
2016			\$ -	\$ 3,533,000	\$4,000,0			1 0	- 60	- 69	-	- 21
2017			\$ -	\$ 3,533,000	\$3,000,0					-	- 60	
2018			\$ -	\$ 3,533,000	\$2,000,0				0.0		- 10	
Future			\$ -	\$ -	\$1,000,0	5-						
Total	\$ 29,890,000	-	\$ -	\$ 23,421,000	177577	3.	2012 2013	2014	2015	2016	2017	2018
Mandate Excerpt (if application Within this program, then individual items here.		and NERC man	dated items that	t are included. These	are expected to	o be	managed as pa	art of the c	overll pro	ogram an	d are no	t considered as
Additional Justifications:												
Additional Justifications: The magnitude of the value very important for this class availability of Little Falls due what is commonly referred plants, voltage regulating no	of assets. While the to aging equipment to as the ancilary se	ne purpose of this p nt and failures of the ervices from these	program is to sust nat equipment. Ti generating assets	ain our current level of his is being addressed in . This include installing	unit availability fo a separate proje blow down syste	or the ect rea ms to	ese plants, indivi quest. Additiona a allow for spinni	dually, we hally, efforts ing reserves	nave bee will be n	n experien nade within	cing a de n this pro	cline in the gram to improve
Resources Requirements: (request forms and o	approvals attached)							- 10		
Internal Labor Availability: Contract Labor:	☐ Low Probability ✓ YES	☐ Medium Probability ☐ NO	☑ High Probability	Enterprise Tech: Facilities: Capital Tools:	YES - attach form YES - attach form YES - attach form		NO or Not Requi	red				

AWISTA





ionale for decision		Review Cycles 2012-2016
	Date	Template

AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: Generation / Production

Business Case Name: Spokane River License Implementation

ER No: ER Name:

6107 Spokane River Implementation (PM&E)

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$20,1871

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	1,860							3	2	1			1,854
2014	4,815			1,204			1,204			1,204			1,204
2015	462			116			116			116			116
2016	16,222												16,222

Business Case Description:

The Spokane River Project capital projects fulfill FERC's license requirements related to wetlands, water quality, recreation, and land use improvements that will lead to improvements located at Nine Mile, and Lake Spokane (the Long Lake Dam reservoir). The water quality improvements and wetland acquisition and/or enhancements are mandatory conditions included in the License as part of the Washington and Idaho 401 Water Quality Certifications, whereas the recreation and land use projects are FERC's License requirements. This year we will continue modeling a number of potential total dissolved gas remedies for Long Lake Dam, and monitoring low dissolved oxygen (DO) in the tailrace below the dam to determine if the aeration equipment we installed in previous years will sufficiently meet the State's water quality standards. We are also installing additional aeration equipment in the Long Lake Powerhouse to further improve DO in the tailrace. We completed the channel modifications at Upper Falls last fall, which were approved by the Washington Department of Ecology. We will work to complete the required Nine Mile and Lake Spokane recreation projects during this year's construction season.

Offsets:

¹The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.



Capital Program Business Case

Investment Name: Requested Amount	Spokane River L \$2,902,000	License Implem	entation	Assessments:								
Duration/Timeframe		Year Program		High - Exceeds 12% CIRR								
Dept, Area:	Environmental			Financial: Strategic:	Other							
Owner:	Elvin "Speed" Fit	zhugh (Mgr), Bru	ce Howard (Dir)	Operational:	Operations require execution to perform at current levels							
Sponsor:	Marian Durkin			Business Risk:	ERM Reduction							
Category:	Mandatory	2545 204		Program Risk:	Moderate cert	-						
Mandate/Reg. Reference	The state of the s	2545-091		Assessment Score:	174				ncrease/(Decrease)			
Recommend Program De Implementation of Protect		- 1	0.01		Performance n/a	\$	apital Cost	0&M C	ost Other Costs	Business Risk Scor		
License for Project 2545, through settlement agree	Includes items enforc		Committee of the Commit				2,902,000			8		
• Is								The second second second	ncrease/(Decrease)			
Alternatives: Alternative 1: Funded	Transaction of the same	0-1-1-6			Performance n/a	\$	apital Cost 2,902,000	0&M C	ost Other Costs	Business Risk Scor		
The Federal Energy Regulatory Commission issed a license to Avista Corporation for a period of 50 years, effective June 18, 2009, to operate and maintain the Spokane River Project No. 2545-091. The License defines how Avista shall operate the Project and includes several hundred requirements we must meet to retain our License. Overall, the License is issued pursuant to the Federal Power Act. It embodies requirements of a wide range of other laws, including the Clean Water Act, the Endangered Species Act, the Nationa Historic Preservation Act, among others. These requirements are expressed through specific license articles (or Protection, Mitigation and Enhancement Measures), relating to fish, terrestrial resources, water quality, recreation,education, cultural, and aesthetic resources at the project. In addition, the License incorporates requirements specific to a 50-year settlement agreement between Avista, the Department of Interior and the Coeur d'Alene Tribe, which includes specific funding requirements over the term of the license. Avista entered into additional two-party settlement agreements with local and state agencies, and the Spokane Tribe; these agreements also include funding commitments. The License also references our requirements for land management, dam safety, public safety and monitoring requirements, which apply for the term of the License.					er al							
Alternative 2: Unfunded (PM&E) We are subject to License enforcement directly from the Federal Energy Regulatory Commissions, independent enforcement of certain measures by state agencies under their delegated authorities, and third-party claims by those with whom we entered settlement agreements. We are also subject to citizen lawsuits in certain settings for non-compliance. If the License conditions are not funded, there is the potential for penalties, extensive legal costs, alternative mitigation costs, and/or loss of operations flexibility of the hydro facilities, or the loss of a license to operate in extreme cases.					1	S		\$	- from moderate to extreme	8		
Program Cash Flows years of costs Previou 201	2	O&M Cost \$	Other Costs \$ - \$	Approved \$ - \$ 3,370,500		(list all	applicable): 6107					
201		\$ +	\$ -	\$ 3,432,000	and the same of th							
	4 \$ 2,902,000		\$ -	\$ 2,902,000								
	5 \$ 11,262,000		\$ -	\$ 11,262,000								
	6 \$ 2,591,000		\$ -	\$ 2,591,000								
	7 \$ 529,000		\$ -	\$ 529,000								
201	8 \$ 579,000 al \$ 16,755,000		\$ -	\$ 579,000 \$ 23,557,500								



Capital Program Business Case

	Excerpt (if applic ect consists of:		Falls, Monroe Stree	et, Nine Mile a	nd Long Lake HEDs.			
Additiona	al Justifications:							
The Licen Washingt Interior (I	se is subject to: m on Department ol Federal Power Act	Ecology (401 Certif	ication), conditions t the Total Dissolved	iled May 4, 200 Gas Control and	7 by the US Forest Serv I Mitigation Program in	ice (Federal Powe	er ACt 4(e)), conditions file	ation), conditions issued on May 8, 2009 by the d January 27, 2009 by the US Department of the the articles set forth in Form L-1, entitled "Terms and
Resource	s Requirements: (request forms and a	pprovals attached)					
Internal L Contract	abor Availability: Labor:	☐ Low Probability ☑ YES	☐ Medium Probability ☐ NO	High Probability	Enterprise Tech: Facilities: Capital Tools: Fleet:	YES - attach form YES - attach form YES - attach form YES - attach form	✓ NO or Not Required ✓ NO or Not Required	Check the appropriate box. The internal and contract labor boxes should be checked to indicate if the resource owners have been contacted and to provide a general sense of how likely staff will be provided (this does not require a firm committment).
CONTRACTOR OF THE PARTY OF THE	ormance Indicator	10000						
KPI Meas	erformance Improver ure:		ulatory Commission	(FERC)	1			
		Bureau of Indian Af)
			of Environmental Qu tment of Ecology (W		1		- >	
1.2					Prepared	signature	-16	a large
(4)2								-
1	_							1,1
0.8	Project FO	Rate			Reviewed	signature	Speed	Altered
0.6	—— Poly. ()				Keviewed	signature	Dir	ector/Manager
								10 0
0.4							mil	treel
0.2			graph is to provide a p KPI benefit. Providing		Other Party Review		/	9
0			mmended to help cor		(if necessary)		/ Dir	ector/Manager \
	1 2	3 4 Wha	t the project is intend	ed to				
Capital I	Budget Projecti	ons 2014	2015	2016	2017	2018		
	Hank Meghan	1,465,000	10,896,000	2,203,000	196,000	221,000	Riverbank stabilization	
	Dave	200,000	100,000	75,000	75,000	75,000	The state of the s	oe Property (401 settlement) and additional mitigation properties targeted for
	Tim	148,000 789,000	113,000 153,000	168,000 145,000				irchase of property or easements, as required by the Spokane River License. There plans, and new agreements are accepted.
	Speed	300,000					Huntington Park	200 (200 H 10 m 2) 200 (40 m 200 m 200 H 10 m 200 m 20
C04		2,902,000	11,262,000	2,591,000	529,000	579,000		
	empleted by Cap	pital Planning Gro	oup					Review Cycles

AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: Generation / Production

Business Case Name: Base Load Thermal Plant

ER No: ER Name:

4149 Base Load Thermal

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$14,1001

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	4,135						2	,568	433	259	-209	542	542
2014	2,200						2,200						
2015	2,200						2,200						
2016	2,205						2,205						

Business Case Description:

This program is necessary to sustain or improve the existing operating costs of Coyote Springs 2, Colstrip, and Kettle Falls. Work includes replacement of items identified through asset management decisions and programs necessary to maintain reliable and low operating costs of these plants. As this program proceeds, it is expected that forced outage rates and forced de-rates of these facilities will decrease to a level one standard deviation less than current average.

Offsets:

¹The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

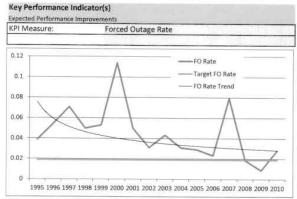




Investment Name:	Base Load The	rmal Plant											
Requested Amount	\$6,500,000	· ·		Assessments:									
Duration/Timeframe	ongoing	Year Program		Financial:	High - Exceeds 12% CIRR								
Dept, Area: Owner:	GPSS / Power S Andy Vickers	supply		Strategic:	Generating Fleet Moderization								
Sponsor:	Jason Thackstor			Operational:	Operations require execution to perform at current levels								
Category:	Program		and the same of	Business Risk: Program Risk:	ERM Reduction >5 and <= 10 High certainty around cost, schedule and resources								
Mandate/Reg. Reference:	n/a			Assessment Score:	riigh certainty	VIII CONTRACTOR OF THE PARTY OF		The second secon					
Recommend Program Desc				prosessment score.			Summary - Increa						
This program is necessary t	LINE REPORT AND THE PARTY OF TH	a the evicting once	ation costs of the	es maios Basa Land	Performance This will	Capital Cost	O&M Cost	Other Costs	Business Risk Score				
generating stations. This p Work includes replacement necessary to maintain relia expected that forced outag standard deviation less that	rogram is specificall t of items identified ble and low operati te rates and forced o	ly for Coyote Spring through asset mar ng costs of these pl derates of these fac	gs 2, Gelsstrip, Ke nagement decisio lants. As this pro cilities will decrea	ttle Falls, and Lancaster ns and programs gram proceeds, it is se to a level one	improve the forced outage rate for these plants by an overall 0.1%	\$ 2,200,000	\$	\$	8				
Alternatives:					Performance	Annual Cost Capital Cost	Summary - Increa		Professor Diels Consu				
Status Quo :	These plants conti	nue to age and the	ir economic parfe	ormance has degraded	n/a	\$ -		Other Costs	Business Risk Score				
4.1	over time. These	degrades have been	n offset with wor	k that is included in a ependent of the other,	ilya		\$	3	15				
Alternative 1: Brief name of alternative (if applicable)	The program can be the Goal	pe reduced in amou	unt and effectiver	ess in accomplishing	current trend would be reduced.	\$ 5,500,000	\$	\$ -	10				
Alternative 2: Brief name of alternative (if applicable)	Describe other opt	tions that were con	sidered		describe any incremental changes in operations	\$	\$	s -	0				
Alternative 3 Name: Brief name of alternative (if applicable)	Describe other opt	ions that were con	sidered		describe any incremental changes in operations	s -	\$ -	\$ -	0				
Program Cash Flows					Associated Ers (list all applicable):							
2012-2016					Current ER	4148			1				
	Capital Cost	O&M Cost	Other Costs	Approved		The Paris							
Previous		\$ -	\$ -	\$ 6,520,910									
2012		\$ -	\$ -	\$ 6,877,000									
2013	The second secon	\$ -	\$ -	\$ 7,500,000									
2014	THE RESERVE OF THE PARTY OF THE	\$ -	\$ -	\$ 2,200,000									
2015			\$ -	\$ 2,200,000									
2016		\$ -	\$ -	\$ 2,200,000									
2017		\$ -	\$ -	\$ 2,200,000									
2018			\$ -	\$ 2,200,000									
Future	The second secon		\$ -	\$ -									
Total	\$ 58,520,910	\$ -	\$ -	\$ 31,897,910]								
Mandate Excerpt (if applica													
Within the program there met. These mandates ar	are a number of re included within	regulatory manda the amount listed	tes for air emiss l above.	sions and monitoring	that must be cor	mplied with. In add	lition there numer	rous NERC require	ments that must be				
Additional Justifications:					155 16								
As these plants degrade, we shareholders in a particular	expose ourselves t year.	o an increasing for	ced outage rates	and must acquire repla	cement energy an	d capacity from the	market. This can le	ave use with signific	ant exposure for				
للاحجا													
Resources Requirements: (request forms and a	approvals attached)											
Internal Labor Availability: Contract Labor:	☐ Low Probability ☑ YES	☐ Medium Probability ☐ NO	High Probability	Enterprise Tech: Facilities: Capital Tools:	YES - attach form	NO or Not Requ NO or Not Requ	ired						
				Fleet:	YES - attach form	######################################							

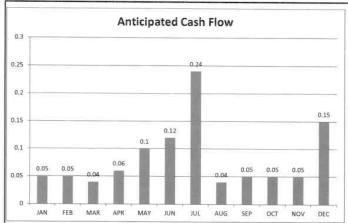
AVISTA

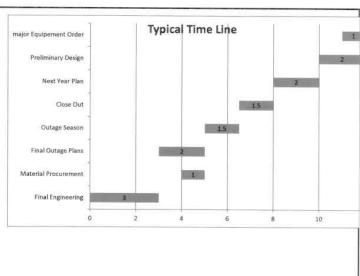
Capital Investment Business Case





Other Party Review signature (if necessary) Director/Manager





ecision		Review Cycles 2012-2016				
	Date	Template				

Exhibit No. DCG-21
Dockets UE-150204/UG-150205
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Exhibit No.__(DBD-5)
Attachment No.__GP-10

AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: Generation / Production

Business Case Name: Peaking Generation

ER No: ER Name:

4150 Peaking Generation

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$2,1201

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	1,000							420	16	64			500
2014	500						500						
2015	500						500						
2016	500						500						

Business Case Description:

This program is to cover the capital maintenance expenditures required to keep the gas fired peaking units (Boulder Park, Rathdrum and Northeast Combustion Turbine) operating at or above their current performance. The program will focus on maximizing ability of these units to start and run when demanded (starting reliability).

Offsets:

There are no anticipated offsets with this business case.

¹The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

AJVISTA

Capital Investment Business Case

Investment Name:	Peaking Genera	tion		7								
Requested Amount	\$500,000			Assessments:								
Duration/Timeframe		Year Program		Financial:	High - Exceeds 12% CIRR							
Dept, Area:	GPSS			Strategic:	Reliability & Ca							
Owner:	Andy Vickers Jason Thackston			Operational:		quire execution to		levels				
Sponsor: Category:	Program		-	Business Risk:		Reduction >5 and						
NG 200				Program Risk:		around cost, sche						
Mandate/Reg. Reference: Recommend Program Desc				Assessment Score:	94		t Summary - Increa					
					Performance	Capital Cost	O&M Cost	Other Costs	usiness Risk Risk Sco			
This program is to cover the units operating at or above these units to start and run	their current perfor	mance. The progr	am will focus on	maximizing ability of	By expending these funds, the start reliability for these assets will be improved.	\$ 500,000	\$	\$	0			
The second secon							t Summary - Increa					
Alternatives:				V	Performance	Capital Cost	O&M Cost	Other Costs	usiness Risk Risk Sco			
Status Quo:	50			s historically they hav I of these assets refle		\$	\$	\$ -	0			
Alternative 1: Brief name of alternative (if applicable)	Describe other opt	ions that were con	sidered		describe any incremental changes in operations	\$ -	\$ -	\$	0			
Alternative 2: Brief name of alternative (if applicable)	Describe other opt	ions that were con	sidered		describe any incremental changes in operations	\$	\$ -	\$ -	0			
Alternative 3 Name: Brief name of alternative (if applicable)		describe any incremental changes in operations	S	\$ -	\$ -	0						
Program Cash Flows 2012-2016					Associated Ers ((list all applicable):	1					
	Capital Cost	O&M Cost	Other Costs	Approved	4107		177					
Previous	\$ 10,000		\$ -	\$ 10,00					+			
2012			\$ -	\$ 500,00								
2013			\$ -	\$ 620,00								
2014	\$ 500,000	\$ -	\$ -	\$ 500,00		Anticip	ated Annual	Cash Flow				
2015	- 1000 F. H. B. 750		\$ -	\$ 500,00		- interest	race ramida	Cusii i iow				
2016			\$ -	\$ 500,00	20	V-						
2017				\$ 500,00	2000,000	1 -		-				
2018	TO STATE OF		\$ -	1	\$400,000							
Future					\$200,000							
The second secon	The second second second	Contract of the Contract of th	\$ -	\$ -								
Total	\$ 4,010,000	\$ -	\$ -	\$ 3,130,00	10	2012 2013	2014 2015	2016 2017	2018			
								57.55				
Mandate Excerpt (if applica Within this program, there individual items here.		and NERC man	dated items that	are included. The	se are expected to	be managed as p	part of the overll p	rogram and are no	t considered as			
Additional Justifications:												
With wind and other renew market. Also, the analysis u energy can exceed \$500/M\ Resources Requirements: (sed currently does Wh or more. (\$50 -	not contemplate the \$80/MWh being n	ne emergency res ormal). This risk	erve power value of t	hese units. There a	re times when energ	gy is unavailable fro	may not be reflected m other sources and	with this new I the spot price of			
Internal Labor Availability: Contract Labor:	Low Probability YES	☐ Medium Probability ☐ NO	High Probability	Enterprise Tech: Facilities: Capital Tools: Fleet;	YES - attach form YES - attach form YES - attach form YES - attach form	NO or Not Req ✓ NO or Not Req ✓ NO or Not Req ✓ NO or Not Req	uired uired					

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Dockets in Fig. 1502 14 16 5 150205

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Attachment No.__GP-10.2

Capital Investment Business Case

AVISTA

(ey Performance Indicator(s)			
xpected Performance Improvements [PI Measure: Unit Starts			1
Unit Availability			,X / \ /
	Prepared	signature	- New Wast
No Data is currently available for these	72. 0. 0	# Yel	(Inde IA
measures.	Reviewed	signature	Director/Manager
			Directoriwanager
	Other Party Review	signature	
	(if necessary)		Director/Manager
This space is to be used for photographs, ch.	arts or other data that may	he useful in	a evaluating the Program
the space is to be add for priotographic, div	und, or other data that may	De useiui ii	revaliating the Flogram
be completed by Capital Planning Group			
Rationale for decision			Review Cycles
			2012-2016
		Date	Townlate
	40.3	Date	Template
		LOUI EAR	

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Dockets UE-150204/UG-150205
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Exhibit No.__(DBD-5)
Attachment No.__GP-11

AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: Generation / Production

Business Case Name: Post Falls Intake Gate Replacement

ER No: ER Name:

4153 Post Falls Intake Gate Replacement

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$9001

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	1							1					
2014													
2015													
2016													

Business Case Description:

This project is to replace the existing wooden timbered head gates with new steel gates, and to modify the structure to include a hoist system. Provisions for the gates will be made to pull the gates out for easy maintenance purposes. This work also includes installation of new controls and appropriate emergency power systems. The work plan is to design and begin gate fabrication in year 1 and construction in year 2.

Offsets:

¹The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

Capital Investment Business Case



Investment Name:	Post Falls Intake Gate Replacement (Revise	ed)							
Requested Amount	\$2,200,000	Assessments:							
Ouration/Timeframe	1 Year Project	Financial:	Medium - >= 5	% & <	9% CIRR				
Dept, Area:	GPSS	Strategic:	Generating Fle	et Mo	derization				
Owner:	Carlberg	Operational:	Operations imp	oroved	beyond curr	ent le	vels		
Sponsor:	Storro	Business Risk:	ERM Reduction	n >10	and <= 15				
Category:	Mandatory	Project/Program Risk:	High certainty	around	d cost, sched	ule ar	nd resources		
Mandate/Reg. Reference:	CFR Title 18, Chapter I, Subchapter B, Part 12	Assessment Score:	165		Cost Sur	nmary	- Increase/(D	ecrease)	
Recommend Project Descr	iption:		Performance	Ca	pital Cost		&M Cost	Other Costs	Business Risk Scor
This project is to replace th	ne existing wooden timbered head gates with new ste	eel gates and to modify the			2,200,000		(50,000)		2
	t system. Provisions for the gates will be made to pul		will be greatly	Ÿ	2,200,000	Ÿ	(50,000)	7	_
	his work is to also include installation of new controls		improved.						
	. The work plan is to design and begin gate fabrication		iiiipioveu.						
construction in year 2.	. The work plan is to design and begin gate labilitation	on in year 1 and							
construction in year 2.									
			•		Cost Sur	nmary	- Increase/(D	ecrease)	
Alternatives:			Performance	Ca	pital Cost		&M Cost	Other Costs	Business Risk Sco
Status Quo :	The current gate system uses timbers as the main g	gate structure which have	n/a	Ś	-	\$	50,000	\$ -	16
itatas Quo .	been in use for decades and their integrity is suspen		11/4	Ÿ		7	30,000	7	10
	not seal very well and extensive maintenance is ned	~							
	Thot sear very well and extensive maintenance is nee	cessary.							
					4.055.55			4	
Alternative 1: Brief name	There were several gate system evaluated, and the	•	other gate	\$	1,800,000	\$	50,000	\$ -	2
of alternative (if	cost options. Howeveer, the maintenance costs for	r these other options is far	options would						
applicable)	greater, putting pressure on other options.		perform						
			similarly						
Alternative 2: Brief name	Describe other options that were considered		describe any	\$	-	\$	-	\$ -	0
of alternative (if			incremental						
applicable)			changes in						
			operations						
Alternative 3 Name : Brief	Describe other options that were considered		describe any	Ś	-	\$	-	\$ -	0
name of alternative (if			incremental	'		l		·	
applicable)			changes in						
			operations						
			•						
Timeline				Const	ruction Cash I	Flows	(CWIP)		
				000			,000,		
				Ca	nital Cost	(&M Cost	Other Costs	Approved
Project Complete		1	Previous	_	apital Cost		&M Cost	Other Costs	Approved
Project Complete		1	Previous 2012	\$	900,000	\$	-	\$ -	\$ 379,055
Project Complete Construction	6	1	2012	\$	900,000	\$ \$	-	\$ - \$ -	\$ 379,055 \$ 2,200,000
-	6	1	2012 2013	\$ \$ \$	900,000 2,200,000	\$ \$ \$	- - -	\$ - \$ - \$ -	\$ 379,055 \$ 2,200,000 \$ 900,000
-	6	1	2012 2013 2014	\$ \$ \$ \$	900,000 2,200,000	\$ \$ \$ \$	- - -	\$ - \$ - \$ - \$ -	\$ 379,055 \$ 2,200,000 \$ 900,000 \$ -
Construction	6		2012 2013 2014 2015	\$ \$ \$ \$ \$	900,000 2,200,000	\$ \$ \$ \$ \$	- - - -	\$ - \$ - \$ - \$ - \$ -	\$ 379,050 \$ 2,200,000 \$ 900,000 \$ - \$ -
Construction	6	_"	2012 2013 2014 2015 2016	\$ \$ \$ \$ \$	900,000 2,200,000	\$ \$ \$ \$ \$	- - - - -	\$ - \$ - \$ - \$ - \$ -	\$ 379,050 \$ 2,200,000 \$ 900,000 \$ - \$ - \$ -
Construction Final Design	6	_"	2012 2013 2014 2015 2016 2017	\$ \$ \$ \$ \$ \$	900,000 2,200,000	\$ \$ \$ \$ \$ \$	- - - - -	\$ - \$ - \$ - \$ - \$ - \$ - \$ -	\$ 379,055 \$ 2,200,000 \$ 900,000 \$ - \$ - \$ - \$ -
Construction Final Design	6		2012 2013 2014 2015 2016 2017 2018	\$ \$ \$ \$ \$ \$ \$	900,000 2,200,000	\$ \$ \$ \$ \$ \$	- - - - -	\$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ -	\$ 379,055 \$ 2,200,000 \$ 900,000 \$ - \$ - \$ - \$ - \$ -
Construction Final Design Major Procurement	6		2012 2013 2014 2015 2016 2017 2018 Future	\$ \$ \$ \$ \$ \$ \$	900,000 2,200,000 - - - - - - -	\$ \$ \$ \$ \$ \$ \$	- - - - - - - -	\$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ -	\$ 379,055 \$ 2,200,000 \$ 900,000 \$ - \$ - \$ - \$ - \$ - \$ - \$ -
Construction Final Design Major Procurement	6		2012 2013 2014 2015 2016 2017 2018	\$ \$ \$ \$ \$ \$ \$	900,000 2,200,000	\$ \$ \$ \$ \$ \$	- - - - -	\$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ -	\$ 379,055 \$ 2,200,000 \$ 900,000 \$ - \$ - \$ - \$ - \$ -
Construction Final Design Major Procurement Project Design	6		2012 2013 2014 2015 2016 2017 2018 Future	\$ \$ \$ \$ \$ \$ \$	900,000 2,200,000 - - - - - - -	\$ \$ \$ \$ \$ \$ \$	- - - - - - - -	\$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ -	\$ 379,055 \$ 2,200,000 \$ 900,000 \$ - \$ - \$ - \$ - \$ - \$ - \$ -
Construction Final Design Major Procurement Project Design Project Plan	6		2012 2013 2014 2015 2016 2017 2018 Future	\$ \$ \$ \$ \$ \$ \$	900,000 2,200,000 - - - - - - -	\$ \$ \$ \$ \$ \$ \$	- - - - - - - -	\$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ -	\$ 379,055 \$ 2,200,000 \$ 900,000 \$ - \$ - \$ - \$ - \$ - \$ - \$ -
Construction Final Design Major Procurement Project Design	6		2012 2013 2014 2015 2016 2017 2018 Future	\$ \$ \$ \$ \$ \$ \$	900,000 2,200,000 - - - - - - -	\$ \$ \$ \$ \$ \$ \$	- - - - - - - -	\$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ -	\$ 379,055 \$ 2,200,000 \$ 900,000 \$ - \$ - \$ - \$ - \$ - \$ - \$ -
Construction Final Design Major Procurement Project Design Project Plan	5 10 15 20	25 30	2012 2013 2014 2015 2016 2017 2018 Future	\$ \$ \$ \$ \$ \$ \$	900,000 2,200,000 - - - - - - -	\$ \$ \$ \$ \$ \$ \$	- - - - - - - -	\$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ -	\$ 379,055 \$ 2,200,000 \$ 900,000 \$ - \$ - \$ - \$ - \$ - \$ - \$ -
Construction Final Design Major Procurement Project Design Project Plan	5 10 15 20 Time in		2012 2013 2014 2015 2016 2017 2018 Future	\$ \$ \$ \$ \$ \$ \$	900,000 2,200,000 - - - - - - -	\$ \$ \$ \$ \$ \$ \$	- - - - - - - -	\$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ -	\$ 379,055 \$ 2,200,000 \$ 900,000 \$ - \$ - \$ - \$ - \$ - \$ - \$ -
Construction Final Design Major Procurement Project Design Project Plan	5 10 15 20		2012 2013 2014 2015 2016 2017 2018 Future	\$ \$ \$ \$ \$ \$ \$	900,000 2,200,000 - - - - - - -	\$ \$ \$ \$ \$ \$ \$	- - - - - - - -	\$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ -	\$ 379,055 \$ 2,200,000 \$ 900,000 \$ - \$ - \$ - \$ - \$ - \$ - \$ -
Construction Final Design Major Procurement Project Design Project Plan Project Started	5 10 15 20 Time in Months		2012 2013 2014 2015 2016 2017 2018 Future	\$ \$ \$ \$ \$ \$ \$	900,000 2,200,000 - - - - - - -	\$ \$ \$ \$ \$ \$ \$	- - - - - - - -	\$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ -	\$ 379,055 \$ 2,200,000 \$ 900,000 \$ - \$ - \$ - \$ - \$ - \$ - \$ -
Construction Final Design Major Procurement Project Design Project Plan Project Started 0	5 10 15 20 Time in Months	25 30	2012 2013 2014 2015 2016 2017 2018 Future Total	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$	900,000 2,200,000 - - - - - - -	\$ \$ \$ \$ \$ \$ \$	- - - - - - - -	\$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ -	\$ 379,055 \$ 2,200,000 \$ 900,000 \$ - \$ - \$ - \$ - \$ - \$ - \$ -
Construction Final Design Major Procurement Project Design Project Plan Project Started 0 Milestones (high level to November-10	5 10 15 20 Time in Months argets) Project Started		2012 2013 2014 2015 2016 2017 2018 Future	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$	900,000 2,200,000 - - - - - - -	\$ \$ \$ \$ \$ \$ \$	- - - - - - - -	\$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ -	\$ 379,05: \$ 2,200,000 \$ 900,000 \$ - \$ - \$ - \$ - \$ - \$ - \$ -
Construction Final Design Major Procurement Project Design Project Plan Project Started 0 Milestones (high level to November-10 April-11	5 10 15 20 Time in Months argets) Project Started Project Plan	25 30	2012 2013 2014 2015 2016 2017 2018 Future Total	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$	900,000 2,200,000 - - - - - - -	\$ \$ \$ \$ \$ \$ \$	- - - - - - - -	\$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ -	\$ 379,050 \$ 2,200,000 \$ 900,000 \$ - \$ - \$ - \$ - \$ - \$ - \$ -
Construction Final Design Major Procurement Project Design Project Started O Milestones (high level to November-10 April-11 June-11	5 10 15 20 Time in Months Project Started Project Plan Project Design	25 30	2012 2013 2014 2015 2016 2017 2018 Future Total	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$	900,000 2,200,000 - - - - - - -	\$ \$ \$ \$ \$ \$ \$	- - - - - - - -	\$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ -	\$ 379,050 \$ 2,200,000 \$ 900,000 \$ - \$ - \$ - \$ - \$ - \$ - \$ -
Construction Final Design Major Procurement Project Design Project Plan Project Started 0 Milestones (high level to November-10 April-11	5 10 15 20 Time in Months argets) Project Started Project Plan	25 30	2012 2013 2014 2015 2016 2017 2018 Future Total	\$ \$ \$ \$ \$ \$ \$ \$ \$ \$	900,000 2,200,000 - - - - - - -	\$ \$ \$ \$ \$ \$ \$	- - - - - - - -	\$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ -	\$ 379,050 \$ 2,200,000 \$ 900,000 \$ - \$ - \$ - \$ - \$ - \$ - \$ -

Additional Justifications:		

CFR 18.I.B.Part 12; 2007 FERC Inspection Report, July 10, 2007 Letter to FERC with Plant and Schedule; 2011 FERC Inspection Report and Part 12 Report Recommendation and August 13, 2012 letter to FERC requesting extension

4153

Associated Ers (list all applicable):

Mandate Excerpt (if applicable):

Exhibit No. DCG-21 Dockets Extribitized Avu (GCF 1367-11.2

Capital Investment Business Case



Resources Requirements: (request forms and	approvals attached)					
Internal Labor Availability: Contract Labor: Key Performance Indicator	☑ YES	☐ Medium Probability ☐ NO	☑ High Probablity	Enterprise Tech: Facilities: Capital Tools: Fleet:	YES - attach form YES - attach form YES - attach form YES - attach form	✓ NO or Not Required	Check the appropriate box. The internal and contract labor boxes should be checked to indicate if the resource owners have been contacted and to provide a general sense of how likely staff will be
Expected Performance Improven							provided (this does not require a firm committment).
KPI Measure:							
				Prepared	signature		
	ted Project C	Cash Flow					
250000							
200000				Reviewed	signature	Dire	ctor/Manager
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100000	.						
50000		╂		Other Party Review (if necessary)		Dire	ctor/Manager
0							
Jan Feb Mar	Apr May Jun Jul	Aug Sep Oct Nov	Dec				
To be completed by Cap Rationale for decision	oital Planning G	roup				D,	eview Cycles
							2012-2016
					Date		Template

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Exhibit No.__(DBD-5)
Attachment No.__GP-12

AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: Generation / Production

Business Case Name: Coyote Springs Long-Term Service Agreement ("LTSA")

ER No: ER Name:

4143 CS2 LTSA Cash Accrual

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$3,1211

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	179												179
2014													
2015													
2016													

Business Case Description:

This program is to cover the capital accruals required to execute our LTSA with General Electric for Coyote Springs Unit 2. This is the same as the current LTSA item. This program will have fluctuations in expenditure to account for the variable operating hours and operating conditions that feed into the LTSA formula.

Offsets:

¹The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

Capital Investment Business Case



Requested Amount	\$650,000	LIOM		Accor	ssments:								
Duration/Timeframe	5+	Year Program		Finan		High - Exceeds	12%	CIRR					
Dept, Area:	Power Supply	rour rogium		Strate		Life Cycle Prog		01111			100		
Owner:	Thomas Dempse	v/Scott Kinney			ational:	Operations req		ecution to r	erform at	current	levels		
Sponsor:	Jason Thackston			-	ess Risk:	ERM Reduction			ono.m.a.	· ourrorn		200	
Category:	Program			-	am Risk:	High certainty			fule and r	esources		-	
Mandate/Reg. Reference:					ssment Score:	89		Annual Cost	THE RESERVE OF THE PARTY OF THE	Company and Company of the Company o	CONTRACTOR OF STREET	se)	
Recommend Program Desc				risses	Smelle Score.								Business Risk Score
			iros ut ce t		1 6 1 11 11	Performance	-	pital Cost		Cost	_	r Costs	The second secon
This program is to cover the 2. This is the same as the co variable operating hours an	urrent LTSA item. T	his program will ha	ve fluctuations to			This program assures best response times to outages and forced outages	\$	650,000	\$		\$		10
								Annual Cost					
Alternatives:						Performance		pital Cost	1	1 Cost		r Costs	Business Risk Score
Status Quo :	to maintain the Fra	vith GE to provide to name 7EA gas turbina it 2 combined cycle	e. This is the maj			n/a	\$	650,000	\$		\$	12.0	15
Alternative 1: Brief name of alternative (if applicable)	none					n/a	\$	*	\$	(*)	\$:#3:	0
Alternative 2: Brief name of alternative (if applicable)	Describe other opt	ions that were cons	sidered			describe any incremental changes in operations	\$	ž	\$		\$	•	0
Alternative 3 Name: Brief name of alternative (if applicable)	MENTAL MARIE MANAGEMENT AND THE PROPERTY OF TH					describe any incremental changes in operations	\$	-	\$	(4)	\$	•	O
Program Cash Flows 2012-2016						Associated Ers (applicable):		. N	C BAR	250	State State
	Capital Cost	O&M Cost	Other Costs		Approved	11.15	t —						
Previous			\$ -	\$	10,000		1						
2012	\$ 1,232,735		\$ -	\$	2,231,043								
2013			\$ -	\$	1,000,000						-		
2014	The second second		\$ -	\$	711,000			Estim	ated LT	SA Cas	sh Flov	VS	
2015	THE PERSON NAMED IN COLUMN 2 I	- Contract	\$ -	\$	707,000								
2016			\$ -	\$	703,000	\$1,500,000	1						
2017	\$ 633,775		s -	\$	700,000	31,300,000							
2018			\$ -	\$	700,000	\$1,000,000)	10 10	_				
Future	\$ 2,451,565		\$ -	\$		\$500,000	, 1						
Total	\$ 7,888,412		\$ -	\$	6,762,043	,550,000	1 Lad			- 85	-89	- 89	
		1.	1.	1.7.		Ş-	20	012 2013	2014	2015	2016	2017	2018
Mandate Excerpt (if application)	abiej:											0.0	Marin II Shirtan
Additional Justifications: This LTSA is a contractual a	greement between	Avista and GE.					18315		1. 1614	treat les	DOM:		
Resources Requirements: (Internal Labor Availability: Contract Labor:		approvals attached) ☑ High Probability	Ente	rprise Tech:	YES - attach form		☑ NO or Not Req ☑ NO or Not Req		No.	e (force)		
Contract Labor:	LI FES	E3 NO			tal Tools:	YES - attach form YES - attach form YES - attach form	[☑ NO or Not Req ☑ NO or Not Req ☑ NO or Not Req	uired				

Capital Investment Business Case

AVISTA

Mesoure Unit Availability Prepared signature Scott Scott Director/Manager Other Party Review signature (if nacessary) Director/Manager Other Party Review signature Other Party Review Signature To Director/Manager Other Party Review Signature (if nacessary) Director/Manager Director/Manager Director/Manager	y Performance Indicate							
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Other Party Review signature (if necessary) Director/Manager Director/Manager Director/Manager Director/Manager			Reviewed	signature	Low	Down	-1	12/2/12
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	Rationale for decision	1				Review Cycle	5	HEEP HIM SHE
Date Template						2012-2016		
Date Template								
				Date		Te	mplate	
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Exhibit No.__(DBD-5)
Attachment No. GP-13

AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: Generation / Production

Business Case Name: Rathdrum Combustion Turbine - Replace Mark V Controller

ER No: ER Name:

4154 Rathdrum CT Upgrade Unit 1 to Mark VI Controller

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$5001

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	45							1	42		1		
2014													
2015													
2016													

Business Case Description:

In 2007, the Mark V controller on Unit 2 failed catastrophically, taking the unit out of service for several months. A new Mark VI controller was installed in its place. This project is to replace the Mark V controller in Unit 1 with a Mark VI controller to match Unit 1. The Mark V technology is at the end of its life and is minimally supported by the original equipment manufacturer. In addition, some features make the Mark VI a better solution for our operations.

Offsets:

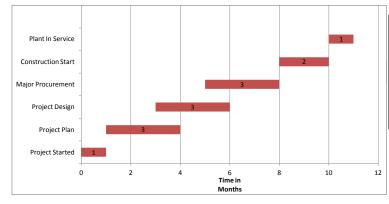
¹The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

Capital Investment Business Case



Investment Name:	Rathdrum CT Replace Mark V Controller (Re	vise					
Requested Amount	\$918,000	Assessments:					
Duration/Timeframe	1 Year Project	Financial:	MH - >= 9% &	<12% CIRR			
Dept, Area:	GPSS	Strategic:	Reliability & Ca	apacity			
Owner:	Tim Carlberg	Operational:	Operations imp	proved beyond cur	rent levels		
Sponsor:	Dick Storro	Business Risk:	ERM Reduction	n >5 and <= 10			
Category:	Project	Project/Program Risk:	High certainty a	around cost, sched	dule and resources	3	
Mandate/Reg. Reference:	n/a	Assessment Score:	105	Cost Su	mmary - Increase/(Decrease)	
Recommend Project Descr	iption:		Performance	Capital Cost	O&M Cost	Other Costs	Business Risk Score
In 2007, the Mark V contro	ller on Unit 2 failed catastrophically, taking the unit o	ut of service for several	OEM future	\$ 918,000	\$ -	\$ -	2
months. A new Mark VI co	ntrroller was installed in its place. This project is to re	eplace the old Mark V	support for				
controller in Unit 1 with a N	Mark VI controller to match Unit 1. The Mark V techn	ology is at the end of its	controller				
life and is minimally suppor	rted by the OEM. In addition, there are some feature	s that make the Mark VI a	software and				
better solution for our opra	ations.		hardware				
			•	Cost Su	mmary - Increase/(Decrease)	
Alternatives:			Performance	Capital Cost	O&M Cost	Other Costs	Business Risk Score
Status Quo :	The existing Mark V controller continues to be funct	ional, however the	n/a	\$ -	\$ -	\$ -	12
	technology is dated. Due to a catastrophic failure for	our years ago, the Mark V					
	controller was replaced in Unit 2. We currently have	ve a mis-matched					
	controller set for these turbines						
Alternative 1: Brief name	Another option that will be pursued is to install a Ma	ark Vie retrofit system.	OEM future	\$ 500,000	Ś -	\$ -	2
of alternative (if	This may provide the same functionality of the plani	•	support for	,	,	<i>'</i>	
applicable)	less expensive. We will work with GE to further eva		controller				
.,,			software and				
Alternative 2: Brief name	Describe other options that were considered		describe any	\$ -	\$ -	\$ -	0
of alternative (if	bescribe other options that were considered		incremental	7	ļ ,	,	· ·
applicable)			changes in				
аррисавіс)			operations				
44 24 2			<u> </u>	4			
Alternative 3 Name: Brief	Describe other options that were considered		describe any	\$ -	\$ -	\$ -	0
name of alternative (if			incremental				
applicable)			changes in				
			operations				

Timeline



		Capital Cost		O&M Cost		Other Costs		Approved
evious	\$	-	\$	-	\$	-	\$	-
2012	\$	10,000	\$		\$	-	\$	918,000
2013	\$	908,000	\$	-	\$	-	\$	500,000
2014	\$	-	\$		\$	-	\$	-
2015	\$	-	\$	-	\$	-	\$	-
2016	4		4		Ċ		4	

2014	\$ -	\$ -	\$ -	\$ -
2015	\$ -	\$ -	\$ -	\$ -
2016	\$ -	\$ -	\$ -	\$ -
2017	\$ =	\$ -	\$ -	\$ -
2018	\$ -	\$ -	\$ -	\$ -
Future	\$ -	\$ -	\$ -	\$ -
Total	\$ 918,000	\$ -	\$ -	\$ 1,418,000

Construction Cash Flows (CWIP)

Milestones (high level targets)

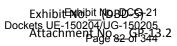
November-12 Project Started
December-12 Project Plan
February-13 Project Design
March-13 Major Procurement
June-13 Construction Start

July-13 Plant In Service

Associated Ers (list all applicable):	4154				
Mandate Excerpt (if applicable):	n/a				

Additional Justifications:

A modest operational issue we currently face is that we have two different types of control systems for the same plant. This has some implications for spare parts and even maintenance issuesd on a limited basis. The technoology of the Mark V is now being phased out by GE, and being replaced with the Mark VI control. Completing this project will assure a higher availability over the long term for Unit 1 and provide some marginal improvement for the operations and maintenance of the plant.



Capital Investment Business Case



Resources Requirements: (request forms and approvals attached)

Internal Labor Availability: Contract Labor:	Low Probability YES	☐ Medium Probability ☐ NO	☑ High Probablity	Enterprise Tech: Facilities: Capital Tools: Fleet:	YES - attach form YES - attach form YES - attach form YES - attach form	☑ NO or Not Required ☑ NO or Not Required
Key Performance Indicator	• •			1		
Expected Performance Improven KPI Measure:	unit Avialability					
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9000						
7000						
6000				Reviewed	signature	
2000 ——————————————————————————————————			1Available Hours			Director/Manager
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0				(ii rioccocary	<i>'</i>	Directorinanager
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				1		
Estim	nated Project	t Cash Flow		2012 Bu	dant Povisions: Di	Due to availbility of engineering resources, this project was
0.3				delayed	from 2012 and is i	now planned for 2013. Some initial investigation was performed
0.25	_			in early 2	2012 and final sco	ope of work is not yet firm.
0.2						
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Jan Feb Mar A	Apr May Jun J	Jul Aug Sep Oc	t Nov Dec			
To be completed by Ca Rationale for decision	pital Planning Gi	roup				Review Cycles
						2012-2016
					Date	Template
					Dute	Template

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AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: Generation / Production

Business Case Name: Long Lake Replace Field Windings

ER No: ER Name:

4169 Long Lake HED Replace Field Windings

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$3,4001

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013													
2014	800												800
2015	2,430												2,430
2016	170		170										

Business Case Description:

Long Lake Replace Generator Field Windings - over the past 10 years, we have observed a continuing decline in the insulation level on the generators at Long Lake. This decline is measured using Megger test instruments. We have experienced an increasing amount of forced outages and down time due to the poor condition of these units. We had planned to address this as part of the Long Lake redevelopment project however, that was delayed due to problems at Little Falls. It is the opinion of engineering that the generators at Long Lake will not run reliably for the six years or more to when this would be address as part of that project.

Offsets:

¹The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

AVISTA

Requested Amount	LLRepl Field W	ndgs													
Duration/Timeframe	\$3,400,000 no. years	3		Finan	sments:	9.62%									
Dept, Area:	GPSS			Strate		Reliability & Capacity									
Owner:	Andy Vickers				ess Risk:	Business Risk			<= 10)		_			
Sponsor:	Jason Thackstor	1		Projec	ct Risk:	High certainty					}				
Category:	Project														
Mandate/Reg. Reference: Recommend Project Description				Asses	sment Score:	99		Annual Cost	Sumi	mary - Increas	e/(Decre	ase)			
	118271270001					Performance	1 3	Capital Cost	(D&M Cost	Othe	er Costs	Business Risk Sci		
Long Lake Replace General decline in the insulation les instruments. We have exp poor condition of these un project however that was a generators at Long Lake wipart of that project.	vel on the generator erienced an increasi its. We had planned delayed due to prob	s at Long Lake. Th ng amount of forc I to address this as Iems at Little Falls.	is decline is meas ed outages and d part of the Long It is the opinion	ured usi own tim Lake red of engin	ng Megger test e due to the levelopment eering that the	This would reduced plant forced outages	\$	3,400,000	\$	100,000	\$		2		
A14								Annual Cost	Sumr	nary - Increase	e/(Decre	ase)			
Alternatives:	la 7					Performance	_	Capital Cost	C	0&M Cost	Othe	r Costs	Business Risk Sco		
Unfunded Project:	Our forced outage crews find ways to that we continuing estiamted repairs	try to keep the un to degrade in inst	its on line. Megg ulation levels. The	er readi e costs re	ngs indicate	n/a	\$		\$	265,000	\$	1,152,000	12		
Alternative 1: Brief name of alternative (if applicable)	Replace one or two allow the work to	the work to get done more quickly and reduce second and third year timpacts. The incremental cost is reflective of one set of poles. be other options that were considered describe any incremental changes in operations describe any solutions of the set of poles.									2				
Alternative 2: Brief name of alternative (if applicable)	Describe other options that were considered describe any incremental changes in operations Describe other options that were considered describe any incremental changes in operations										0				
Alternative 3 Name: Brief name of alternative (if applicable)	Describe other opt	ions that were con		describe any incremental changes in operations	\$		\$		\$		0				
Program Cash Flows	Capital Cost	00000	T out o		A COLUMN 1										
Previous		S -	\$ -	\$	Approved -		Asso	ociated Ers (list	all app	olicable):					
2013		\$ -	\$ -	\$											
2014	\$ 1,572,000	\$ 50,000		S	1,572,000				1000						
2015		\$ 50,000	\$ -	\$	1,658,000			1000	1						
2016		\$ -	\$ -	\$	170,000	52									
2017+ Total	The state of the s	\$ 100,000	\$ -	\$	3,400,000										
ER	2013	2014	2015		2016	2017.		7-1-1							
0	\$ -	\$ -	\$ -	ŝ	2016	\$ -	5	Total		late Excerpt (i					
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October-14 December-14 July-15	Contracts in Place 1st Unit Started 1st Unit Complete 2nd Unit Started 2nd Unit Complet 3rd Unit Started	ed	October-15 October-15 December-15 March-16 January-00 January-00	4th Ur 4th Ur	nit Completed it Started iit Completed it Complete		J J J	anuary-00 anuary-00 anuary-00 anuary-00	open open open open open open		Us	e your judge	ould be general. ement on project at progress can		
	☑ Low Probability	pprovals attached) ☐ Medium Probability ☐ NO	☐ High Probability	Enterp					Capita Fleet:		ES - attach f ES - attach f	1 1000 TO 100000	or Not Required or Not Required		

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Key Performance			
Expected Performan KPI Measure:	Fill in the name of the KPI here		
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	*		
	This space is to be used for photographs, charts, or other	data that may be useful in e	evaulating the Project
o be complete	ed by Capital Planning Group		
Rationale for	decision		Review Cycles
			2012-2016
		Date	Template

Exhibit No. DCG-21
Dockets UE-150204/UG-150205
Page 86 of 344
Exhibit No.__(DBD-5)
Attachment No. GP-15

AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: Generation / Production

Business Case Name: Noxon Spare Coils

ER No: ER Name:

4166 Noxon Rapids HED Spare Coils

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$1,3501

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013													
2014	1,350									1,350			
2015													
2016													

Business Case Description:

This project is to replace the spare coils that were used last spring to repair the stator winding that failed for Unit 4. This item will procure 100 spare coils. These spares cover Units 1 through 4 (Unit 5 is different). Because we had spares on hand, we were able to return Unit 4 to normal service within 11 weeks. Without these spares, the unit would have been out for 9 months or more. Prices for coils supplied under emergency conditions would likely carry a 30% premium. This project does not include any installation, only replacing stock that we had previously.

Offsets:

¹The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

AVISTA

Investment Name:												
			iture		0.540							
		real Project			CLOSES ELLOSOF	Samuelli.						
			The second				d en E					
Category:	Project			Troject nisk.	riigii dertainty	around cost, scrie	dule and resources					
Mandate/Reg. Reference:	n/a			Assessment Score	88	Annual Cos	et Summany - Increase	//Darranca)	1			
Estimated Total Capital Expenditure			Trascasiment acore.									
This project is to replace the	e spare coils that we	ere used last spring	to repair the sta	tor winding that faile	ed describe any			\$ -	Business Risk Score			
different). Because we had weeks. Without these span	spares on hand, we es, the unit would h	were able to retur ave been out for 9	n Unit 4 to norm months or more	al serivce within 11 Prices for coils	changes that this Project							
any installation, only replac	condtions would like ing stock that we ha	ely carry a 30% pre ad previously.	imium. This pro	eject does not includ	e would benefit present operations	B. Dunie						
Altavantivas								MARKATINE TO STATE OF THE PARKET OF THE PARK				
Requested Amount Dest. Associated Total Capital Expenditure Associated Total Capital Expenditure Associated Total Capital Expenditure Dest. Associated Total Capital Expenditure Associated Total Capital Expenditure Dest. Associated Total Cap												
ontunded Project:	significanly longer t					\$ 2,100,000	\$	\$ 165,484	4			
	Describe other opti	ions that were con-	sidered		30	\$ -	\$ -	\$ -	3			
					changes in	1 50						
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	Describe other opti	ions that were con-	sidered			\$ -	\$ -	\$ -	0			
					changes in							
Alternative 3 Name : Brief	Describe other opti	ions that were con-	sidered			4	ė .	•	0			
name of alternative (if					incremental changes in							
Program Cash Flows		Carried Mary 45	V-1775-12-757									
		7.0000000000000000000000000000000000000	Other Costs	Approved		Associated Ers (lis	t all applicable):					
Previous	\$ -	\$ -	\$ -	\$ -	- 10							
		\$ -	\$ -	\$.			L STATE OF					
The second secon			\$ -	\$ 1,350,0	000							
				\$ -	- 1							
		\$ -	\$ -	\$ -								
	WAS TO THE REAL PROPERTY OF THE PARTY OF THE											
ER	2013	2014	2015	2016	2017+	Total	Mandate Excerpt (i	f applicable):				
TBD			\$ -	\$ -	\$ -	\$ 1,350,000	provide brief cita	ation of the law or	regulation and a			
					\$ -	\$ -	refer	ence number if po	ssible			
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					TOTAL TOTAL	-			er and may not have			
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Total	3	3 1,350,000	12 -	15	3 -	\$ 1,350,000						
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January-00	open		January-00	open		January-00 January-00	open open					
Resources Requirements: (and the same of th										
Internal Labor Availability: Contract Labor:	☐ Low Probability ✓ YES	☐ Medium Probability ☐ NO	High Probability			☑ NO or Not Required ☑ NO or Not Required			O or Not Required O or Not Required			

Exhibit No. DCG-21 Dockets UE-150204/UG-150205 Page 88 of 344 Exhibit No.__(DBD-5)

Attachment No.__GP-15.2



	nce Indicator(s)	
	nance Improvements	
KPI Measure:	Fill in the name of the KPI here	
	Fill in the name of the KPI here	
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onale for decision		Review Cycles 2012-2016
	Date	Template

Exhibit No. DCG-21 Dockets UE-150204/UG-150205 Page 89 of 344 Exhibit No.__(DBD-5) Attachment No. GP-16

AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: Generation / Production

Business Case Name: Coyote Springs 2 Replace Inlet Air Filter System

ER No: ER Name:

4167 CS2 Inlet Air System

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$5101

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013													
2014	500						500						
2015													
2016													

Business Case Description:

Coyote Springs 2 Replace Inlet Air Filter System. This project would replace the present air filters with a new system that is more effective at particulate removal than the current system. Cursory studies indicate that these new filters would reduce the number of water wash's required to maintain unrestricted air flow, and reduce the particles going through the turbine, which in turn reduces the erosion we see on the blades and buckets.

Offsets:

An estimated savings of \$20,587 (\$13,384 WA) for 2014 was determined and presented on the attached Business Case. If Coyote Springs 3 continues with the current system, performance level decreases will be experienced over time until the air media needs to be replaced. This has been included in the O&M Offsets adjustment as shown in Company witness Mrs. Andrews' workpapers.

¹The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.



Investment Name:	CS2 Inlet Air Sys	s													
Requested Amount Duration/Timeframe	\$	Vers Barbart	500,000	Assessme	ents:										
Dept, Area:	Power Supply	Year Project		Financial:		7.00%									
Owner:	Scott Kinney / An	dy Vickore		Strategic:	State.	Generating Pl			-						
Sponsor:	Jason Thackston			Business F		The second secon		duction >0 and				_			
Category:	Project			Project Ris	SK.	righ certainty	arou	ind cost, sched	Jule and I	esources		_			
Mandate/Reg. Reference:				Assessme	nt Score:	80		Annual Cost	· C						
Recommend Project Descri	The same of the sa			[A33633III6	nt score.						e/(Decrease)				
Coyote Springs 2 Replace In		This project would	d replace the pre	cont ale file	over state in	Performance	_	Capital Cost		1 Cost	Other Cos	ts	Business Risk Scor		
new system that is more eff indicate that these new filte unrestricted air flow, and re erosion we see on the blade	fective at particulate ers would reduce the educe the particles g	e removal than the e number of water	current system. wash's required	Cursory stu to maintain	dies	Would reduce need for water wash. Assume on per year	\$	500,000	S	(20,587)	\$		3		
								Annual Cost	Summary	/ - Increase	/(Decrease)				
Alternatives:						Performance		Capital Cost		1 Cost	Other Cos	ts	Business Risk Scor		
Unfunded Project:	We can continue to decreasing perform the air media in the	nance level over tin				n/a	\$		\$	20,587	\$		6		
Alternative 1: Brief name	Describe other opt	ons that were con-	idered			describe any	\$		\$		\$		2		
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applicable)						changes in									
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ne connece.						operations			MIT -						
Alternative 3 Name : Brief	Describe other opti	ons that were cons	idered			describe any	\$		\$		\$		0		
name of alternative (if applicable)						incremental changes in operations					*				
Program Cash Flows	Capital Cost	O&M Cost	Other Costs	App	roved		Asso	ociated Ers (list	all applica	ible):					
Previous		\$ -	\$ -	\$]									
2013		\$ -	\$ -	\$	10,000										
2014		\$ (20,587)		\$	500,000										
2015		\$ -	\$ -	\$	-										
2016		\$ -	\$ -	\$	*										
2017+ Total		\$ (20,587)	\$ -	\$	510,000										
ER	2013	2014	2015	20	016	2017+		Total	Mandate	Evcernt (i	f applicable):				
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	Low Probability	pprovals attached) Medium Probability NO	☐ High Probability	Enterprise Facilities:	107			or Not Required or Not Required	Capital To Fleet:		ES - attach form		or Not Required or Not Required		

Exhibit No. DCG-21
Dockets UE-150204/UG-150205
Exhibit Plage 9(DB 345)
Attachment No.__GP-16.2



Key Performance	e Indicator(s)		
Expected Performant KPI Measure:	rice Improvements Fill in the name of the KPI here		
in Titledsure.	Fill in the name of the KPI here		
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To be complete	ed by Capital Planning Group		
Rationale for			Review Cycles
			2012-2016
		Date	Template
			Template

Exhibit No. DCG-21 Dockets UE-150204/UG-150205 Page 92 of 344 Exhibit No.__(DBD-5) Attachment No. GP-17

AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: Electric Transmission / Distribution

Business Case Name: Colstrip Thermal Capital

ER No: ER Name:

4116 Colstrip Capital Additions

7130 Colstrip Unit 4 Outage due to Generator Failure

Approved Business Case Spend Amount 2013-2016 (\$000s): \$16,218¹

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013													
2014	8,004	210	616	636	658	1,123	874	584	627	607	616	608	845
2015	3,177	235	233	240	248	424	330	220	237	229	233	229	319
2016	5,836	395	390	416	432	940	650	371	396	385	390	386	685

Business Case Description:

This program is for ongoing capital expenditures associated with normal outage activities on Units 3 & 4 at Colstrip. Every 2 out of 3 years we have outages at Colstrip with higher capital program activities. For non-outage years, the program activities are reduced. Avista votes its 15% share of Unit's 3 & 4 and its approximate 10% share of common facilities to approve or disapprove of the budget proposed by PPLM on behalf of all the owners. Individual projects are reviewed for appropriate rates of return and necessity.

Offsets:

¹The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

Capital Program Business Case



	Colstrip 3&4 Cap Estimated Total		tura											
	5+	Year Program	ture	Assessments: Financial:	10.00%									
	Power Supply			Strategic:	None									
	Scott Kinney			Business Risk:	Business Risk									
	Jason Thackston Program			Program Risk:	Low certainty a	arour	nd cost, schedi	lie and	resources					
Mandate/Reg. Reference:				Assessment Score	29		Annual Cost	Summ	ary - Increas	se/(Decrease)				
Recommend Program Descr		Manual Riversia			Performance	1	Capital Cost	08	&M Cost	Other Costs	Business Risk Score			
This program is for ongoing of Colstrip. Every 2 out of 3 year outage years, the program a approximate 10% share of cobehalf of all the owners. Indeed, the content of the	ars we have outage activities are reduced ommon facilities to	s at Colstrip with hi d. Avista votes its : approve or disappr	gher capital prog 15% share of Unit ove of the budge	ram activities. For i 's 3 & 4 and its t proposed by PPLN	required for continued	\$	7,420,000	S		s -	0			
										se/(Decrease)				
Alternatives:			Mar Allian		Performance		Capital Cost	_	&M Cost	Other Costs	Business Risk Score			
2019/09/04/09/09/09	Generally speaking, option of unilateral to sell our portion o	ly rejecting the pro	posed capital pro	jects. We would ha	n/a ive	\$	•	\$	-	\$ 50,000,000	0			
Alternative 1: Brief name of alternative (if applicable)	Describe other opti	ons that were cons	idered		describe any incremental changes in operations	\$	•	\$	•	\$ -	0			
Alternative 2: Brief name of alternative (if applicable)	Describe other opti	ons that were cons	idered		describe any incremental changes in	\$	*	\$	lt.	\$ -	0			
Alternative 3 Name : Brief name of alternative (if applicable)	Describe other opti	ons that were cons	idered		describe any incremental changes in operations	\$		· \$ - \$ - 0						
Program Cash Flows	December 1				Operations		ETCH STORY	117.0	310,10	CESTAL CO.	COLUMN TO THE REAL PROPERTY.			
-25-030-7 (AMAZON 1741-0001-1-1-1	Capital Cost	O&M Cost	Other Costs	Approved		Ass	ociated Ers (list		licable):	A 4 1 1 1 1 1 1	A TO A SECTION OF			
Previous		\$ -	\$ -	\$ 7.205	-	-	4116							
2014	\$ 7,414,223 \$ 3,176,850	\$ -	\$ -	\$ 7,205,										
2016		\$ -	\$ -	\$ 5,836,	distance of the same of the sa									
2017	\$ 7,486,699	\$ -	\$ -	\$ 7,377,										
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4116 ER	\$ 7,414,223	\$ 3,176,850	\$ 6,054,849	\$ 7,486,	2018 699 \$ 2,232,750	\$	Total 26,365,371			(if applicable):	ides somewhat of a			
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Total	\$ 7,414,223	\$ 3,176,850	\$ 6,054,849		699 \$ 2,232,750	\$	26,365,371							
Resources Requirements: (request forms and a	approvals attached,							Check the a	appropriate box. The	internal and contract			
Internal Labor Availability: Contract Labor:	YES:	Medium Probability ✓ NO	High Probability	Enterprise Tech: Facilities Capital Tools: Fleet:	YES - attach form YES - attach form YES - attach form		NO or Not Requ. NO or Not Requ. NO or Not Requ. NO or Not Requ.	ered ered	resource or a general se	should be checked t	o indicate if the tacted and to provide ff will be provided			
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Capital Program Business Case

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		Date	Template

AVISTA

Exhibit No. DCG-21 Dockets UE-150204/UG-150205 Page 95 of 344 Exhibit No.__(DBD-5) Attachment No. GP-18

AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: Generation / Production

Business Case Name: Kettle Falls Generating Facility ("KFGS") Water Supply

ER No: ER Name:

4151 Kettle Falls Develop New River Wells

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$1,310¹

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013													
2014	1,615						1,	615					
2015													
2016													

Business Case Description:

KFGS receives its water from the City of Kettle Falls from an agreement that dates back to the construction of the plant in the early 1980's. That agreement will expire next year and future rates will be higher, affecting the costs of the plant. This effort is to secure necessary water rights and a long-term water supply for the plant that is controlled by the Company.

Offsets:

Since the plant went into service, the water supply requirements for the plant have come from the City of Kettle Falls. When completed, this project will allow us to move off of the City system as we will have our own water supply. This will reduce the amount we pay for the water and this is the source of that offset. It is estimated that the net savings in 2015 will be \$18,750 for total system and \$12,189 allocated to Washington. This has been included in the O&M Offsets adjustment as shown in Company witness Mrs. Andrews' workpapers.

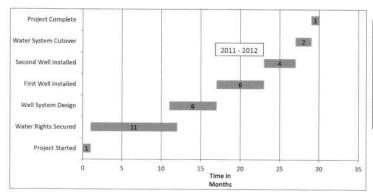
¹The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

AVISTA

Capital Investment Business Case

Investment Name:	Kettle Falls Water Supply									
Requested Amount	\$1,500,000	Assessments:								
Duration/Timeframe	1 Year Project	Financial:	Medium - >= 5	%	\$ <9% CIRR					
Dept, Area:	GPSS	Strategic:	Reliability & Ca	CONTRACT		1		-		
Owner:	Andy Vickers	Operational:			e execution to p	erfo	rm at current	lave	ale	
Sponsor:	Jason Thackston	Business Risk:	ERM Reductio			0,10	min de odmone	10.80	213	
Category:	Project	Project/Program Risk:			und cost, sched	ule	and resources			
Mandate/Reg. Reference:	n/a	Assessment Score:	84	-		-	ry - Increase/(I	-	eace)	
Recommend Project Descri	ription:		Performance		Capital Cost	O&M Cost			Other Costs	Business Risk Scor
KFGS receives its water fro	m the City of Kettle Falls from an agreement th	at dates back to the	This will not	\$		\$	(18,750)	Ś	Other Costs	0
higher - impacting the cos	n the early 1980's. That agreement will expire n ts of the plant. This effort is to secure necessar that is controled by the company.	ext year and future rates will be y water rights and a long term	affect current plant performance							
					Cost Sur	nma	ry - Increase/(I	ecr	ease)	
Alternatives:			Performance		Capital Cost		O&M Cost		Other Costs	Business Risk Score
Status Quo :	This is not an option, the agreement will expi rate will result or a new source will need to b		n/a	\$		\$	18,750	\$		0
Alternative 1: Brief name of alternative (if applicable)	This project is to develop a two pump system would still have water to operate the plant. A and risk a forced outage on a water pump fail	We could eliminate this pump	increases risk of a forced outage	\$	1,700,000	\$	(18,750)	\$		0
Alternative 2: Brief name of alternative (if applicable)	Describe other options that were considered		describe any incremental changes in operations	\$		\$		\$		0
Alternative 3 Name: Brief name of alternative (if applicable)	Describe other options that were considered		describe any incremental changes in operations	\$		\$		\$		0

Timeline



Construction Cash Flows (CWIP)

	(Capital Cost		O&M Cost	Ot	her Costs		Approved
Previous	\$	151,837	\$	- 5	\$		\$	151,837
2012	\$	1,500,000	\$		\$		\$	1,500,000
2013	\$	600,000	\$		\$		\$	460,000
2014	\$	12	\$		\$		\$	850,000
2015	\$		\$		\$		\$	
2016	\$		\$		\$	IA III	\$	
2017	\$		\$		\$		\$	
2018	\$		\$		\$		\$	
Future	\$	Will be a second	\$		\$		\$	
Total	Ś	2 251 837	Ś		4		Ċ	2 061 927

Milestones (high level targets)

September-09 Project Started Water Rights Secured October-10 June-11 Well System Design March-12 First Well Installed June-12 Second Well Installed

July-12 August-12 Water System Cutover Project Complete

Associated Ers (list all applicable):	415	51				
Mandate Excerpt (if applicable):	n/a					

Additional Justifications:

Water rights have been procurred but are currently being carried in suspense on this project. \$800,000 of the \$1,500,000 are in this acount. Work to develop the first well was begun in 2011 and continues through the first quarter of 2012. In addition, this item includes an estimated \$300,000 to procure additional water rights to guarentee adequate water for the future. Actual cash expected for 2012 is \$700,000

Capital Investment Business Case

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Capital Tools: VES - attach form Vo or Not Required VES - attach form VES - attac	Resources Requirements:	(request forms and	d approvals attached)					
Prepared signature Water Rate Brown Stools	Internal Labor Availability: Contract Labor:		☐ Medium Probability ☐ NO	☑ High Probability	Facilities: Capital Tools:	YES - attach form	☑ NO or Not Required ☑ NO or Not Required	
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Other Party Review signature (if necessary) This space is to be used for photographs, charts, or other data that may be useful in evaulating the project The space is to be used for photographs, charts, or other data that may be useful in evaulating the project ob be completed by Capital Planning Group Rationale for decision Review Cycles 2012-2016	150000				Reviewed	signature (Director/Manager	
This space is to be used for photographs, charts, or other data that may be useful in evaluating the project The space is to be used for photographs, charts, or other data that may be useful in evaluating the project o be completed by Capital Planning Group Rationale for decision Review Cycles 2012-2016	\$100,000							
This space is to be used for photographs, charts, or other data that may be useful in evaluating the project The space is to be used for photographs, charts, or other data that may be useful in evaluating the project o be completed by Capital Planning Group Rationale for decision Review Cycles 2012-2016	50000				Other Party Review	w signature		
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o be completed by Capital Planning Group Rationale for decision Review Cycles 2012-2016	0							
Rationale for decision Review Cycles 2012-2016								
Rationale for decision Review Cycles 2012-2016	o be completed by Car	oital Planning G	roup					
	Rationale for decision							
						Date		

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Dockets UE-150204/UG-150205
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Exhibit No.__(DBD-5)
Attachment No. GP-19

AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: Generation / Production

Business Case Name: Post Falls South Channel Gate Replacement

ER No: ER Name:

4162 PF S Channel Gate Replacement

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$11,0081

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013													
2014													
2015	11,008			11,00	8								
2016													

Business Case Description:

Avista had planned to maintain the south channel gates to comply with FERC Dam Safety directives. When a pre-construction underwater investigation was done, it was discovered that the condition of the concrete structure was very poor and would not handle the planned work. This project includes an engineering investigation into options and project estimates. It is anticipated that much of the existing concrete structure will be removed and replaced with a new concrete structure, new gates and hoist systems to automate the operation.

Offsets:

An O&M Offset was included in the O&M Offset adjustment for \$5,000 in 2015. After the revenue requirements was finalized, it was determined that these savings are related to employee labor that will be redistributed to other projects and should have been excluded.

¹The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

AWISTA

Capital Program Business Case

Requested Amount	Post Fall South	h Channel Repla al Capital Expen	cement	0.5											
Duration/Timeframe	Totalidad Total	3 Year Project	aiture	DHOSE	sessments: ancial:	0.00%									
Dept, Area:	GPSS				ategic:	Generating P	lant N	Modernization							
Owner:	Andy Vickers				siness Risk:			eduction >0 and	d E						
Sponsor:	Jason Thacksto	n			ject Risk:				dule and resou	rear					
Category:	Mandatory				##S0400-0114-20191.0				Todale dia 103001063						
Mandate/Reg. Reference:		hapter I, Subchap	oter B, Part 12	Ass	essment Score:	5	5	Annual Cos	t Summary - Inc	rease/	(Decrease)	1			
Recommend Project Descr						Performance		Capital Cost	O&M Cost		Other Costs	Developes Diele Conse			
Avista had planned to main When a pre-construction of concrete structure was ver to evaluate options. This in It is anticipated that much concrete structure, new ga	underwater investig ry poor and would i tem includes an en of the existing con	gation was done, it not handle the plar gineering investiga crete structure will	was discovered to ned work. This had tion into options be removed and	hat the nas res and pr	e condition of the ulted in an effort roject estimates	Gate operations would be automated.	\$	11,008,000		000)	Other Costs	Business Risk Score 5			
								Annual Cost	t Summary - Inc	reare//	(Decrease)				
Alternatives:				THE	- 22 - 22 - 10	Performance	A STATE OF	Capital Cost	O&M Cost		Other Costs	Description of the Co.			
Unfunded Project:	the existing gates	under a FERC Dam and structure. We he process of requ	have deferred to	hese co	osts for several	n/a	\$	-	\$	Business Risk Score 20					
Alternative 1: Brief name	At the time this co	ase is being submit	ted, no alternativ	es are	known	describe any	\$			-					
of alternative (if				CS OIL	mio.mii.	incremental	9		\$. \$		5			
applicable)						changes in									
						operations									
Alternative 2: Brief name	Describe other on	tions that were co	nsidered			describe any	\$		4	- 5					
of alternative (if applicable)						incremental changes in operations	3		\$	0					
Alternative 3 Name : Brief	Describe other op	tions that were co	nsidered			describe any	\$		\$			0			
name of alternative (if applicable)						incremental changes in operations						0			
Program Cash Flows	Capital Cost	O&M Cost	T out - c - c	-											
Previous			Other Costs	s	Approved			ociated Ers (list	all applicable):						
2013		and the second s	\$ -	\$	63,830		new								
2014	The second secon	No. of Concession, Name of Street, or other party of the Concession, Name of Street, or other pa	\$ -	\$	1,144,000 8,294,000		-	-9-							
2015		\$ -	\$ -	\$	1,570,000		-								
2016	\$ -	\$ -	\$ -	S	1,370,000										
2017	\$ -	\$ -	\$ -	\$	W. C										
Total	\$ 2,870,000	\$ -	\$ -	\$	11,008,000										
ER	2013	2014	2015	1	2016	2017	-	Total	Mandate Excer	ne lif ar	nnlienhlati				
iew	\$ 960,000	\$ 1,950,000	\$ -	\$		\$ -	\$		CFR 18 I B Pa	rt 12	2007 EERC In	spection Report,			
)	\$ -	\$ -	\$ -	\$		\$ -	\$	-	July 10, 2007	etter i	to FERC with P	lan and Schedule;			
)	\$ -	\$ -	\$ -	\$		\$ -	\$		2011 FERC In	spectio	on Report and F	Part 12 Report			
)	\$ -	\$ -	\$ -	\$		\$ -	\$		Recommendat	ion an	d August 13, 2	012 letter to FERC			
)	\$ -	\$ -	\$ -	\$		\$ -	\$		requesting ext	ension		ACCOUNT OF THE PARTY			
)	\$ -	\$ -	\$ -	\$		\$ -	\$								
	4	\$ -	\$ -	\$	-	\$ -	\$	- 1							
)	\$ -	\$ -	\$ -	\$		\$ -	\$	- 1	Additional Justi	fication	ns:				
)	\$ -	\$ -	\$ -	\$		\$ -	\$				spdondence desc				
	Ś	\$ -	\$ -	\$		\$ -	\$					his project has also			
	\$ -	\$ -	\$ -	\$		\$ -	\$				erous meetings a				
	\$.	\$ -	\$ -	\$		\$ -	\$					ne FERC Regional			
)	\$ -	\$ -	\$ -	\$	-	\$ -	\$				of addressing ga				
	\$ -	\$ -	\$ -	\$	1 - 1 - 2		\$		concerns on this	struct	ure are well und	erstood.			
	\$ -	\$ -	\$ -	\$		\$ -	\$								
otal	\$ 960,000	\$ 1,950,000		\$		\$ -	\$	2,910,000							
March-13 July-13 September-13 January-14 May-14 Resources Requirements: (n ternal Labor Availability:	Project Kick-Off Design Basis Cor Gate Supply Bids Gate Supply Awa Issue Constructio Installation Contra	Out red on RFP act Awarded	December-14 March-12 January-13 January-13 January-13 January-13	Proje oper oper oper oper			Ji Ji Ji Ji	anuary-13 (anuary-13 (open open open open open open	□ vec	Use your judg progress so th be measured, three milesto				
May-14 Resources Requirements: (ranternal Labor Availability:	Installation Contra	act Awarded	January-13	oper	n prise Tech: Ye		Ji NO or	anuary-13	open Capital Tools:		attach form 🗵 NC	o or Not Required			

AVISTA

Capital Program Business Case

Vou Darform	ance Indicator(s)		_
Expected Perfor	rmance Improvements		
KPI Measure:	FERC Mandate		
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1	#REF1	Prepared	signature ()
0.8			011/
0.6	Poly. (#REF!)		11/1/
0.0		Reviewed	signature / Marchall / Marchall
0.4			Director/Manager
0.2			
		Other Party Review	eignature
0 +		(if necessary)	
	1		
	Because of the timing of the discovery of the concrete condit which did not allow for much investigaation of what would be have learned about the needed work to address this issue.	tion, the initial budget estin needed for the project. As	nate was made very quickly within a two week time period s a result, the original requiest has been increased as we
	Additional Information: The original plan had contemplated a However, upon further scoping work, it was determined that were installed in the 1990's for dam stability. This forced a cl	going to a single gate design	f the current six gates, expecting to reduce construction costs, gn would require removal of six post tension anchors that
/	Also, the project will now require a cofferdam to facilitate the	necessary construction. T	hat along with the access improvements needed to perform
	the site construction have also increased the cost over the or	riginai estimate.	
			1
To be comp	eleted by Capital Planning Group		
	for decision		Review Cycles
			2012-2016
		Date	Template
			remprate
		Call College College	

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Dockets UE-150204/UG-150205
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Exhibit No.__(DBD-5)
Attachment No. GP-20

AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: Generation / Production

Business Case Name: Cabinet Gorge Unit 1 Refurbishment

ER No: ER Name:

4161 CG HED U#1 Refurbishment

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$11,4001

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013													
2014													
2015	11,400				10,88	30	į	520					
2016													

Business Case Description:

This is the Capital portion of a major overhaul project planned for Cabinet Gorge Unit 1. The runner hub has significant issues, and will need to be upgraded to allow for frequent cycling with integration of intermittent resources. The present automatic voltage regulator has relatively slow response due to its hybrid design. It also has no limiters for generator protection. A new system will improve both of these. The machine monitoring will allow for better analysis of the machine condition for this critical unit. New protective relays will be installed and new controls will be integrated with the project to replace the failing Bailey NET90 system. Rehab of this unit will also allow flexibility around minimum flow for fish habitat.

Offsets:

¹The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

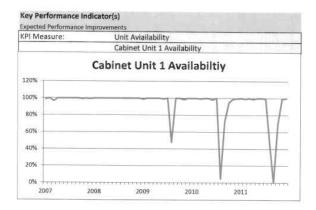
AVISTA

Capital Program Business Case

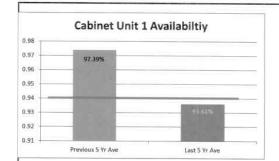
Investment Name: Requested Amount		Unit 1 Refurbish I Capital Expend		Account										
Duration/Timeframe		Year Project	iture	Assessme Financial:		9.2	9.24%							
Dept, Area:	GPSS	, rour rojout		Strategic:		-	The same of the sa	ant M	lodernization					
Owner:	Andy Vickers			Business					duction >5 and	1 <= 10				
Sponsor:	Jason Thackstor	1		Project Ri					nd cost, sched		esources			
Category:	Project							-				ALTE UT		
Mandate/Reg. Reference:	n/a			Assessme	nt Score:		98		Annual Cost	Summar	v - Increas	e/(Decre	ase)	
Recommend Project Descr	iption:					Pe	erformance		Capital Cost	1	// Cost		er Costs	Business Risk Score
This is the Capital portion of has significant issues, and vi intermittent resources. The no limiters for generator prist to allow for better analysi installed and new controls Rehab of this unit will also.	will need to be upgr to present AVR is rel rotection. A new sy sis of machine cond will be integrated w	aded to allow for f latively slow responsive restem will improve ition for this critica with the project to a	requent cycling was due to its hyrlooth of these. The lunit. New prote replace the failing	ith integration design. The machine tive relays a	ion of It also has monitoring are to be	re.	tter voltage ontrol and sponse for blackstart (NERC), redictable wind timing	\$	11,400,000 Annual Cost	Summar	y - Increase	\$		4
Alternatives:		C - 24 122				Pe	erformance		Capital Cost		/ Cost	-	er Costs	Business Risk Score
Unfunded Project:	The unit will continue to deteriorate, and we will miss the opportunity of being able to run the plant at 3,000cfs, losing considerable flexibility						n/a	\$	•	-	1,550,027	\$	-	12
Alternative 1: Install IRIS Monitoring System Only	Most critical is to assess the condition unit is also in need	e	none	\$	949,000	\$	868,026	\$		4				
Alternative 2: Brief name of alternative (if applicable)	Describe other options that were considered describe any incremental changes in operations								\$		0			
Alternative 3 Name: Brief name of alternative (if applicable)	Describe other op	tions that were cor	sidered	ine	escribe any cremental hanges in operations	\$		\$		\$		0		
Program Cash Flows	20000000						11.00							
Denders	Capital Cost	O&M Cost	Other Costs		proved				ciated Ers (list	all applica	able):			
Previous			\$ -	\$	4 200 000	-		non	е					
2013			\$ -	\$	1,300,000	Access to		_						
2014	The second secon	\$ -	\$ -	\$	5,200,000	Charles Co.				L VI				
2015		\$ -	\$ -	\$	4,900,000	U								
2017		\$ -	\$ -	\$										
Total			\$ -	-	11,400,000	0								
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none	\$ 5,172,658			\$		\$		S	8,567,296		- Enecipt (-	pplicable	
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0	\$ -	\$ -	\$ -	\$		\$		\$		rotating	exciter equ	ipment.	When we	perform blackstart
0	\$ -	\$ -	\$ -	\$	-	\$		\$						the AVR system
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0	\$ -	\$ -	\$ -	\$		\$	-	\$	17					ent replacements
Total	\$ 5,172,658	\$ 3,394,638		\$		\$		\$	8,567,296			o update	this machi	ne to modern
Milestones (high level to October-12 November-12 December-12 March-13 July-13 September-13 Resources Requirements: (Internal Labor Availability:	Project Start Basis of Design AVR Ordered Monitoring Equip Final Design Equipment Delive	approvals attached	September-13 October-13 November-14 January-14 March-14 September -14	Runner d Runner in Installatio Machine	lelivered to nstallation on Complet in Service	o site		N	January-14 povember-14 January-15 April-15 April-15 January-13	open open open Use your judgement on proj open open open open open open open open				gement on project hat progress can . Provide at least
Contract Labor:	YES	☑ NO	Name and Education will be	Facilities:					r Not Required	Fleet:	VC.00000 HILLIO	YES - attach YES - attach		O or Not Required

AWISTA.

Capital Program Business Case







Some other explanation of the chart included above is that you can see that we are experiencing increasing outages over time to address the problems with the unit. These outages are generally increasing over time.

The monitoring system is intended to help us capture when a major outage is likely to occur and then plan accordingly. An asset management study has shown the benefits of a monitoring system that we can use to predict when we should plan for major events rather than perform the work after failure.

The chart at the left shows the decreasing availability that has been experienced over the past ten years due to mechanical problems with the unit. Doing this capital project at the same time as the major maintenance will improve future availability as this will not be needed again.

Date Te	eview Cycles 2012-2016	
	Template	Date

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AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: Generation / Production

Business Case Name: Kettle Falls Generating Station Ash Collector

ER No: ER Name:

4168 KFGS Ash Collector

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$1,907¹

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013													
2014													
2015	1,907								1,907				
2016													

Business Case Description:

This project will replace the ash collector at the Kettle Falls Generating Station. The current unit requires frequent repair of metal surfaces due to ash abrasion, which requires plant outages.

Offsets:

O&M savings are estimated to be \$75,000 in 2014 (\$48,758 Washington) due to the reduction of maintenance costs associated with ash abrasion and have been included in the O&M Offsets adjustment as shown in Company witness Mrs. Andrews' workpapers.

There is \$38,100 of avoided costs that will not otherwise result in incremental cost savings. It is estimated that there is a 20% probability of an outage occurring if the replacement does not take place. By putting into service the ash collector, it is estimated that \$190,500 of additional costs are avoided. The total avoided cost of a five day outage, based on the probability of occurrence of 20%, is calculated to be $$38,100 ($190,500 \times 20\%)$ system and \$9,529 Washington.

¹The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.



Investment Name:	KFGS Ash Colle	ector										
Requested Amount	\$1,907,000			Assessments:	6.91%							
Duration/Timeframe		1 Year Project		Financial:								
Dept, Area:	GPSS		8.24	Strategic:	Life-cycle ass							
Owner:	Andy Vickers			Business Risk:	Business Risk	Reduc	tion >5 and	<= 10				
Sponsor:	Jason Thackstor	n		Project Risk:	High certainty	around	cost, sched	dule and resources	3			
Category:	Project											
	n/a		Taraba	Assessment Score:	94	1	Annual Cost	t Summary - Increas	e/(Decrease)			
Recommend Project Descri	17AAAAA CACA				Performance	Car	pital Cost	O&M Cost	Other Costs	Business Risk Score		
To replace the ash collector				uires frequent repair	Would	\$	1,907,000	\$ (75,000)	\$ (38,100)	3		
of metal surfaces due to asl	h abrasion, requirin	g plant outages. C	ther		eliminate need							
					to reweld	1						
					current ash			1 7 5 7 1 1	Maria Laboratoria	WHEN SHEET		
					collector and				111 7 11/4			
					associated							
					risks of failure							
								t Summary - Increas				
Alternatives:	12				Performance	-	pital Cost	O&M Cost	Other Costs	Business Risk Score		
Unfunded Project:	Continue to repair	, risking plant avai	lability		Requires plant	\$	THE R	\$ 75,000	\$ 38,100	9		
					outages to							
					repair.							
Alternative 1: Brief name	Describe other opt	tions that were co	nsidered		describe any	\$		\$ -	\$ -	3		
of alternative (if					incremental	1763						
applicable)					changes in				(10) - F (1)			
					operations	1			1.00			
Alternative 2: Brief name	Describe other opt	tions that were con	nsidered		describe any	\$		\$ -	\$ -	0		
of alternative (if					incremental							
applicable)					changes in	1						
					operations							
Alternative 3 Name: Brief		describe any	\$		\$ -	\$ -	0					
name of alternative (if	3-20-00-00-00-00-00-00-00-00-00-00-00-00-				incremental	1						
applicable)					changes in							
					operations	1						
Program Cash Flows												
	Capital Cost	O&M Cost	Other Costs	Approved		Associa	ated Ers (list	all applicable):				
Previous		\$ -	\$ -	\$ -								
2013		\$ -	\$ -	\$ -		7.14						
2014	\$ 1,907,000	\$ -	\$ -	\$ 907,00								
2015		\$ -	\$ -	\$ 1,000,00	00							
2016		\$ -	\$ -	\$ -								
2017+	\$ -	\$ -	\$ -	\$ -								
Total	\$ 1,907,000	\$ -	\$ -	\$ 1,907,00	00							
rn.	2012	2011	1 2022	1								
ER 4149	\$ -	2014	2015	2016	2017÷		Total	Mandate Excerpt (- CONTRACTOR CONTRACTO			
0	\$ -	\$ 1,907,000		\$ -	\$ -	\$	1,907,000		ation of the law or r			
0	\$ -	\$ -	\$ -	\$ -	\$ -	\$		reter	ence number if pos	ssible		
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0	\$ -	\$ -	\$ -	\$ -	\$ -	\$			ary information that re detail the nature o			
0	\$ -	\$ -	\$ -	\$ -	\$ -	\$		describing in mor	urgency, etc.	i the Project, the		
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0	s -	\$ -	\$ -	\$ -	\$ -	\$	-					
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Total	\$ -	\$ 1,907,000		\$ -	\$ -	\$	1,907,000					
		3,500,300		the same of the sa		1.7	2/30/1000					
Milestones (high level t	argets)											
January-00	open		January-00	open		Jar	uary-00	open				
G 1575	open		January-00	open			uary-00	open		ould be general.		
January-00	open		January-00	open			uary-00	open		ement on project		
	open		January-00	open			uary-00	open	progress so th	at progress can		
	open		January-00	open			nuary-00	open				
January-00	open		January-00	open		Jar	nuary-00	open				
Dasayusana Dasaytasaya d												
Resources Requirements: (Catalogue T. C.								
Internal Labor Availability: Contract Labor:		☐ Medium Probability ☐ NO	High Probability	Control of the Contro		NO or No				or Not Required		
contract capul.	☑ YES	L1110		Facilities:	YES - attach form	NO or No	t Required	Fleet:	YES - attach form NO	or Not Required		

Exhibit No. DCG-21
Dockets UE-150204511004050200BD-5)
Attachment No.__GP-21.2

AVISTA

Key Performano	te Indicator(s)		
Expected Performa	nce Improvements		
KPI Measure:	Fill in the name of the KPI here	i e	
	Fill in the name of the KPI here		
1.2			
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Rationale for d	decision		Code
		Review 2012-:	
		Date	Template
			Commence of the Commence of th

AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: General

Business Case Name: Capital Tools & Stores Equipment

ER No: ER Name: 7005 Stores Equip

7006 Tools Lab & Shop Equipment7002 Office Mach & Equipment

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$7,631¹

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	404						18	20	57	37	136	136	
2014	1,937	280	280	280	43	43	43	43	43	43	280	280	280
2015	2,348	333	333	333	58	58	58	58	58	58	333	333	333
2016	2,466	348	348	348	63	63	63	63	63	63	348	348	348

Business Case Description:

This business case is for the purchase and repair of tool and facility material handling equipment. This includes equipment such as forklifts, manlifts, shelving, cutting/binding machines, etc. These funds are used for capital Stores equipment company-wide. The ER's included in this business case are blanket projects that occur year over year

Offsets:

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

AVISTA

Capital Program Business Case

Investment Name:	Capital Tools ar	d Stores		ī								
Requested Amount	\$		1,936,500	Assessments:								
Duration/Timeframe	Ongoing	Year Program	110001000	Financial:	MH - >= 9% &	<12	% CIRR					
Dept, Area:	Supply Chain			Strategic:	Life Cycle Pro				-	-		
Owner:	Cody Krogh			Operational:			execution to p	orform	at aureant l		da	
Sponsor:	Don Kopcynski			Business Risk:	ERM Reduction			erioiii	at current	eve	eis	
Category:	Program							N. Para				
	n/a			Program Risk:	THE PERSON NAMED IN COLUMN TWO IS NOT THE OWNER.	_	nd cost, sched	-		-		
	700000000000000000000000000000000000000	T-17 - 7-17		Assessment Score:	84		Annual Cost	_	-	e/(E	Decrease)	
Recommend Program Desc				The same was a	Performance		Capital Cost	0	&M Cost		Other Costs	Business Risk Score
Purchase and repair of tool	and facility materia	handling equipme	nt		Enhances crew efficiency	\$	1,500,000	\$		\$.0
							Annual Cost	Summ	ary - Increas	e/(I	Decrease)	
Alternatives:					Performance		Capital Cost		&M Cost		Other Costs	Business Risk Score
Status Quo:	Describe the current corrected	nt condition of the	asset(s) and probl	ems that need to be	n/a	\$		\$		\$		0
Alternative 1: Repair all tools	performed (not all crew efficiency, inc	tools can be repair reased labor to fin	ed), delayed respo d/rent tools and e	have outside repairs onse by crews, reduci quipment, safety orm craft work (mete		S		\$	1,233,606	\$		0
	(meter testing, me utility locating equ			plicing, leak detectio quipment, etc.)	n,							
Alternative 1: Rent Forklifts	Other" budget shi	fting 95% of costs to		S	665,000	\$	35,000	\$	•	0		
Program Cash Flows					Associated Ers	/list a	ill annlicable).					
5 years of costs					2013		порриссиису	_	2014			
	Capital Cost	O&M Cost	Other Costs	Approved	7006		1500000		7006		1,422,007	
	- capital cost	Odin cost	Other costs	Approved	7000	+	1300000					
2013	\$ 1,500,000	ė	\$ -	\$ 880,00		-			7005	-	514493	
2013								VII OU				A STATE OF THE STA
			\$ -	\$ 1,936,50								
2015		\$ -	\$ -	\$ 2,348,32								
2016			\$ -	\$ 2,465,74								
2017		\$ -	\$ -	\$ 2,552,56								
2018	1			\$ 2,552,56								
Total	\$ 8,288,447	\$ -	\$ -	\$ 12,735,69	3							
Mandate Excerpt (if applic. N/A Additional Justifications: Increased budget 2014-201		account for inflatio	n									
Resources Requirements: /	request forms and a	pprovals attached)										

YES - attach form

YES - attach form

YES - attach form

YES - attach form

NO or Not Required

NO or Not Required

NO or Not Required

☑ NO or Not Required

☐ Medium Probability ☑ High Probability Enterprise Tech:

Facilities:

Fleet:

Capital Tools:

Internal Labor Availability: Low Probability

YES

Contract Labor:

Check the appropriate box. The internal and contract

labor boxes should be checked to indicate if the resource owners have been contacted and to provide a general sense of how likely staff will be provided

(this does not require a firm committment).

Exhibit No. DCG-21

Dockets UE () Page 109 of 344

Attachment No. __G-1.2

AVISTA

Capital Program Business Case

Key Performance India				
Expected Performance Imp KPI Measure:	Tool Repair as a percentage of tool purchases	1		<i>l</i> h
	Fill in the name of the KPI here			A A -
		Prepared	signature	Logy Wegg
				1 - 1
		Reviewed	signature	Contract day (6)
			oignature	Director/Mahager
				1/4 0
				111.4. (1)
		Other Party Review		1 Well Discours
		(if necessary)	Director/Manager
	This space is to be used for photographs, charts, o	or other data that ma	y be useful in	n evaulating the Program
To be completed by	Capital Planning Group			
Rationale for decis	ion			Review Cycles
				2012-2016
			Date	Template
			Date	template

AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: General

Business Case Name: Central Operating Facility (Mission Campus) Long-Term Restructuring Plan

ER No: ER Name:

7126 Long term Campus Re-Structuring Plan

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$14,7001

Transfer to Plant Amounts (\$000s - System):

Year	Total J	lan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	8,461						1	,060	623	627		1,150	5.000
2014	2,000												2,000
2015	1,500												1,500
2016	3,500												3,500

Business Case Description:

Construct a new warehouse in 2012 and remodel the old warehouse in the Service Bldg to accommodate 110 work stations in 2013. The project also adds 125 employee parking spaces. The new warehouse shall utilize current material handling technologies to increase employee efficiencies, and its height will allow more material to be stored per square foot, thus allowing the Company to use limited square space more efficiently. The facility will provide IS/IT infrastructure and networking in north half of the Mission campus where it is currently non-existent, in anticipation of future projects. This project will also allow the HVAC renovation of the north-building wing to be accomplished in one year rather than a staged process, which results in a one-time \$1.2M reduction in capital costs for that project.

Offsets:

No O&M Offsets are listed on the attached Business Case, however after further discussion it was determined that incremental savings occur in 2014 and 2015. These O&M savings are the result of eliminating the need of leased facilities used for personnel that will be relocated to the Mission Campus. In addition, savings are gained due to line trucks and employees not having to travel and off-load waste maters that are recyclable or hazardous. Savings are \$20,000 in 2014 and \$20,000 in 2015 on a system level. The allocation to Washington is 79.22% for Electric and 20.78% for Gas making the Washington allocated savings \$15,844 Electric and \$4,156 Gas in each year. This has been included in the O&M Offsets adjustment as shown in Company witness Mrs. Andrews' workpapers.

In addition, the attached business case shows "other costs" as (\$1,200,000). These savings are related to capital and are not inclusive of O&M savings.

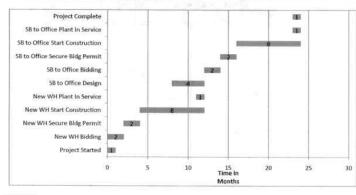
¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

AVISTA

Capital Investment Business Case

Investment Name:	COF Long-Term Restructuring Plan									
Requested Amount	\$17,750,000	Assessments:								
Duration/Timeframe	5 Year Project	Financial:	High - Exceeds	129	6 CIRR					
Dept, Area:	Facilities	Strategic:	Other	The second	CONTRACTOR OF THE PARTY OF THE	160		574.7		
Owner:	Mike Broemling & Eric Bowles	Operational:	Operations imp	rove	d beyond curre	ent I	evels	25.25		000000000000000000000000000000000000000
Sponsor:	Don Kopczynski	Business Risk:	ERM Reduction			708	A THE REST	DF2 8	DESCRIPTION OF THE PARTY OF THE	SELECTION TO SELECT
Category:	Project	Project/Program Risk:	High certainty a	11-	201,000	ule a	and resource	s		
Mandate/Reg. Reference:	n/a	Assessment Score:	100.5			delane	ry - Increase	1	ease)	
Recommend Project Descr	iption:		Performance		Capital Cost		O&M Cost	1	Other Costs	ERM Risk Score
handling technologies to in stored per SF, thus using o networking in north half of This project will also allow rather than a staged proce PLEASE SEE ADDITIONAL EI	Also add 125 parking spaces. New warehouse shall u crease employee efficiencies, and its height will allow ur limited SF here at the COF more efficiently. Provide the COF where it is currently non-existent, in anticipa the HVAC rennovation of the north building wing to be ss, which results in a one-time \$1.2M reduction in cap FFICIENCIES UNDER "ADDITIONAL JUSTIFICATIONS" BE savings and any other facility sales or cessation of ren	for more material to be e IS/IT infrastructure and ition of future projects. e accomplished in one year ital costs for that project. LOW. The CIRR is 12.5%-	current space issues by creating on-site office space and parking to house employees and contractors							
	go and any other rating sales of tessation of ten	tuis.	contractors		Cost Sun	nma	ry - Increase	Derr	lasco	
Alternatives:			Performance		Capital Cost	-	O&M Cost	T	Other Costs	ERM Risk Score
Status Quo:	COF will continue to not have enough office space as accommodate demand. Continue to obtain more le land and construct buildings to house our employee	ases, buy buildings, or buy	n/a	\$		\$		\$		6
Alternative 1: Construct a new warehouse (recommended option)	See Project Description above.		Alleviates current space issues & new warehouse	\$	9,500,000	\$		\$	(1,200,000)	3
Alternative 2: General Office Building 'wing' addition and parking garage	Construct a parking garage and an addition to the ex end (156 workstations and 120 parking spaces). No warehouse efficiency gains.		Alleviates current space issues	\$	30,000,000	\$		\$		3
Alternative 3 Name: Ross Court Office Building and	Construct a new office building at the Ross Court loc parking spaces (240 workstations and 151 parking sp		Alleviates current space	\$	15,000,000	\$	2 1 1/8	\$	210	3

Timeline



Construction Cash Flows (CWIP)

	Capital Cost	O&M Cost	Oti	ner Costs	Approved
Previous	\$	\$	\$		\$
2012	\$ 3,050,000	\$	\$		\$ 3,050,000
2013	\$ 7,700,000	\$ +	\$		\$ 7,700,000
2014	\$ 2,400,000	\$ 144	\$	4	\$ 2,000,000
2015	\$ 3,000,000	\$ -	\$		\$ 3,000,000
2016	\$ 2,000,000	\$	\$		\$ 2,000,000
2017	\$	\$	\$	-	\$
2018	\$	\$ TA MARINE - I	\$	-	\$
Future	\$	\$ -	\$		\$
Total	\$ 18,150,000	\$ 30 10 19	\$		\$ 17,750,000

Milestones (high level targets)

August-12 April-13 May-13 October-13 New WH Start Construction New WH Plant In Service

March-15 August-15 October-15

WH Yard & Wash Bay Start Const GPSS & Spo Const. Remodel: Start Const WH Yard & Wash Bay In Service

March-14

December-14

SB to Office Plant in Service New IR & Hazmat Bldg Start Const

SB to Office Start Construction March-16

7126

GPSS & Spo Const. Remodel: In Service

New IR & Hazmat Bldg In Service

Associated Ers (list all applicable):

n/a

Mandate Excerpt (if applicable):

Additional Justifications: Sept 2013 changes: \$2.4 M for new IR / Haz Mat area in 2014, \$1.5M for WH Yard and Wash Bay in 2015, \$1.5M in 2015 and \$2M in 2016 for G&P/Spo Construct Remodel. New IR and Hazmat Bldgs will result in time efficiencies for linemen trucks and drop off processes. Increasing the WH storage yard will also result in time efficiencies for WH personnel due to closer material, more level asphalted area (rather than gravel), and controlled (fenced) inventory and stocking. Wash bay will will save time from washing vehicles off site and will prevent frequent freezing/breakdown of current wash bay. Office renovations of Spokane Construction and GPSS will replace a 30 year old HVAC system and increase number of cubicles on campus to accomodate for growth.

Resources Requirements: (request forms and approvals attached)

Capital Investment Business Case



Internal Labor Availability: Low Probability ☐ Medium Probability ☑ High Probability Enterprise Tech: YES - attach form NO or Not Required Contract Labor: **☑** YES □ NO Facilities: YES - attach form NO or Not Required Capital Tools: YES - attach form NO or Not Required Fleet: YES - attach form NO or Not Required Key Performance Indicator(s) Expected Performance Improv KPI Measure: Total Net Increase of Parking Spaces and Employee Workstations vs. 2011 total Prepared signature 200 180 160 140 120 Reviewed signature # of Parking Space 100 Director/Manager Increase 80 # of Employee Workstation Increase 60 40 Other Party Review signature 20 Director/Manager (if necessary) 2011 2012 2013 44.41 HEGERIA 100 SERVICE BUILDING SERVICE BUILDING To be completed by Capital Planning Group Rationale for decision **Review Cycles** 2012-2016 Date Template

AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: General

Business Case Name: Dollar Rd Service Center Addition and Remodel

ER No: ER Name:

7107 Dollar Road Land Purchase and Facility Expansion
 7132 Dollar Rd Service Center Addition and Remodel

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$9,3461

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	213								5	2		7	199
2014													
2015													
2016	8,000												8,000

Business Case Description:

New addition and complete remodel of the Dollar Road Service Center. In 2012/13, this project involves the construction of a new 15,000 square foot Fleet Facility.

For 2015/16, the project involves construction of a new 2-story office building, gas meter shop, covered parking canopies, parking lot, and asphalted storage yard. The following items will be completed:

- 1) structural strengthening of existing building roof components to alleviate current leaking and structural snow deflection/damage.
- 2) New building shell/envelope over the existing building, and insulation for increased energy efficiencies.
- 3) Construction of a new gas meter shop which will be relocated from the central Mission campus. This will allow the Company to reclaim square footage to help alleviate current space issues at the Mission campus. The project will also allow for the introduction of current technologies and efficiencies to gas meter shop operations.

Offsets:

O&M offsets per the attached Business Case are \$20,000. Savings are related to the new facility and will reduce office space rentals due to the relocation of the Gas Meter Shop from Mission Campus, as well as office space on the second floor of the new building. This will also provide yearly energy use and maintenance savings, as well as daily crew workflow efficiencies. After further discussion it was determined that the offsets would total \$91,210 occurring in 2016.

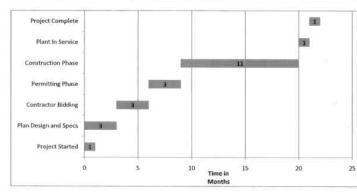
¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.



Capital Investment Business Case

Requested Amount	Dollar Rd Service Center Addition and Remodel									
managed rationity	\$11,846,000	Assessments:								
Duration/Timeframe	4 Year Project	Financial:	MH - >= 9% &	<129	6 CIRR					
Dept, Area:	Facilities	Strategic:	Other			- 19	DESCRIPTION OF THE PROPERTY OF		and the same	
Owner:		Operational:	Operations req	uire e	execution to pe	erfor	m at current le	eve	is	S. S
Sponsor:	Don Kopczynski	Business Risk:	ERM Reduction							DIG THE TASK
Category:	Project	Project/Program Risk:	High certainty a	arour	nd cost, sched	ule a	nd resources			
Mandate/Reg. Reference:	2000	Assessment Score:	83	-		-	y - Increase/(D	ecr	rease)	T
Recommend Project Descri	ption:		Performance	-	Capital Cost		O&M Cost		Other Costs	Business Risk Score
Fleet Facility. 2015/16: New and asphalted storage yard building roof components t bldg. envelope over existing Move from COF. Reclaim S	remodel of the Dollar Road Service Center. 2012/13: Co 12-story office building, gas meter shop, covered parking The following items will be provided: 1) structural streng o alleviate current leaking and structural snow deflection, type bldg, and insulation for increased energy efficiencies. 3) Fat COF to alleviate current space issues. Introduce curre operations. PLEASE SEE ADDITIONAL EFFICIENCIES UNDEr the CIRR is 9%-12%.	canopies, parking lot, gthening of existing /darnage. 2) New New gas meter shop. ent technologies and	Provides upgraded facility that translates to efficient, timely, and high productivity for gas services.	Ş	11,846,000		(20,000)			2
Alternatives:			Performance	,	Cost Sur Capital Cost	_	ry - Increase/(D O&M Cost	ecr	Other Costs	
Status Quo:										Desertance Dist. Comme
	Estimated yearly S30K O+M costs to unknow dilanidated	huilidag Capital cocts	A STATE OF THE PARTY OF THE PAR					c		
	Estimated yearly 530K O+M costs to upkeep dilapidated (including asphalt, roof repair, HVAC systems) would be the next two years, as probable capital repairs will be ne functions fail. Avista CNG vehicles will need to be service	approx. \$150K over eded as facility		\$	150,000	\$	30,000	\$		Business Risk Score
Alternative 1: Construct a new addition and complete remodel. (recommended option)	(including asphalt, roof repair, HVAC systems) would be the next two years, as probable capital repairs will be ne functions fail. Avista CNG vehicles will need to be service See Project Description above.	approx. \$150K over eded as facility	A STATE OF THE PARTY OF THE PAR					STIPS.		
Alternative 1: Construct a new addition and complete remodel. (recommended	(including asphalt, roof repair, HVAC systems) would be the next two years, as probable capital repairs will be ne functions fail. Avista CNG vehicles will need to be service See Project Description above.	approx. \$150K over seded as facility ed by a facility off site silding construction. e difficult to sell	n/a Provides upgraged gas	\$	150,000	\$	30,000	STIPS.		

Timeline



Construction	Cash Flows	(CWIP)

	Capital Cost	O&M Cost	1	Other Costs	Approved
Previous	\$ -	\$	\$		\$
2012	\$ 2,500,000	\$ 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	\$		\$ 2,500,000
2013	\$ 1,300,000	\$ *	\$		\$ 1,346,000
2014	\$ 	\$	\$		\$
2015	\$ 4,000,000	\$	\$		\$ 4,000,000
2016	\$ 4,000,000	\$	\$	-	\$ 4,000,000
2017	\$ -	\$	\$		\$
2018	\$ 	\$ 	\$		\$
Future	\$ 	\$ 	\$	-	\$ -
Total	\$ 11,800,000	\$ 	\$	1 6	\$ 11,846,000

Milestones (high level targets)

July-12 February-13 Fleet Bldg Start Construction Fleet Bldg Plant In Service

July-15 June-16 Office Bldg Start Construction Office Bldg Plant in Service

n/a

Associated Ers (list all applicable):

7107 7001

Mandate Excerpt (if applicable):

Additional Justifications:

5) Covered truck storage for 12 rigs. Protect fleet investments from weather. Also time efficiencies for servicemen, less truck prep due to rainy, snowy, etc. conditions before being dispatched. 6) Wash bay for trucks on-site. Time efficiencies to not take trucks off-site or back to COF for washing. 7) New asphalted storage yard. Shall provide over 2 additional acres of storage for gas equipment. 8) New required [5/IT infrastructure and networking. 9) New required office furniture. 10) Fleet bldg will allow for service of CNG fuel systems for Avista vehicles. Currently we have no code-compliant Fleet facility to serve CNG systems. ***Note: this facility had the 2nd most deficient score on the Facilities Department's Building Assessment Survey. The survey consisted of Avista's company-wide facilities and service centers and shall incur large amounts of O+M funds to upkeep if project is not approved.

Resources Requirements: (request forms and approvals attached)

AVISTA

Capital Investment Business Case

Internal Labor Availability: Contract Labor:	Low Probability YES	☐ Medium Probability ☐ NO	High Probability	Enterprise Tech: Facilities: Capital Tools: Fleet:	YES - attach form YES - attach form YES - attach form YES - attach form	NO or Not Required NO or Not Required NO or Not Required NO or Not Required		
Key Performance Indicator Expected Performance Improved KPI Measure: 90000 80000 70000 60000 40000 30000 10000 0 20012	ments	Costs (if Quo) — Yearly O Costs (if	y M & Capital remains Status M & Capital New Addition)	Prepared Reviewed Other Party Review (if necessary	w signature	MitoB	ector/Manager	7
		P				0000		Progr. Control
			40 1			The second secon	ASPACTEE SEPACE THUSE HAVE A	ANNUSCAPING BUFFER / BERMY?
To be completed by Ca Rationale for decision	apital Planning G	roup					Review Cycles 2012-2016	
					Date		Template	
W. Commission								

AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: General

Business Case Name: Structures and Improvements/Furniture

ER No: ER Name:

7001 Structures & Improvements

7003 Office Furniture

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$14,1531

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	2,025							680	9	626	53	383	380
2014	3,353	279	279	279	279	279	279	279	279	279	279	279	279
2015	3,600	300	300	300	300	300	300	300	300	300	300	300	300
2016	3,600	300	300	300	300	300	300	300	300	300	300	300	300

Business Case Description:

This program is for the Capital Maintenance, Improvements, and Furniture budgets at 50 plus Avista offices and service centers (over 700,000 square feet in total). Many of the included service centers were built in the 1950's and 1960's and are starting to show signs of severe aging. The program includes capital projects in all construction disciplines (Roofing, Asphalt, Electrical, Plumbing, HVAC, Energy efficiency projects etc.). This program is driven mainly from the results of an objective building survey completed at each service center. The survey assigns a rating to each building category based on condition. This will help us create capital project lists for each service center and make decisions on continued maintenance vs. future replacement.

Offsets:

There are no anticipated offsets with this business case.

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

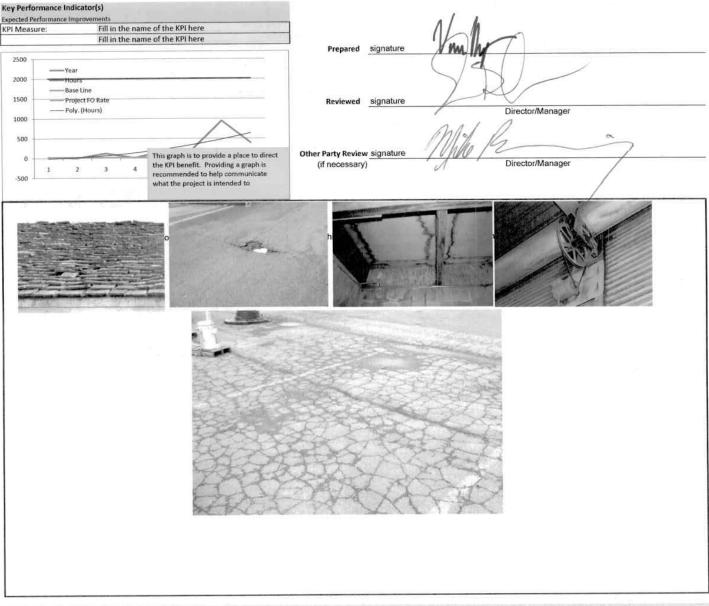
AWISTA

Capital Program Business Case

Investment Name:	Structures and I	mprovements ar	nd Furniture						
Requested Amount Duration/Timeframe	\$25,773,300	Year Program		Assessments: Financial:	MH - >= 9% &	<12% CIPP			
Dept, Area:	Facilities	rour riogram	10-1-213	Strategic:	Life Cycle Pro				
Owner:	Mike Broemling &	Eric Bowles	All metalli	Operational:	with the contract of the contr	quire execution to p	erform at current	levels	
Sponsor:	Don Kopczynski			Business Risk:	ERM Reduction				Mayne suring
Category:	Program			Program Risk:		around cost, sched			
Mandate/Reg. Reference: Recommend Program Desc	n/a			Assessment Score:	84		t Summary - Increa	1	
This program would be resp	ponsible for the Cap				Performance Improve	\$ 25,773,300	O&M Cost	S -	Business Risk Score 0
50 plus Avista Offices and S were built in the 50's and 6 Capital projects in all const efficiency projects etc). Th survey completed at each S condition. This will help us continued maintenance vs	O's and are starting ruction disciplines (F is program would b iervice Center. The s create capital projec	to show signs of se Roofing, Asphalt, El- e driven mainly fro urvey assigns a rati	vere aging. The p ectrical, Plumbin m the results of a ng to each buildi	orogram would include g, HVAC, Energy an objective building ing category based on	operating functionality, increased safety, increased energy efficiency.	2			
Alternatives:					Performance		Summary - Increa		Donale and Blob Control
Status Quo:	We are experiencin	ne severe issues wit	h Asnhalt Parkin	g, Roof leaking, Energy	n/a	Capital Cost	O&M Cost	Other Costs	Business Risk Score
	loss due to inefficie etc Failure to ma	ent HVAC systems, intain or replace th mage to other adja	Low E glass, lack ese system can r cent systems, (ex	of building insulation, esult in excessive Utility cample roof leak), as					u
Alternative 1: Brief name of alternative (if applicable)		vould also increase cur additional proc	the risk for unpla luctivity costs for	up O & M costs anned major failures other departments	lower capital would drive up O&M and risk major failure	\$ -	\$ -	\$	0
Alternative 2: Brief name of alternative (if applicable)	Describe other opt	ions that were con	sidered		describe any incremental changes in operations	\$	\$	\$	0
Alternative 3 Name: Brief name of alternative (if applicable)	Describe other opt	ions that were cons	sidered		describe any incremental changes in operations	\$	\$	\$	0
Program Cash Flows					Associated Frs I	list all applicable):	PATRICE		
5 years of costs					Current ER	7001	700:	3	
	Capital Cost	O&M Cost	Other Costs	Approved					
2012		\$ -	\$ -	\$ 4,420,000					
2013		\$ -	\$ -	\$ 3,600,000 \$ 3,353,300					
2015		\$ -	\$ -	\$ 3,600,000	1				
2016		\$ -	\$ -	\$ 3,600,000	1				
2017		\$ -	\$ -	\$ 3,600,000	1				
2018		\$ -	\$ -	\$ 3,600,000	1				
Total	\$ 20,820,000	\$ -	\$ -	\$ 25,773,300	J				
Mandate Excerpt (if applica provide brief citation of th		and a reference	number if possi	ible					
Additional Justifications: With the completion of the are also working on creating budget is included in this pr	g a long range lifecy	cle plan to identify	when continued	maintenance is no long	er prudent and r	eplacement is a more	e cost effective solu	ition. In addition, the	e office furniture
Resources Requirements: (request forms and a	pprovals attached)							
Internal Labor Availability: Contract Labor:	Low Probability YES	☑ Medium Probability ☐ NO	High Probability	Enterprise Tech: Facilities: Capital Tools: Fleet:	✓ YES - attach form	✓ NO or Not Requ NO or Not Requ ✓ NO or Not Requ ✓ NO or Not Requ	uired uired		

Capital Program Business Case

AVISTA



e completed by Capital Planning Group clonale for decision		Review Cycles 2012-2016
	Date	Template

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Exhibit No.__(DBD-5)
Attachment No.__G-5

AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: General

Business Case Name: Clinic Expansion Project

ER No: ER Name:

7120 Spokane Health Clinic

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$1501

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	150												150
2014													
2015													
2016													

Business Case Description:

Capital equipment costs for the new Clinic that will be completed in 4th Quarter 2013. Costs include all furniture, specialized equipment, oxygen systems, exam tables etc. for a two-room examination Facility. Project shows the possibility of significant savings to the company through bringing many of the third party health costs back in house at a reduced cost to the employee.

Offsets:

There are no anticipated offsets with this business case.

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: General

Business Case Name: Apprentice & Craft Training

ER No: ER Name:

7200 Apprentice Craft Train

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$240¹

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	10											5	5
2014	60	5	5	5	5	5	5	5	5	5	5	5	5
2015	60	5	5	5	5	5	5	5	5	5	5	5	5
2016	60	5	5	5	5	5	5	5	5	5	5	5	5

Business Case Description:

This program is for on-going capital improvements to support the essential skills needed for journeyman workers, apprentices and pre-apprentices now and for the future. It is important to provide the types of training scenarios that employees face in the field. Capital expenditures under this program include items such as building new facilities or expanding existing facilities, purchase of equipment needed, or build out of realistic utility field infrastructure used to train employees. Examples include: new or expanded shops, truck canopies, classrooms, backhoes and other equipment, build out of "Safe City" located at the Company's Jack Stewart training facility in Spokane, which could include commercial and residential building replicas, and distribution, transmission, smart grid, metering, gas and substation infrastructure.

Offsets:

There are no anticipated offsets with this business case.

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

Capital Program Business Case



nvestment Name:	Apprentice/Craft	Trng										
	\$60,000			Assessments:								
Duration/Timeframe		Year Program		Financial:	7.00%							
	Apprentice/Craft T	raining		Strategic: Business Risk:	Performance E		duction >0 and <	re 5				
Owner: ponsor:	Linda Jones Karen Feltes			Program Risk:				ule and resources				
	Mandatory			, rogramman	ringir cortaining							
Mandate/Reg. Reference:		9 04 RCW		Assessment Score:	102		Annual Cost	Summary - Increas	e/(Decrease)			
Recommend Program Desc	and the second s		Name of the State		Performance		Capital Cost	O&M Cost	Other Costs	Business Risk Score		
This program is for on-going cap and pre-apprentices now and for the field. The program is for capi expenditures under this program of equipment needed, or build or expanded shops, truck canopy, cl esidential building replicas, and	ital improvements to su the future. It is importa ital infrastructure needed could include items suc- ut of realistic utility field lassrooms, backhoes and	int to provide the type of to create an effective h as building new facil infrastructure used to I other equipment, bu	es of training scenari e set-up for training ities or expanding e train employees. E ild out of "Safe City"	os that employees face in craft employees, Capital sisting facilities, purchase xamples include: new or - commercial and	describe any incremental changes that this Program would benefit present	S	60,000	\$ -	\$ -	2		
					operations							
							Annual Cost	Summary - Increas	e/(Decrease)			
Alternatives:					Performance		Capital Cost	O&M Cost	Other Costs	Business Risk Score		
		bodies may de-cei sy require extensiv	tify our Apprent e travel to fulfill	would be difficult to ce program. Inability our training	n/a	\$		\$ 20,000	\$ -	6		
	Describe other option				describe any	\$	- ia	\$ -	\$ -	2		
of alternative (if			0.000000000		incremental	5.55	4	0.50				
applicable)					changes in							
670 60					operations							
Alternative 2: Brief name of alternative (if applicable)	Describe other option	ons that were cons	idered		describe any incremental changes in operations	\$	(1)	\$ - \$ - 0				
Alternative 3 Name: Brief name of alternative (if applicable)	Describe other option	ons that were cons	idered		describe any incremental changes in operations	\$	(2)	\$	\$ -	0		
Program Cash Flows	Capital Cost	O&M Cost	Other Costs	Approved		Ass	sociated Ers (list	all applicable):				
Previous	\$ -	\$ -	\$ -	\$ -								
2013	\$ 60,000	\$ -	\$ -	\$ 60,000								
2014	\$ 60,000	\$ -	\$ -	\$ 60,000								
2015	\$ 60,000	\$ -	\$ -	\$ 60,000	100							
2016		\$ -	\$ -	\$ 60,000	**							
2017		\$ -	\$ -	\$ 60,000	et e							
2018 Total		\$ -	\$ -	\$ 60,000 \$ 360,000	-							
ER	2013	2014	2015	2016	2017	T	Total	Mandate Excerpt	(if applicable):			
7200	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$	300,000		See Below			
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)	\$ -	\$.	\$.	\$ -	\$ -	5				s and Act (Chpt 296-05		
0	\$ -	\$ -	\$ -	\$ -	s -	\$				erous other Washington		
	100	100						State Labor and In	dustries WAC/RCW r	egulations. And by the		
			1169			-	0.00	Federal Departmen	t of Labor under App	rentice Labor Standards		
0	\$ -	\$ -	\$ -	\$ -	\$ -	\$						
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0	\$ -	\$ -	\$ -	\$ -	\$ -	\$						
Total	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$	300,000	i ules/regulations a	It the lederal level vi	a Court and at the state		
0	\$ - \$ - \$ -	\$ - \$ - \$ -	\$ - \$ - \$ - \$ -	\$ 5	\$ - \$ - \$ -	\$		State Labor and Industries WAC/RCW regulations. And by the Federal Department of Labor under Apprentice Labor Standa 29 CFR Part 29 and the Fitzgerald Act-National Apprenticesh Act and other DOL regulations and rules. Compliance/safet training for journey workers is mandated by multiple rules/regulations at the federal level via OSHA and at the sta				
Resources Requirements: (Internal Labor Availability: Contract Labor:		pprovals attached; ☐ Medium Probability ☑ NO	☑ High Probability	Enterprise Tech: Facilities: Capital Tools:	YES - attach fore	m:	✓ NO or Not Req ✓ NO or Not Req ✓ NO or Not Req	lired labor boxes aired resource of aired a general s	s should be checked t wners have been con ense of how likely sta	tacted and to provide aff will be provided		
Key Performance Indicator	414			Fleet:	YES - attach form	m	☑ NO or Not Req	uired (this does t	not require a firm cor	nmittment).		
Expected Performance Improves		A STATE OF THE STA		1								
KPI Measure:	Fill in the name of t	Charles and the Control of the Contr		+								
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Capital Program Business Case

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AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: General

Business Case Name: HVAC Renovation Project at Mission Campus Headquarters

ER No: ER Name:

7101 COF HVAC Improvement

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$17,3831

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	6,507								16	26	18	-53	6,500
2014	2,000				2,000								
2015	8,000						8	,000					
2016													

Business Case Description:

The HVAC Renovation Project began in 2007 and 2008. The HVAC Project is a systematic replacement of the original 1956 Heating, Ventilation and Air Conditioning System for the Service Building, Cafeteria/ Auditorium and General Office Building. The original HVAC equipment has been operating 24/7 since original construction in 1956. The Project entails a floor by floor evacuation and relocation of employees and a complete demolition of each floor; including a massive Asbestos Abatement component, and removing the original fire proofing on the basic steel structure. The Project requires exhaustive demolition and reconstruction of each floor. Sustainable energy savings and conservation are built into the Project as we apply for LEED certification for each floor. The 5th, 4th, and 3rd floor has obtained LEED-CI Gold status recognizing all of the renewable strategies we employed during the design and construction phases. The goal of this project is to re-purpose and recycle the entire Facility for the next generation of Avista employees to use for 50 more years. Life cycle costs weighed heavily on our Construction Specifications and equipment choices during the design phase. The design team chose energy efficient equipment that was designed for 30 to 50 year life cycles.

Offsets:

After revenue requirements was finalized, it was determined that offsets exist for this business case. The project will produce approximately \$36,000 (system) in reduced energy costs for 2013 and 2014. For 2013, this would include six months of the savings or \$18,000. Washington's allocation of this is \$14,000 for Electric and \$4,000 for gas. In 2014, offsets were \$36,000 (\$29,000 WA Electric \$7,000 WA Gas). The O&M savings for 2015 are estimated to be \$112,590 and are planned to be in-service September 2015. As such, the offset amount is \$28,148 (\$22,000 WA Electric and \$6,000 WA Gas). These additional savings should have been included in revenue requirements.

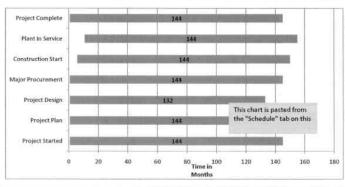
¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

Capital Investment Business Case

AVISTA

Investment Name:	HVAC Renovation Project						
Requested Amount	\$39,804,485	Assessments:					
Duration/Timeframe	8 Year Project	Financial:	MH - >= 9% &	<12% CIRR			
Dept, Area:	Facilities Mangement	Strategic:	Life Cycle Prog	rams			
Owner:	Mike Broemling & Eric Bowles	Operational:	Operations imp	proved beyond curr	ent levels		
Sponsor:	Don Kopczynski	Business Risk:	ERM Reduction	n >0 and <= 5		Commence of the Second	Part of the Part of
Category:	Project	Project/Program Risk:	High certainty	around cost, sched	lule and resources		
Mandate/Reg. Reference:	n/a	Assessment Score:	105	Cost Sun	nmary - Increase/(I	Decrease)	
Recommend Project Descr	iption:		Performance	Capital Cost	O&M Cost	Other Costs	Business Risk Scor
The HVAC Renovation Proje	ect began in 2007 and 2008. The HVAC Project is a system	natic replacement of	This Project	\$ 39,804,485	\$ -	\$ -	0
the original 1956 Heating, \	Ventilation and Air Conditioning System for the Service B	uilding, Cafeteria/	greatly		W		
Auditorium and General Of	fice Building. The original HVAC equipment has been ope	erating 24/7 since	improves air			alter our	TOTAL TOTAL
	66. The Project entails a floor by floor evacuation and relo		quality in the			and the same	
	of each floor; including a massive Asbestos Abatement	the property of the second	Facility and	A THE PERSON	والبيضاف السياري	of the latest spin to the	A STATE OF THE PARTY OF THE PAR
	proofing on the basic steel structure. The Project requires						
	floor. Sustainable energy savings and conservation are b		tremendous			1.53 14	THE RESERVE
	tion for each floor. The 5th, 4th, and 3rd floor has obtain		amounts of				
	vable strategies we employed during the design and cons		energy going			STORY STORY	
recogniting an or the renex			and the second second		F24417-0-4		
goal of this project is to so	personal and conside the auties facility for the cost access				173-	DIC W	To annual changes of
	purpose and recycle the entire Facility for the next gener		forward.	V D 10			
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employees to use for 50 m and equipment choices dur was designed for 30 to 50 y	ore years. Life cycle costs weighed heavily on our Contru- ring the design phase. The design team chose energy effi- year life cycles. The current condition of the HVAC system is very poor.	ction Specifications cient equipment that the specific specific specific the specific specific specific specific the specific spe	Performance n/a	Capital Cost Varies, but in the		Other Costs	Business Risk Scor
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employees to use for 50 m and equipment choices dur was designed for 30 to 50 y Alternatives: Status Quo: Alternative 1: Brief name of alternative (if applicable) Alternative 2: Brief name of alternative (if applicable)	The current condition of the HVAC system is very poor our newest equipment was installed in the new addition Building in 1978. 75% of our equipment was installed in the new addition Building in 1978. 75% of our equipment was installed in longer available for our equipment and replacement paramufactured. During the Design Phase which occurred in 2008, severa HVAC delivery systems were compared and analyzed for characteristics. Initial cost and life cycle cost were evalued by Value engineering our choices we were able to settle system. Analysis is attached. The only option that was discussed was to do "nothing" year old equipment. This scenario had been in place for time finally expired on the equipment. It is simply imprantiquidated equipment up and running 24 hours a day parts are no longer available.	it is 60 years old and in of the General Office in 1956. Parts are no irts have to be all different types of or distinct intended for the Project. In on our current In and maintain our 60 the last 20 years, and actical to try to keep	Updated municipal codes required us to increase air flow in the describe any incremental changes in operations	Varies, but in the hundreds of thousands as equip. breaks down. \$	\$ 25,000	S -	0

Timeline



		Capital Cost	E	O&M Cost	0	ther Costs	Approved
Previous	\$	18,121,485	\$	*	\$		\$ 18,121,485
2012	\$	4,300,000	\$	I PIL S	\$	-	\$ 4,300,000
2013	\$	6,500,000	\$		\$	1	\$ 7,383,000
2014	\$	10,000,000	\$		\$	-	\$ 7,000,000
2015	\$	NAME OF TAXABLE AND	\$	Marin Marin	\$	er in election	\$ 3,000,000
2016	\$	*	\$		\$		\$ PART IN CASE
2017	\$		\$	William I See	\$		\$
2018	\$		\$		\$		\$
Future	\$	-	\$		\$	9	\$
Total	5	38,921,485	\$		15		\$ 39,804,485

Milestones (high level targets)
October-07 5th Fir Start Const.
December-08 5th Fir In Service March-09 4th Fir Start Const. February-10 4th FIr In Service 3rd Fir Start Const. Mar-11 3rd Fir in Service May-10

Jun-11 2nd Fir Start Const. Oct-12 2nd Fir In Service Jan-13 1st Fir/Bsmt Start Const. Mar-14 1st Flr/Bsmt In Service Apr-14 70's Addition Start Const. Jun-15 70's Addition In Service

Associated Ers (list all applicable):	Current ER	7101	7001	7003	7050		
Mandate Excerpt (if applicable):	ASHRAE- When up Administrative code		ems, all design has	s to conform to A	SHRAE standards, ar	nd air flows are regulated by the	Washington

Additional Justifications:

Capital Investment Business Case



							The state of the s		
Resources Requirements:	request forms and	d approvals attached)							
Internal Labor Availability: Contract Labor: Key Performance Indicato	☑ YES	☐ Medium Probability ☐ NO	High Probability	Enterprise Tech: Facilities: Capital Tools: Fleet:	✓ YES - attach form ✓ YES - attach form ☐ YES - attach form ☐ YES - attach form	NO or Not Required	Check the appropriate box. The internal and contract labor boxes should be checked to indicate if the resource owners have been contacted and to provide a general sense of how likely staff will be		
Expected Performance Improves KPI Measure:	Fill in the name o		5-3-5E]	A	111-	provided (this does not require a firm committment).		
1000 —	Fill in the name of	of the KPI here		Prepared	signature	my			
	50000.00		\	Reviewed	signature	Direct	or/Manager		
200	2006 2007 ti	his graph is to provide a se KPI benefit. Providin ecommended to help co that the project is intens	g a graph is mmunicate	Other Party Review (if necessary	Section 1997	hill B. Direct	or/Manager		
Fig. COV. Acres Services of the services of t	scarce corporate samps, so corporate samps, and passed evaluate which is a parameter of the years, substanting the or the years, substanting the control of the locality, successful the passed of the locality, successful the locality successful the locality successful the locality substantial three substantial control of the locality substantial three substantial control of the locality of the locality substantial control o	office addition. The reglamment of the States and the Bernard of the States and the Bernard of the States and t	even is due to the document of the other of the control product of t	institutes luminary is dising on shale of the carried of the carr	A Business	AV boxes. The replacement of the dust procedure of the child principle of the procedure of the child principle of the procedure of the principle of the child principle of the chil	the earner are Option 44, however, it diffuses a theory of units on each focus for also server the request very server of the control of the		
				is the Market	2012-2016				
					Date		Template		

AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: General

Business Case Name: Microwave Refresh

ER No: ER Name:

5121 Microwave Replacement with Fiber

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$8,007¹

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	3,171									1,642	29		1,500
2014	1,625					186		551	73		300		514
2015	1,073									220			853
2016	4,034												4,034

Business Case Description:

The purpose of this project is to refresh the aging microwave technology with current technology to provide for high-speed data communications. These communication systems support relay and protection schemes of the electrical transmission system.

Offsets:

There are no anticipated offsets with this business case.

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

Capital Investment Business Case

AVISTA

Investment Name:	Microwave Refr	esh		1										
Requested Amount	\$		19,267,507	Assessments:	Cara consideration	11200								
Duration/Timeframe		Year Project		Financial:	MH - >= 9% & <	and the same of	STATE OF THE PARTY	-		14	Mary Charles			
Dept, Area: Owner:	Jacob Reidt/Jim		20.0	Strategic: Operational:	Operations requi			rfor	m at current le	vels				-
Sponsor:	Jim Kensok	OUIGCI		Business Risk:	ERM Reduction :	>5 a	and <= 10						IIO	
Category:	Project			Project/Program Risk		nty a							_	
Mandate/Reg. Reference:			N. C.	Assessment Score:	81			mm	ary - Increase/	Decre			100,000	
Recommend Project Descri					Performance	6	Capital Cost	-	O&M Cost	1	Other Cos	ts	ERN	1 Risk Score
The purpose of this project provide for the high speed protection schemes of the	data communicatio	ns. These communic			The current system are out of date and in need of replacement	\$		\$		\$		at A		U
					Performance		Cost Sur Capital Cost	mm	O&M Cost	Decre	ease) Other Cos	**	EDA	1 Risk Score
Alternatives: Status Quo :					renormance	\$	Capital Cost	\$		s	Other Cos		LINI	0
Alternative 1: Brief name of alternative (if applicable)						\$	*	\$		\$				0
Alternative 2: Brief name of alternative (if applicable)						\$	•	\$		\$				0
Alternative 3 Name: Brief name of alternative (if applicable)						\$		\$		\$				0
Timeline						Cor	nstruction Cash I	Flov	ws (CWIP)					
							Capital Cost		O&M Cost		Other Cos	ts		pproved
					Previous		2,910,116			\$			\$	2,910,116
					2012 2013		1,559,877			\$			\$	1,200,000
					2014		1,657,391			\$	-		\$	1,407,391
					2015		1,050,000			\$			\$	1,050,000
					2016		4,050,000			\$	10 5 14		\$	4,050,000
					2017		4,100,000			\$			\$	3,050,000
					2018 Future		4,100,000 1,050,000			\$		÷.	\$	4,100,000
					Total		21,977,384			\$			\$	19,267,507
									December-14 December-14		n-M230 2 maining N			
Milestones (high level of December-11 December-12 December-13 December-11 December-12 December-13	NLW-SHN Prior NLW-SHN 2012 NLW-SHN 2013 M23-SPU Prior M23-SPU 2012 M23-SPU 2013		December-13	M15-NLW 2012 M15-NLW 2013 Fiber to Lew Off 20 Fiber to Lew Off 20 Fiber to Lew Off 20 Ben-MPK-BLD Ring	13 14	1 1	December-16 December-14 December-15 December-16 December-17 December-18	Be Be Re	LW Sub 2016 en-M23 2014 en-M23 2015 en-M23 2016 emaining MW emaining MW					
Associated Ers (list all appl	icable):	5119										10		
Mandate Excerpt (if applic	able):	na												
Additional Justifications:								7			100	1		
												H		
Resources Requirements:	request forms and o	approvals attached)							english in	9				1.34
Internal Labor Availability: Contract Labor:	Low Probability	☐ Medium Probability ☐ NO	High Probablity	Enterprise Tech: Facilities: Capital Tools: Fleet:	YES - attach form YES - attach form YES - attach form YES - attach form		NO or Not Requ NO or Not Requ NO or Not Requ NO or Not Requ	uired uired						

AWISTA

Capital Investment Business Case

			YES - attach form	☐ NO or Not Required
	II in the name of the KPI here II in the name of the KPI here	Prepared	signature	Jank Nouth
800 — Target 600 — Project FO R		Reviewed	signature	Director/Manager
200 2004 2005 20	This graph is to provide a the KPI benefit. Providing recommended to help commended	a graph is (if necessary mmunicate		Director/Manager
Т	his space is to be used for photogr	raphs, charts, or other data that may	be useful in evaulati	ing the project
ne completed by Capit	al Planning Group			Review Cycles

Date

Review Cycles 2012-2016

Template

Exhibit No. DCG-21 Dockets UE-150204/UG-150205 Page 129 of 344 Exhibit No.__(DBD-5) Attachment No.__G-10

AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: General

Business Case Name: Mechanical Shop 3 Ton Crane

ER No: ER Name:

4165 Mechanical Shop 3 Ton Crane

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$0¹

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013													
2014	154										154		
2015													
2016													

Business Case Description:

Replace 480v exposed buss shop crane with freestanding 3 ton unit. Present crane is an electrocution hazard, and cannot handle many jobs due to its limited size. Limitations force us to outsource work that could be done at little or no incremental cost by our own employees. The crane is also outmoded, with limited parts availability.

Offsets:

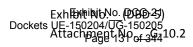
An estimated O&M offset of \$20,000 (\$13,000 WA) is gained by eliminating the need to outsource work to external contractors. These offsets are estimated to occur in 2014 and have been included in the O&M Offsets adjustment as shown in Company witness Mrs. Andrews' workpapers.

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

AVISTA

Capital Project Business Case

Investment Name:	Mech Shop 3 To	n Crane		4					
Requested Amount Duration/Timeframe	\$154,000	Year Project		Assessments:	6.58%				
Dept, Area:	GPSS	Teal Project		Financial: Strategic:	Reliability & C	`anacit.			
Owner:	Andy Vickers			Business Risk:		k Reduction >5 and	c= 10		
Sponsor:	Jason Thackston			Project Risk:	PRODUCED AND ADDRESS OF THE PERSON NAMED IN COLUMN 2 AND ADDRESS O	around cost, sche			
Category:	Project			- roject nisk.	riigir certainty	around cost, some	udie and resources		
	n/a		All the Party	Assessment Score:	84	Annual Cos	t Summary - Increas	a//Decreases)	7
Recommend Project Descri				prosessment score.	7/// 10/2	-	The state of the s		
	Maria Caracteria	notandina 2 tau	it. December	to an alasta and at an	Performance		O&M Cost	Other Costs	Business Risk Sco
Replace 480v exposed buss hazard, and cannot handle					describe any	\$ 154,000	\$ (20,000)	\$	0
					incremental				
done at little or no increme parts availbility.	ntal cost by our owl	employees. The	trane is also outh	noded, with limited	changes that				STIDE DE
parts availbility.					this Project				
					would benefit				
					present				ASSESSMENT OF THE PARTY OF THE
					operations	According		- Un	
Alternatives:					Destaurant		t Summary - Increas	Other Costs	Davis and Co.
Unfunded Project:	1400		D-4		Performance		O&M Cost	-T-20/270/12 E-20-20	Business Risk Sco
omunded Project.	480v exposed buss	crane in use now.	Potential for ext	ernai contact.	n/a	\$ -	\$ 20,000	\$ -	6
									Continues of the last
							W		
Alternative 1: Brief name	Describe other opt	ons that were con	sidered		describe any			\$ -	0
of alternative (if					incremental				
applicable)					changes in				
					operations				ENLANDE
Alternative 2: Brief name	Describe other opt	ions that were con	sidered		describe any	\$ -	\$ -	\$ -	0
of alternative (if					incremental			M. 110	
applicable)					changes in				
					operations				
Alternative 3 Name: Brief	Describe other opt	ions that were con	sidered		describe any	\$ -	\$ -	\$ -	0
name of alternative (if	pressuration to the rate				incremental	*	58		100
applicable)					changes in				
					operations				
Program Cash Flows									
	Capital Cost	O&M Cost	Other Costs	Approved	1	Associated Ers (list	all applicable):		
Previous		\$ -	\$ -	\$ -	1	7006			
2013		\$ (20,000)		\$ -	1				
2014		\$ (20,000)		\$ -	1				
2015	\$ -	\$ (20,000)		\$					
2016		\$ (20,000)		\$ -	1				
2017+		\$ (20,000)		\$ -					
Total		\$ (100,000)		\$ -	1				
			1		,				
ER	2013	2014	2015	2016	2017+	Total	Mandate Excerpt (if applicable):	
7006	\$ 154,000	\$ -	\$ -	\$ -	\$ -	\$ 154,000			r regulation and a
0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		ence number if p	
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0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	Any supplemen	tary information th	at may be useful in
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			of the Project, the
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Total	\$ 154,000	\$ -	\$ -	\$ -	\$ -	\$ 154,000			
			All Control of the Co		Life	201,000			
Milestones (high level t	targets)								
January-00	open		January-00	open		January-00	open		
January-00	open		January-00	open		January-00	open		should be general.
February-13	Begin Project		January-00	open		January-00	open		igement on project
March-13	In Service		January-00	open		January-00	open	progress so	that progress can
January-00	open		January-00	open		January-00	open		
January-00	open		January-00	open		January-00	open		
	24(27)		January 30	-1		ouridary of	-poi		
Resources Requirements:	request forms and a	pprovals attached)						
Internal Labor Availability:	☐ Low Probability	☐ Medium Probability	☑ High Probability	Enterprise Tech YES - a	ettach form 57 s	NO or Not Required	Capital Tools:□ YES	attach form II NO a	r Not Required
Contract Labor:	☑ YES	□NO				NO or Not Required			r Not Required



AVISTA

Capital Project Business Case

	ance Indicator(s) rmance Improvements	Click Here To Submit	NEW Requests only
KPI Measure:		(If updating revisions to a previous bus	iness case go to "Review Template" tabl
in i measure.	Fill in the name of the KPI here	THE COURT OF THE PARTY OF THE P	
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o be comp	pleted by Capital Planning Group		
Flationale	e for decision	Review Cyc	

Date

Template

Exhibit No. DCG-21 Dockets UE-150204/UG-150205 Page 132 of 344 Exhibit No.__(DBD-5) Attachment No.__G-11

AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: General

Business Case Name: Transmission Outage Management

ER No: ER Name:

5148 Transmission Outage Management

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$300¹

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013													
2014	300							300					
2015													
2016													

Business Case Description:

System Operations proposes installation of a Transmission Outage Management system that would provide additional transmission outage management functionality, streamline current transmission outage management processes, and eliminate the current homegrown logging application. Implementing this system would automate many processes that are performed in a manual fashion and would bring Avista's capabilities up to industry standards. Maintenance of the logging portion of the application would change from programming the application (current) to configuring the application. Mining of data for calculating compliance reports and reliability indicators would be reduced with normalized data and automated processes.

Offsets:

There are no anticipated offsets with this business case.

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

AVISTA

Capital Project Business Case

Investment Name:	Transmission Outage Mgt							
Requested Amount	\$300,000	Assessments:						
Duration/Timeframe	1 Year Project	Financial:	7.00%					
Dept, Area:	System Operations	Strategic:	Reliability & Ca	apacity				
Owner:	Heather Rosentrater	Business Risk:		Reduction >5 and	d <= 10)		
Sponsor:	Don Kopczynski	Project Risk:	Moderate certa	ainty around cost,	sched	ule and resou	ırces	
Category:	Project							
Mandate/Reg. Reference:	n/a	Assessment Score:	70	Annual Co	st Sum	mary - Increas	e/(Decrease)	1990
Recommend Project Descr	iption:		Performance	Capital Cost		O&M Cost	Other Cost	s Business Risk Score
System Operations propos	es installation of a Transmission Outage Manag	ement system that would	Consistency in	\$ 300,00		30,000		- 12
management processes, ar system would automate m capabilities up to industry from programming the app compliance reports and rel	ssion outage management functionality, stream deliminate the current homegrown logging ap any processes that are performed in a manual f standards. Maintenance of the logging portion olication (current) to configuring the application liability indicators would be reduced with norma	plication. Implementing this fashion and would bring Avista's of the application would change i. Mining of data for calculating	logging and the dissemination of the information.					
nrocesses				Annual Co	ct Cum	mary - Increas	o//Dossansa)	
Alternatives:			Performance				***************************************	Description of Dist. Common
Unfunded Project:	Transmission Outage Management is currently	u completed in a manual fachion	n/a	\$ 300,00		0&M Cost 30,000	Other Cost	Business Risk Score
	that involves multiple handoffs and non-structommunications to multiple parties is completo errors. The log is also a key component the compiling compliance reports and calculating CAIFI, etc.). A preliminary investigation of the number of vendors exist that offer Transmissi logging portion is a small subset of the applica on Transmission Outage Management. The orapplication is no longer in System Operations. required to learn, document, and enhance the Information from the current logging application to organization to help provide contextual diavailable in SCADA. System Operations utilize for logging system activities which was the first based logging. The current system meets basis System Operations needs the ability to enhanchange.	ted manually, and can be prone at is used to provide context for reliability indicators (SAID), market indicates that a small on Outage Managment. The ation which is primarily focused riginal developer of the logging A moderate amount of work is ecurrent application. ion is utilized in multiple areas of ata that supplements data so a homegrown Access Database at step in a migration from paper ic operational logging needs, but						
Alternative 1: Sagali	Dispatch logging Switching Order logging Standard naming conventions Auditing of outages, logs, and Switching Order	ers	describe any incremental changes in operations		\$	8	\$	- 12
Alternative 2: Equinox	Outage Scheduling Planned Outage Coordination Control Room Operator Logging, Reporting, an Reliability Analysis	nd Notification	describe any incremental changes in operations	\$ -	\$		\$	- 0
Alternative 3 Name: SunNet Consulting	Transmission Outage Application integrates C Transmission, Distribution & Generation Syste Logging and Reporting Requirements	7. 4 1 1 2 - 1 2 1 1 1 2 1 1 1 1 1 1 1 1 1 1	describe any incremental changes in	\$ -	\$	-	\$	- 0

Program Cash Flows

253	Ca	pital Cost	0	&M Cost	Othe	er Costs	Approved		
Previous	\$	-	\$	-	\$	*:	\$		
2013	\$	-	\$	9	\$	- 60	\$		
2014	\$	300,000	\$	30,000	\$	12	\$	300,000	
2015	\$	-			\$		\$		
2016	\$				\$	-	\$	(4)	
2017+	\$	-			\$	-	\$		
Total	\$	300,000	\$	30,000	\$	100	\$	300,000	

Associated Ers (list all applicable):									

ER	2013	100	2014		2015		2016		2017+		Total	Mandate Excerpt (if applicable):
0	\$	\$	-	\$		\$	-	\$	(let	\$		provide brief citation of the law or regulation and a
0	\$	\$	-	\$	(4)	\$	191	\$	0.60	\$		reference number if possible
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Capital Project Business Case

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Total	\$	- \$	- \$ -	\$	- \$	- \$ -			
Milestones (high level t	targets)								
January-00	open		January-00	open		January-00	open	Example 1	
January-00	open		January-00			January-00			ones should be general.
January-00	open		January-00	A 2 (15 (81) (15 (5 (5))		January-00			our judgement on project
January-00	open		January-00			January-00		progre	ess so that progress can
January-00	open		January-00			January-00	open		
January-00	open		January-00	open		January-00			
Resources Requirements:	: (request forms o	and approvals attac	hed)						
nternal Labor Availability	: Low Probability	Medium Probal	bility High Probabilt	Enterprise Tech:	YES - attach form	☐ NO or Not Required	Capital Tools:	☑ YES - attach form	☐ NO or Not Required
Contract Labor:	☑ YES	□ NO		Facilities:	YES - attach form	NO or Not Required	Fleet:	YES - attach form	NO or Not Required

Capital Project Business Case

- 2					
- 4	Зu	m	145	100	m.

Key Performance	Indicator(s)			
Expected Performan	e Improvements			
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Rationale for dec	ision			Review Cycles
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Exhibit No. DCG-21 Dockets UE-150204/UG-150205 Page 136 of 344 Exhibit No.__(DBD-5) Attachment No. G-12

AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: General

Business Case Name: New Deer Park Service Center

ER No: ER Name:

7135 Deer Park Service Center

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$2,500¹

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013													
2014													
2015	2,500												2,500
2016													

Business Case Description:

Replace existing Deer Park Service Center. Current building is over 40 years old, and existing storage yard is becoming too small for ever-growing inventory. Environmental concerns with existing site located near railroad tracks, and close proximity to city water well. Presently cleaning up existing soil contamination, and prolonged remaining at site could lead to environmental spills in the future. The existing building is tight for current line truck sizes, warehouse is undersized, and has code compliance and security issues. Deer Park is one of our lower-performing service centers on the Facilities Building Survey Report.

Offsets:

No O&M offsets are presented on the attached copy of the Business Case, however after further discussion it was determined that \$16,000 of annual savings would occur after the in-service date of September 2015. This amount has been prorated to include only 3 of those months. Savings are from facilities energy and maintenance savings including employee efficiencies due to larger facilities and more spacious storage yard. The total O&M offset is calculated as $$16,000 \times (3/12) = $4,000$. Washington's portion of this is \$3,169 Electric and \$831 Gas. This has been included in the O&M Offsets adjustment as shown in Company witness Mrs. Andrews' workpapers.

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

Capital Project Business Case



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Capital Project Business Case

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AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: General

Business Case Name: Central Office Facility – Mission Campus ("COF") Long-term Restriction Phase 2

ER No: ER Name:

7131 COF Long Term Restructuring Plan Phase 2

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$8,500¹

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013													
2014													
2015	2,000												2,000
2016	6,500												6,500

Business Case Description:

COF Long Term Restructuring Plan, Phase 2. This project involves the construction of a new Fleet Vehicle Garage and 4-story parking structure. By the end of 2015, Facilities projects will add approx. 183 new cubicles. Our parking lots will be beyond max capacity. The Fleet Garage is over 50 yrs old and is constrained. New garage will allow for maintenance of Compressed Natural Gas vehicles as the current bldg does not allow for this. Once Fleet is relocated there will be a distinct separation between operational/service vehicles and employee vehicle. This separation will increase safety by eliminating intermingling of pedestrians in work areas. Office building & parking garage is projected to allow Call Center and any leased facilities to come back to Mission campus. Ross Park conversion to office will secure any future employee expansion that will occur.

Offsets:

There are no offsets presented on the attached Business Case. However after further discussion, it was determined that O&M savings of \$33,000 will occur in July 2015. These O&M savings are the result of eliminating the need of leased facilities used for personnel that will be relocated to the Mission Campus. In addition, we would not need to rent or purchase addition space for parking. These annual savings have been prorated to include savings after the in-service date. The resulting offset is calculated as $$33,000 \times (5/12) = $13,860$. Washington's apportionment of this amount is \$10,980 Electric and \$2,880 Gas. This has been included in the O&M Offsets adjustment as shown in Company witness Mrs. Andrews' workpapers.

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

Capital Project Business Case



Investment Name:	COF LngTrm Re	struct Ph2	N.,												
Requested Amount Duration/Timeframe	\$47,500,000	Year Project	-		Finan	sments:	7.00%								
Dept, Area:	Facilities	Tour Troject			Strate		Other	-							
Owner:	Mike Broemling a	nd Eric Bowles			1	ess Risk:	Business Risk Reduction >10 and <= 15								
Sponsor:	Don Kopczynski				Proje	ct Risk:	High certainty a	arou	ind cost, sched	ule and resources					
Category:	Project		118					_							
	n/a	100000			Asses	sment Score:	86			e/(Decrease)					
Recommend Project Descri			SERVINO.				Performance	_	Capital Cost	O&M Cost	Other Costs	Business Risk Score			
COF Long Term Restructuring PL 20 ver 50 yrs old and is contain maintenance of CNG vehicles, co Service vehicles and Administrat pedestrians in work areas. Office come back to Mission campus. F	approx. 183 new cubic ned by its dims from or urrent bldg does not al tive Employees and vel e building & parking ga	les. Our parking lots ur ever enlarging ve low this. Once Fleet nicles. Separation w rage is projected to	will be hicles a is move il incres allow C	beyond max cand line trucks. ed, a distinct se ase safety by el Call Center and	pacity. New ga paratic iminati any lea	The Fleet Garage rage will allow for on b/n Operations / ng intermingling of sed facilities to	State of the art fleet building. Service vehicles contained to north campus. Employee vehicles near main GOB.	\$	47,500,000	\$	\$	2			
									Annual Cost	Summary - Increase	e/(Decrease)				
Alternatives:							Performance		Capital Cost	O&M Cost	Other Costs	Business Risk Score			
Unfunded Project:	Employee parking shall enforce parking regulal cars to desks. All CNG v extra 15 minute travel departments (i.e. call o	tions if this occurs. A whicles will have to I time. Continued ren	dded 5- e main	to-10 minutes v tained at Dollar	valk tim Road Fl	e from employee eet Bldg, with its	n/a	\$		\$	\$	15			
Alternative 1: Brief name of alternative (if applicable)	Build extra parking offset new employe employees.	lot on Ross Court					describe any incremental changes in operations	\$	2,000,000	\$ 20,000	2				
Alternative 2: Brief name of alternative (if applicable)	Build new fleet buil times and inefficier			new lot for co	onstruc	tion. Travel	describe any incremental changes in operations	\$	7,000,000	\$ 20,000	0				
Alternative 3 Name: Brief name of alternative (if applicable)	Describe other opti	ons that were co	nsider	ed			describe any incremental changes in operations	\$		\$ -	0				
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Milestones (high level tar April-16 September-16 January-16	gets) Ross Court parking Ross Court parking Fleet Bldg Start Co fleet bldg in service	in service nstruction				Park convert to o		uction	n	Milestones should be general. Use your judgement on project progress so that progress can be measured.					

Exhibit No. DCG-21
Dockets UE-150204/UG-150205
Exhibit 96.141(66345)
Attachment No.__G-13.2

Capital Project Business Case



Key Performance indicator(s)		
Expected Performance Improvements KPI Measure: Fill in the name of the KPI here		
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AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: Natural Gas Distribution

Business Case Name: Aldyl A Replacement

ER No: ER Name:

3008 Aldyl -A Pipe Replacement

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$63,156¹

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	8,463							1,778	1,915	1,573	729	1,392	1,076
2014	16,452	945	891	1,028	1,171	1,464	1,453	1,301	1,676	1,586	1,603	1,180	2,153
2015	16,817	965	910	1,051	1,197	1,497	1,486	1,330	1,713	1,622	1,639	1,205	2,203
2016	17,885	1,018	963	1,115	1,271	1,593	1,582	1,416	1,819	1,729	1,746	1,280	2,352

Business Case Description:

This program covers the replacement of 730 miles of pre-1987 Aldyl A mains and the remediation of 16,000 bending stress sites on services tapped from steel main. Due to the tendency for this material to suffer brittle-like cracking leak failures, Aldyl A will eventually reach a level of unreliability that is not acceptable. Please also see Company witness Labolle for further details regarding this program.

Offsets:

There are no anticipated offsets with this business case.

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

Capital Program Business Case



Investment Name:		ement_mains an	d bending stre									
Requested Amount Duration/Timeframe	\$17,600,000	Non Branco		Assessments:		No. of the last of						
Dept, Area:	Gas Delivery	9 Year Program		Financial: Strategic:		5% & <9% CIRR	Alexander of the second	mind as the state	STEEL STEEL			
Owner:	Mike Faulkenber	rv		Operational:	Cherations re	quire execution to	norform at aucront	lovele	Who is a second			
Sponsor:	Don Kopczynski	,		Business Risk:		on >5 and <= 10	perionii at current	icveis				
Category:	Program			Program Risk:		High certainty around cost, schedule and resources						
Mandate/Reg. Reference:				Assessment Score			t Summary - Increa					
Recommend Program Desi	cription:				Performance	Capital Cost	O&M Cost	Other Costs	Business Risk Score			
This program covers the re					As Aldyl A is	\$ 10,250,000	\$ -	\$ -	5			
16,000 bending stress sites					to removed, O&N	1						
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Alternatives:				The Local Control of the	Performance	Capital Cost	O&M Cost	Other Costs	Business Risk Score			
Unfunded Program:				ces is modeled to re		***************************************		\$ 3,000,000	The second secon			
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of alternative (if					incremental							
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Program Cash Flows					Associated Ers ((list all applicable):						
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	2% inflation includ	ded in above numb	ers									
Mandate Excerpt (if applica	htel.											
provide brief citation of th		and a reference	number if need	ible								
The biter citation of all	o law of regulation	i and a reference	number ii poss	ibie								
Additional Justifications:												
Avista has experienced 2 inj	ury and property da	amage events due	to failing Aldyl A	since 2005 and is cur	rently bound by a se	ttlement agreement	with the Washingir	ng Utility and Transpo	ortation			
Commission. Further event	s of this nature will	most likely result	n some sort of m	andatory pipe repla	ement program wit	h a timeline we cann	not control. Taking a	a proactive and prior	ity-justified			
approach is critical at this ti	me to protect life a	na property for the	e public as well as	reduce Avista's exp	osure to the risks of	liability and regulate	ory scrutiny.					
PONTON AND AND A TORRORS	December 1980	WD DESCRIPTION OF THE SECOND										
Resources Requirements: (r		pprovals attached										
nternal Labor Availability:		Medium Probability	☐ High Probability	Enterprise Tech:	YES - attach form	NO or Not Requ		ppropriate box. The in				
	☑ YES	□no	- a	Facilities:	YES - attach form		labor boxes	should be checked to mers have been contain				
				Capital Tools:	YES - attach form		a general se	nse of how likely staff	will be provided			
				Fleet:	YES - attach form	NO or Not Requ		ot require a firm comm				

Capital Program Business Case



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xpected Performance In (PI Measure:			of leaks and t	their consequences			1,1	1 4 ,	
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2010	2015	20	020	2025 2030	2035	P			
			Year					ou contraction to constitue	
Business Case	ERM Risk	Unfunded				Unfunded Project/Program Risk (no funding if a proje	ct, cease funding if	an existing program)	
	Reduction	Raw Score	Raw Score	Financial Impact (Consequential	Likelihood	Legal, Regulatory, External Business Affairs	Likelihood	Customer Service and Reliability (# customers * duration of an outage)	Likelihood
	_			Costs/Revenues)		4 - Potential for regulators to impose onerous		(e customers - duration of an outage)	
			1	3 - \$2MM - \$4MM	< Once / year	restrictions or Board or management to make leadership change	< Once / year		
				Environmental	Likelihood	Safety and Health: Public	Likelihood	Safety and Health: Employee	Likelihood
						5 - Potential for multiple loss of lives Wide spread damage on property or business	< Once / year	2 - Potential for minimal or minor injury Lost Time Incident and Severity Rate increases	< Once / 5 years
					1	Public health infrastructure impact up to 72 hours		year over year	
ldyl A Replacement						Revised Risk if funded/	completed		
mains & bending tress tees)	15	20	- 5	Financial Impact					
dess tees,				(Consequential Costs/Revenues)	Likelihood	Legal, Regulatory, External Business Affairs	Likelihood	Customer Service and Reliability (# customers * duration of an outage)	Likelihood
				3 - \$2MM - \$4MM	< Once / 50 year	Could result in a sustained negative impact to slocal, online, or industrial relationships and / or national / global media coverage	< Once / 50 years		
				Environmental	Likelihood	Safety and Health: Public	Likelihood	Safety and Health: Employee	Likelihood
						5 - Potential for multiple loss of lives Wide spread damage on property or business Public health infrastructure impact up to 72 hours	< Once / 50 years	2 - Potential for minimal or minor injury Lost Time Incident and Severity Rate increases year over year	< Once / 50 years
idaet request for :	2014 201	5 and 2	016 were re	wised with undated b	udaat araisati	ons based on new models and informat	dana.		1
A UTC Docket UC	G-120715	Commis	ssion Policy	on Accelerated Repla	acement of Pip	peline with Elevated Risk was issued or d in Oregon with NWNG.	December 3	31, 2012. The new policy will	
nade a cost Necc	overy med	alailisiii ((CRW) base	d generally on the m	ecnanism use	a in Oregon with NVVNG.			
be completed b		Plannin	g Group						
Rationale for deci	ision				200			Review Cycles 2012-2016	
								2012-2016	147 (6)
						Date		Template	
									VICE III E

Functional Group: Natural Gas Distribution

Business Case Name: Cathodic Protection

ER No: ER Name:

3004 Cathodic Protection-Minor Blanket

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$3,000¹

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	172							8	4	71	5	39	45
2014	800	48	43	52	58	67	80	77	87	78	72	62	75
2015	800	49	43	52	58	67	80	77	87	78	72	62	75
2016	800	49	43	52	58	67	80	77	87	78	72	62	75

Business Case Description:

This program will replace existing and install new cathodic protection systems to ensure compliance with 49 CFR 192, Subpart I - "Requirements for Corrosion Control" that requires pipelines be protected against external corrosion by means of a cathodic protection system. This program will ensure appropriate cathodic protection levels are maintained, reduce corrosion related failures, help prevent leaks within steel pipeline systems and enhance public safety.

Offsets:

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

AVISTA

Capital Program Business Case

c protection system. I concern the correction related for the correction related for the corrections of its grant for the correction	ens to ensure t requires pipelines be this program will ensure silures, help prevent	Moderate certa 154 Performance describe any incremental	apacity unire execution to n >5 and <= 10 ainty around cost, Annual Cos Capital Cost \$ 800,000	perform at current schedule and resc st Summary - Increa O&M Cost \$ -	ources	Business Risk Score
quirements for Corro thodic protection syste Corrosion Control" tha c protection system. To uce corrosion related for ty.	Strategic: Operational: Business Risk: Program Risk: Sid Assessment Score: was to ensure t requires pipelines be this program will ensure silures, help prevent	Reliability & Ca Operations req ERM Reduction Moderate certa 154 Performance describe any incremental changes that this Program would benefit present operations Performance	apacity puire execution to n >5 and <= 10 ainty around cost, Annual Cost \$ 800,000 Annual Cost	schedule and resc at Summary - Increa O&M Cost \$	ources se/(Decrease) Other Costs	
thodic protection syste Corrosion Control" that c protection system. To uce corrosion related fa ty.	Operational: Business Risk: Program Risk: Sit Assessment Score: ems to ensure t requires pipelines be this program will ensure ailures, help prevent	Operations req ERM Reduction Moderate certa 154 Performance describe any incremental changes that this Program would benefit present operations	uire execution to n >5 and <= 10 ainty around cost Annual Cos \$ 800,000	schedule and resc at Summary - Increa O&M Cost \$	ources se/(Decrease) Other Costs	
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thodic protection syste Corrosion Control" that c protection system. To uce corrosion related fa ty.	ens to ensure t requires pipelines be this program will ensure silures, help prevent	Performance describe any incremental changes that this Program would benefit present operations Performance	\$ 800,000	O&M Cost	Other Costs	
Corrosion Control" that protection system. To commend the corrosion related fity.	t requires pipelines be his program will ensure silures, help prevent	describe any incremental changes that this Program would benefit present operations	\$ 800,000	5 -		
Corrosion Control" that protection system. To commend the corrosion related fity.	t requires pipelines be his program will ensure silures, help prevent	incremental changes that this Program would benefit present operations	Annual Cos		\$ -	
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ice corrosion related fi	ilures, help prevent	this Program would benefit present operations		st Summary - Increa		
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nce in portions of its g	as distribution system.	present operations Performance		t Summary - Increa		
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Additional Justifications: Any supplementary information that may be useful in describing in more detail the nature of the Program, the urgency, etc. Resources Requirements: (request forms and approvals attached) Check the appropriate box. The internal and contract Internal Labor Availability: Low Probability ✓ Medium Probability ☐ High Probability Enterprise Tech:
☐ NO Facilities: YES - attach form NO or Not Required labor boxes should be checked to indicate if the Contract Labor: V YES Facilities: YES - attach form NO or Not Required resource owners have been contacted and to provide a general sense of how likely staff will be provided Capital Tools: YES - attach form NO or Not Required

YES - attach form

NO or Not Required

Fleet:

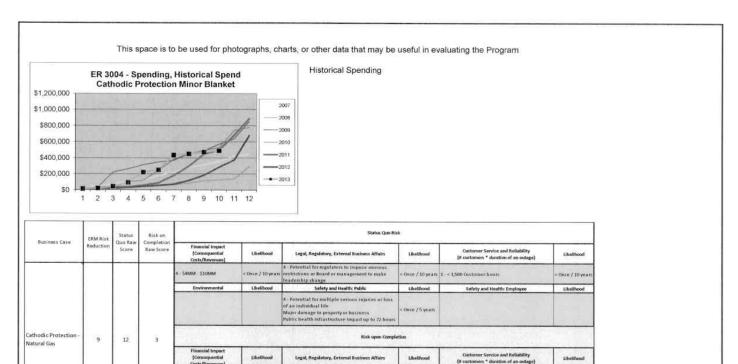
(this does not require a firm committment).

Capital Program Business Case

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Key Performance Indicator(s)

Expected Performance Improvements KPI Measure:		
	Prepared sign	ature / fly a L/M
	Reviewed sign:	ature Quirector/Manager
	Other Party Review sign:	
	(if necessary)	Director/Manager



To be completed by Capital Planning Group

Rationale for decision

Review Cycles

2012-2016

Date Template

Decit / 50 years 1 < 1,500 Ci

Safety and Health: Employe

Likelihood

Once / 50 years

likely impact on media or regulatory

Safety and Health: Public

Onix/5 yes

Once / 50 yes

Functional Group: Natural Gas Distribution

Business Case Name: Gas Non-Revenue Program

ER No: ER Name:

3005 Gas Distribution Non-Revenue Blanket

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$25,550¹

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	4,728							1,049	929	1,271	669	386	425
2014	4,702	621	468	502	631	595	615	682	710	621	721	549	685
2015	8,925	749	585	625	759	719	745	818	846	749	853	674	809
2016	9,108	768	598	635	778	732	758	837	859	762	872	687	822

Business Case Description:

This annual program will replace sections of existing natural gas piping that require replacement to improve the operation of the gas system but are not directly linked to new revenue. The program includes replacement of pipe and facilities that are at the end of their useful life or have failed. It includes improvements in equipment and/or technology to enhance system operation and/or maintenance, replacement of obsolete facilities, replacement of main to improve cathodic performance, and projects to improve public safety and/or improve system reliability. Starting in 2014, costs associated with the labor and minor materials to complete the Planned Meter Change-out ("PMC") program will no longer be captured in this Business Case, they will be on the "Gas PMC Program".

Offsets:

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

Capital Program Business Case

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Investment Name:	Gas Non-Reven	ue Program										
Requested Amount	\$5,600,000			Assessments:								
Duration/Timeframe	On-Going	Year Program		Financial:	Medium - >= 5	100000	23000073000				and the same	
Dept, Area:	Gas Operations			Strategic:	Reliability & Ca				Majaliyasy)			
Owner: Sponsor:	Mike Faulkenberg Don Kopczynski	У		Operational:	Operations req			erfo	m at current l	level	S	
Category:	Program			Business Risk:	ERM Reductio			-1	t de se desea	20000		
Mandate/Reg. Reference:	riogiam			Program Risk:	Moderate certa	-		-	A Commence of the Commence of			CALL PROPERTY OF THE PARTY.
Recommend Program Desi	crintian:	and the year		Assessment Score:	89	_		Sun	mary - Increas	se/(D		
This annual program will re	and the state of t	Extraction of the second			Performance	-	Capital Cost	_	O&M Cost	-	Other Costs	Business Risk Score
operation of the gas systen replacement of pipe and fa improvements in equipmer replacement of obsolete fa improve public safety and/ and minor materials to con will be on the "Gas PMC Pri	n but are not directly cilities that are at th nt and/or technology cilities, replacement or improve system re nplete the PMC prog	y linked to new rev e end of their usel y to enhance syste of main to improveliability. Starting gram will no longer	renue. The progr ful life or have fai m operation and, re cathodic perfo in 2014, costs ass be captured in the	am includes led. It includes for maintenance, rmance, and projects to ociated with the labor nis Business Case, they	describe any incremental changes that this Program o would benefit present operations	\$	5,600,000	\$	•	\$	-	8
the historical spend has be	en high in this categ	ory, so the resulta	nt 2014 request is	\$6,00,000 (total).								
Alternatives:					Dorformano			_	mary - Increas	e/(D		Budaya Bi La
Unfunded Program:	Avista will be unab	le to complete	ital non-revenue	system enhancements	Performance	_	Capital Cost	-	O&M Cost	_	Other Costs	Business Risk Score
Omunued Program.	Avista will be unab	ie to compiete cap	itai non-revenue	system ennancements	n/a	\$		\$		\$		8
Alternative 1: Brief name of alternative (if applicable)	Complete installati	on and/or upgrade	of non-revenue	assets.	n/a	\$	5,600,000	\$		\$	38	2
Alternative 2: Brief name of alternative (if applicable)			1		n/a	\$	<u> </u>	\$. =	\$	0.50	0
Alternative 3 Name: Brief name of alternative (if applicable)					describe any incremental changes in operations	\$	2	\$	12	\$	-	0
					operations					1		
Program Cash Flows					Associated Ers (list al	Il applicable):			, 21		
5 years of costs					Current ER							
2000	Capital Cost	O&M Cost	Other Costs	Approved	3005							
Previous	The second second	\$ -	\$ -	\$ -								
2012		\$ -	\$ -	\$ 3,823,000								
2013		\$ -	\$ -	\$ 7,949,690	energy control of the							
2014		\$ -	\$ -	\$ 5,600,000	real contract of the contract							
2015		\$ -	\$ -	\$ 6,000,000	-							
2016	\$ 6,000,000	\$ -	\$ -	\$ 6,000,000	-							
2017				\$ 6,000,000								
2018 Total		\$ -	\$ -	\$ 6,000,000 \$ 29,372,690								
Mandate Excerpt (if applica	able):											
Additional Justifications: The program addresses a nu replacement of odorization Resources Requirements: (equipment, installai	tion of steel pipe t	o enhance systen	mmission and/or projec n cathodic protection, e	ets that enhance po tc.)	ublic	safety and syste	em re	eliability. (Exar	mple	: Incremental pi	pe enhancements,
Internal Labor Availability: Contract Labor:		☐ Medium Probability. ☐ NO	☑ High Probability	Enterprise Tech: Facilities: Capital Tools: Fleet:	YES - attach form YES - attach form YES - attach form YES - attach form		NO or Not Requi	red red	labor boxes resource ow a general se	shou mers	ld be checked to	cted and to provide will be provided

Exhibit No. DCG-21 Dockets UE-150204/UG-150205 Exhibit No.of (科D-5)

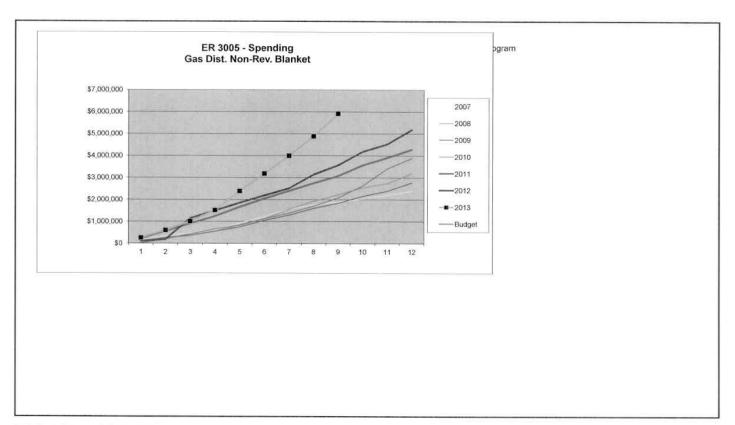
Attachment No.__NGD-3.2

AVISTA

Capital Program Business Case

Expected Performance Improvements			
KPI Measure:			111
	Prepared	signature	Aff a Will
			1 1 00
	Reviewed	signature	MA S
			Diractor/Manager

Other Party Review signature
(if necessary) Director/Manager



Rationale for decision

Review Cycles
2012-2016

Date
Template

Functional Group: Natural Gas Distribution

Business Case Name: Gas Reinforcement

ER No: ER Name:

3000 Gas Reinforce-Minor Blanket

3268 Reinforcement Appleway Bridge Crossing, Liberty Lake, WA

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$3,950¹

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	394							14			325	29	26
2014	1,000	66	56	68	73	81	103	101	112	95	86	81	77
2015	1,000	66	57	68	73	81	103	101	112	95	86	81	77
2016	1,000	66	57	68	73	81	103	101	112	95	86	81	77

Business Case Description:

This annual program will provide for necessary reinforcements and reliability looping of the existing gas distribution system in WA, ID, and OR. Avista has an obligation to provide reliable service that is of adequate pressure and capacity. Periodic reinforcement of the system is required to reliably serve due to increased demand at existing service locations and new customers. Execution of this program on an annual basis will ensure the continuation of reliable gas service that is of adequate pressure and capacity.

Offsets:

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

Exhibit No. DCG-21 Dockets UE-150204/UG-150205 Exhibit 152 of 344 Page 152 of 344 Attachment No.__NGD-4.1

Capital Investment Business Case



Investment Name:	Gas Reinforcem	ent		7									
Requested Amount	\$1,000,000			Assessmen	ts:								
Duration/Timeframe	On-Going	2012+		Financial:	***	MH - >= 9% &	<129	6 CIRR					
Dept, Area:	Gas Operations			Strategic:		Reliability & Ca		7.000.00.00	100				
Owner:	Mike Faulkenber	ry		Operationa	l:	Operations not			utio	1	10 17	The state of	
Sponsor:	Don Kopczynski	· Comment		Business Ri		ERM Reductio			- Citio		300		
Category:	Mandatory			Program Ri		Moderate certa	200		che	dule and resor	irces		
Mandate/Reg. Reference:	WAC 480-90-148	8(2)(d), IDAPA 31	.31.01.151. OR			143	-		-	nmary - Increas	11.00	reacel	
Recommend Program Desc						Performance		Capital Cost	T	O&M Cost		ther Costs	Business Risk Scor
This annual program will pr distribution system in WA, adequate pressure and cap increased demand at existin annual basis will ensure the The 2013 budget was cut au capacity that will meet a de defined as Reinforcement F	ID, and OR. Avista I acity. Periodic reinf ng service locations continuation of rel nd needs to be incre sign day load. Speci	ias an obligation to forcement of the st and new customer lable gas service the eased for 2014+ (to	o provide reliable ystem is required rs. Execution of the nat is of adequate \$1,000,000) to e	service that is to reliably sen his program o pressure and nsure adequa	of ve due to n an capacity. ite	describe any incremental changes that this Program would benefit present operations	\$	1,050,000	\$	OKIVI COST	\$	uner Costs	Business Risk Scor
derined as helinoreement r	Tojects.										-		
Alternatives:			11-12-12-12-12-12-12-12-12-12-12-12-12-1			Performance	Annual Cost Summary - Increase/(Decrease) Capital Cost O&M Cost Other Costs				Business Risk Score		
Status Quo:	Gas distribution re	inforcements are i	dentified on an or	n-going hasis :	and need	n/a	-	apital Cost	\$	Owivi Cost	\$	ther Costs	16
	to be completed when identified to ensure continuation of reliable service. Capital Pipe Installations - Install additional pipe to reinforce and loop exist					1,70			*		7		16
Alternative 1: Pipe Installation	Capital Pipe Install gas distribution sys	p existing	Reduced system monitoring during cold	\$	1,000,000			\$		4			
Alternative 2: Uprate Alternative	Distribution System distribution system increase the delive tying existing distri	to a 60 PSIG MAC ry capacity in addi	P. Uprating gas of tion to increases of	listribution sy operating effic	stem will ciency by	Reduction in regulator station maintenance.	\$	50,000	\$	100,000	\$		4
Alternative 3 Name: Brief name of alternative (if applicable)	Describe other opt	ions that were con	sidered			describe any incremental changes in operations	\$		\$		\$		0
Program Cash Flows						Associated Ers (list al	applicable):					
2012-2016						Current ER	1	- Price in City					
	Capital Cost	O&M Cost	Other Costs	Approved	Capital	3000							
					1 1 1 8	3268		1 112 1100			15		
2012	\$ 1,050,000	\$ -	\$ -	\$	800,000								
2013	\$ 1,050,000	\$ -	\$ -	\$	950,000				-				A.
2014	\$ 1,000,000	\$ -	\$ -	\$	1,000,000	1							
2015	\$ 1,000,000	\$ -	\$ -		1,000,000	1							
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2017		\$ -	\$ -	\$	800,000	1							
2018		\$ -	\$ -	\$	600,000								
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Total			\$ -	\$ 6	5,150,000	1							
Total	7 0,500,000	LY	17	17	0,130,000	I							

Mandate Excerpt (if applicable):

WAC 480-90-148(2)(d), "Each gas utility must maintain its gas system in a condition that enables it to furnish safe, adequate, and efficient service." IDAPA 31.31.01.151, "Service to the customer shall assure the customer of adequate pressure, a definite heat content, and the accurate measurement of gas.", OR Tariff - Rule 14(A)(2), "The Company will exercise reasonable diligence and care to furnish and deliver a continuous and sufficient quantity of gas to its customers but does not guarantee continuity or sufficiency of quantity."

Additional Justifications:		
Program required to reliably serve customers		***

Capital Investment Business Case

AVISTA

sources Requir										
ernal Labor Ava ntract Labor: y Performance ected Performance	Indicator	✓ YES		✓ Medium Probability NO	☐ High Probabili	y Enterprise Tech: Facilities: Capital Tools: Fleet:	YES - attach form YES - attach form YES - attach form YES - attach form	✓ NO or Not Required	Check the appropri internal and contra should be checked resource owners his contacted and to p sense of how likely provided (this does	ct labor boxes to indicate if the ave been rovide a general staff will be
Measure:	e improver		Veather Re	ated Outages					commitment).	morrequie a min
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						Prepared	signature	HO UNI		
						Reviewed	signature	Director	Manager	
						Other Party Review	sionature			
						(if necessary)		Director	Manager	
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					\$500,000 \$400,000 \$300,000			1		—2011 —2012
					\$500,000 \$400,000 \$300,000 \$200,000	1 2 3 4	5 6 7	7 8 9 10 11	12	—2011 —2012 ■-2013
					\$500,000 - \$400,000 - \$300,000 - \$200,000 -	1 2 3 4	5 6	7 8 9 10 11	-	—2011 —2012 ■-2013
Business Case	ERM Risk Reduction	Status Ciso Raw	Risk on Completion	Elizarial Incore	\$500,000 - \$400,000 - \$300,000 - \$200,000 -		5 6	7 8 9 10 11	-	—2011 —2012 ■-2013
Business Case	ERM Risk Reduction			Financial Impact (Consequential Costs (Revenues)	\$500,000 \$400,000 \$300,000 \$200,000 \$100,000 \$0	Stat Legal, Regulatory, External Business Af	us Quo Risk fairs Likelihood	Customer Service and Reliability (if customers "duration of an ordage)	-	—2011 —2012 ■-2013
Business Case		Quo Raw	Completion	(Consequential	\$500,000 \$400,000 \$300,000 \$200,000 \$100,000 \$0	Stat Legal, Regulatory, External Business Af opening for regulators to impose one indicans or Board or management to m	us Quo Risk fain Likelihood	Customer Service and Reliability	12	—2011 —2012 ■-2013
Business Case		Quo Raw	Completion	(Consequential Costs/Revenues)	\$500,000 - \$400,000 - \$300,000 - \$200,000 - \$100,000 - \$0 - \$0 - \$0 - \$0 - \$100,000 - \$1	Stat Logal, Regulatory, External Business Af- otential for regulators to impose one initions or Board or management to re tership change Safety and Health: Public	us Que Risk fairs Likelihood rous ake < Once / year Likelihood	Customer Service and Reliability (if customers * duration of an ordage) 5-> 120,000 Customer hours Safety and Health: Employee	12 Likelihood	—2011 —2012 ■-2013
Business Case		Quo Raw	Completion	(Consequential Costs/Revenues) 2 - \$200k - \$254M	\$500,000 \$400,000 \$300,000 \$200,000 \$100,000 \$0 \$0 \$0 \$0 \$100,000 \$1	Stat Legal, Regulatory, External Business Af- otential for regulators to impose one initions or Board or management to re reship change.	ns Quo Risk fain Likelihood rous aske < Once / year Likelihood	Customer Service and Reliability (if customers * duration of an ordage) 5-> 120,000 Customer-hours	Likelihood	—2011 —2012 ■-2013
Accessored Modern	Reduction	Guo Raw Score	Completion Raw Score	(Consequential Costs/Revenues) 2 - \$200k - \$254M	\$500,000 \$400,000 \$300,000 \$200,000 \$100,000 \$0 \$0 \$0 \$0 \$100,000 \$1	Stat Legal, Regulatory, External Business Af- oriential for regulators to impose one ristions or Board or management to re ten hip change Sofety and Health: Public otential for injury Ichealth infrastructure impact up to	ns Quo Risk fain Likelihood rous aske < Once / year Likelihood	Customer Service and Reliability (if customers * duration of an ordage) 5-> 120,000 Customer hours Safety and Health: Employee	Likelihood	—2011 —2012 ■-2013
		Quo Raw	Completion	(Consequential Costs/Revenues) 2 - \$200k - \$20M Environmental Financial Impact (Cossequential	\$500,000 \$400,000 \$300,000 \$200,000 \$100,000 \$0 \$0 \$0 \$0 \$100,000 \$1	Stat Legal, Regulatory, External Business Af- oriential for regulators to impose one ristions or Board or management to re ten hip change Sofety and Health: Public otential for injury Ichealth infrastructure impact up to	os Quo Risk fairs Likelihood rous « Once / year Likelihood 8 hours < Once / 10 years on Completion	Customer Service and Reliability (if customers * duration of an ordage) 5-> 120,000 Customer hours Safety and Health: Employee	Likelihood	—2011 —2012 ■-2013
	Reduction	Guo Raw Score	Completion Raw Score	(Consequential Costs/Revenues) 2 - S2004 - S200M Environmental Financial Impact	\$500,000 \$400,000 \$300,000 \$200,000 \$100,000 \$0 \$0 \$0 \$100,000 \$0 \$100,000 \$1	Stat Legal, Regulatory, External Business Af contrial for regulators to impose one ristions or Board or management to in tership change Sofety and Health: Public otential for injury ic health: infrastructure impact up to Risk up Legal, Regulatory, External Business Af to moderate negative is j, online, or industrial relationships	tos Quo Risk Ifairs Likelihood rous nake < Once / year Likelihood 8 hours < Once / 10 years on Completion	Customer Service and Reliability (if customers * duration of an outage) 5 -> 120,000 Customer - hours Safety and Realth: Employee 1 - Fotential for Injury Customer Service and Reliability	Likelihood <once 5="" 50="" <once="" likelihood="" td="" years="" years<=""><td>—2011 —2012 ■-2013</td></once>	—2011 —2012 ■-2013
	Reduction	Guo Raw Score	Completion Raw Score	(Consequential Costs/Revenues) 2 - \$200k - \$20M Environmental Financial impact (Consequential Costs/Revenues)	\$500,000 - \$400,000 - \$300,000 - \$200,000 - \$100,000 - \$0 - \$0 - \$0 - \$0 - \$0 - \$0 - \$	Stat Legal, Regulatory, External Business Af- otential for regulators to impose one initions or Board or management to re nship change. Safety and Health: Public otential for injury Iche alth infrastructure impact up to Risk up Legal, Regulatory, External Business Af- outed result in a moderate negative in I, online, er industrial relationships mail media sownage. Safety and Health: Public	tos Quo Risk Ifairs Likelihood rous nake < Once / year Likelihood 8 hours < Once / 10 years on Completion	Customer Service and Reliability (if customers * duration of an outage) 5 -> 120,000 Customer-hours Safety and Health: Employee 1 - Fotential for injury Customer Service and Reliability (if customers * duration of an outage)	Likelihood Likelihood Likelihood	—2011 —2012 ■-2013
	Reduction	Guo Raw Score	Completion Raw Score	(Consequential Costs/Revenues) 2 - \$200k - \$2MM Environmental Environmental Financial Impact (Consequential Costs/Revenues) 1 - \$200k	\$500,000 \$400,000 \$300,000 \$200,000 \$100,000 \$0 \$0 \$100,000 \$100,0	Stat Legal, Regulatory, External Business Af contrial for regulators to impose one initions or Board or management to in tenship change Safety and Health: Public totential for injury Ic health infrastructure impact up to. Risk up Legal, Regulatory, External Business Aff ould result in a moderate negative in control, ortindustrial relationships and media governage.	In Quo Risk Ifairs Likelihood rous ake < Once / year Likelihood Z hours Close / 10 years on Completion Likelihood Likelihood Likelihood	Customer Service and Reliability (# customers * duration of an outage) 5-> 120,000 Customer hours Safety and Health: Employee 1-Fotential for Injury Customer Service and Reliability (# customers * duration of an outage) 1-< 1,500 Customer hours	Likelihood <once 5="" 50="" <once="" likelihood="" td="" years="" years<=""><td>—2011 —2012 ■-2013</td></once>	—2011 —2012 ■-2013
s Reinforcement	Reduction	Cuo Raw Score	Completion Raw Score	(Consequential Costs/Revenues) 2 - S200k - S23/M Environmental Financial Impact (Cossequential Costs/Revenues) 1 - < \$200k Environmental	\$500,000 \$400,000 \$300,000 \$200,000 \$100,000 \$0 \$0 \$100,000 \$100,0	Stat Legal, Regulatory, External Business Af contrial for regulators to impose one intitions or Board or management to in tership schange Safety and Health, Public otential for injury is health infrastructure impact up to Risk up Legal, Regulatory, External Business Af Logid, Regulatory, External Business An Safety and Mealth: Public safety and Health: Public utential for injury	In Quo Risk Ifairs Likelihood rous ake < Once / year Likelihood Z hours Close / 10 years on Completion Likelihood Likelihood Likelihood	Customer Service and Reliability (# customers * duration of an outage) 5 -> 120,000 Customer hours Safety and Health: Employee 1 - Fotential for Injury Customer Service and Reliability (# customers * duration of an outage) 1 -< 1,500 Customer hours Safety and Health: Employee	Likelihood Conce / 5 years Likelihood Conce / 50 years Likelihood Conce / 10 years Likelihood	—2011 —2012 ■-2013
Business Case s Reinforcement be complete ationale for de	12 d by Caj	Cuo Raw Score	Completion Raw Score	(Consequential Costs/Revenues) 2 - S200k - S23/M Environmental Financial Impact (Cossequential Costs/Revenues) 1 - < \$200k Environmental	\$500,000 \$400,000 \$300,000 \$200,000 \$100,000 \$0 \$0 \$100,000 \$100,0	Stat Legal, Regulatory, External Business Af contrial for regulators to impose one intitions or Board or management to in tership schange Safety and Health, Public otential for injury is health infrastructure impact up to Risk up Legal, Regulatory, External Business Af Logid, Regulatory, External Business An Safety and Mealth: Public safety and Health: Public utential for injury	In Quo Risk Ifairs Likelihood rous ake < Once / year Likelihood Z hours Close / 10 years on Completion Likelihood Likelihood Likelihood	Customer Service and Reliability (# customers * duration of an outage) 5-> 120,000 Customer hours Safety and Health: Employee 1-Fotential for Injury Customer Service and Reliability (# customers * duration of an outage) 1-< 1,500 Customer hours Safety and Health: Employee 1-Fotential for Injury Review	Likelihood <once 5="" 50="" <once="" likelihood="" td="" years="" years<=""><td>—2011 —2012 ■-2013</td></once>	—2011 —2012 ■-2013
Reinforcement De complete	12 d by Caj	Cuo Raw Score	Completion Raw Score	(Consequential Costs/Revenues) 2 - S200k - S23/M Environmental Financial Impact (Cossequential Costs/Revenues) 1 - < \$200k Environmental	\$500,000 \$400,000 \$300,000 \$200,000 \$100,000 \$0 \$0 \$100,000 \$100,0	Stat Legal, Regulatory, External Business Af contrial for regulators to impose one intitions or Board or management to in tership schange Safety and Health, Public otential for injury is health infrastructure impact up to Risk up Legal, Regulatory, External Business Af Logid, Regulatory, External Business An Safety and Mealth: Public safety and Health: Public utential for injury	tairs Quo Risk fairs Likelihood rous ake < Once / year Likelihood Ehours < Once / 10 years on Completion fairs Likelihood repact to Likelihood Likelihood Likelihood A hours < Once / 50 years	Customer Service and Reliability (# customers " duration of an outage) 5 -> 120,000 Customer hours Safety and Health: Employee 1 - Fotential for Injury Customer Service and Reliability (# customers " duration of an outage) 1 -< 1,500 Customer hours Safety and Health: Employee 1 - Fotential for Injury	Likelihood <once 10="" 2016<="" 50="" <once="" cycles="" likelihood="" td="" years=""><td>—2011 —2012 ■-2013</td></once>	—2011 —2012 ■-2013
Reinforcement De complete	12 d by Caj	Cuo Raw Score	Completion Raw Score	(Consequential Costs/Revenues) 2 - S200k - S23/M Environmental Financial Impact (Cossequential Costs/Revenues) 1 - < \$200k Environmental	\$500,000 \$400,000 \$300,000 \$200,000 \$100,000 \$0 \$0 \$100,000 \$100,0	Stat Legal, Regulatory, External Business Af contrial for regulators to impose one intitions or Board or management to in tership schange Safety and Health, Public otential for injury is health infrastructure impact up to Risk up Legal, Regulatory, External Business Af Logid, Regulatory, External Business An Safety and Mealth: Public safety and Health: Public utential for injury	In Quo Risk Ifairs Likelihood rous ake < Once / year Likelihood Z hours Close / 10 years on Completion Likelihood Likelihood Likelihood	Customer Service and Reliability (# customers * duration of an outage) 5-> 120,000 Customer hours Safety and Health: Employee 1-Fotential for Injury Customer Service and Reliability (# customers * duration of an outage) 1-< 1,500 Customer hours Safety and Health: Employee 1-Fotential for Injury Review	Likelihood <once 5="" 50="" <once="" likelihood="" td="" years="" years<=""><td>—2011 —2012 ■-2013</td></once>	—2011 —2012 ■-2013
Reinforcement De complete	12 d by Caj	Cuo Raw Score	Completion Raw Score	(Consequential Costs/Revenues) 2 - S200k - S23/M Environmental Financial Impact (Cossequential Costs/Revenues) 1 - < \$200k Environmental	\$500,000 \$400,000 \$300,000 \$200,000 \$100,000 \$0 \$0 \$100,000 \$100,0	Stat Legal, Regulatory, External Business Af contrial for regulators to impose one intitions or Board or management to in tership schange Safety and Health, Public otential for injury is health infrastructure impact up to Risk up Legal, Regulatory, External Business Af Logid, Regulatory, External Business An Safety and Mealth: Public safety and Health: Public utential for injury	tairs Quo Risk fairs Likelihood rous ake < Once / year Likelihood Ehours < Once / 10 years on Completion fairs Likelihood repact to Likelihood Likelihood Likelihood A hours < Once / 50 years	Customer Service and Reliability (# customers * duration of an outage) 5-> 120,000 Customer hours Safety and Health: Employee 1-Fotential for Injury Customer Service and Reliability (# customers * duration of an outage) 1-< 1,500 Customer hours Safety and Health: Employee 1-Fotential for Injury Review	Likelihood <once 10="" 2016<="" 50="" <once="" cycles="" likelihood="" td="" years=""><td>—2011 —2012 ■-2013</td></once>	—2011 —2012 ■-2013

Functional Group: Natural Gas Distribution

Business Case Name: Gas Replacement Street & Highway

ER No: ER Name:

3003 Gas Replace-St&Hwy

3302 HWY 62 - HP & IP Main Relocation & SSFT #1316

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$18,000¹

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	1,938							847	303	235	194	153	207
2014	4,500	214	201	419	269	331	527	314	388	549	363	274	651
2015	4,500	214	201	419	269	331	527	314	388	549	363	274	651
2016	4,500	214	201	419	269	331	527	314	388	549	363	274	651

Business Case Description:

This annual program will replace sections of existing gas piping that require replacement due to relocation or improvement of streets or highways in areas where natural gas piping is installed. Avista installs many of its facilities in public right-of-way under established franchise agreements. Avista is required under the franchise agreements, in most cases, to relocate its facilities when they are in conflict with road or highway improvements.

Offsets:

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

AVISTA

Capital Investment Business Case

	Gas Replaceme	nt Street and Hi	ghway										
	\$4,500,000			_	sessments:		45						
	On-Going			525	iancial:	Medium - >= 5	% &	<9% CIRR					
	Gas Operations Mike Faulkenber			_	ategic:	Other							CONTRACTOR OF THE
	Don Kopczynski	ry		_	erational:			execution to p	erfo	rm at curren	it level	s	
	Mandatory			_	siness Risk:	ERM Reductio					000 V E000er		
			42.	_	ogram Risk:			around cost, s	_	And in case of the last of the	-		
Mandate/Reg. Reference: Recommend Program Description		nents and Permi	ts	Ass	sessment Score:	140	-		Sun	nmary - Incre	ase/(D	Decrease)	
						Performance	-	Capital Cost	_	O&M Cost		Other Costs	Business Risk Scor
This annual program will repor improvement of streets of facilities in public right-of-w franchise agreements, in mothighway improvements.	or highways in areas ay under establishe	s where gas piping ed franchise agree	is installed. Avist ments. Avista is r	ta inst equir	talls many of its red under the	describe any incremental changes that this Program would benefit present operations	\$	4,500,000	\$		\$		2
								Annual Cost	Sun	nmary - Incre	ase/(D	ecrease)	
Alternatives:						Performance		Capital Cost		O&M Cost		Other Costs	Business Risk Score
	Avista would be ou and/or permits if w			anchi	se agreements	n/a	\$.55	\$		\$		16
	Relocate facilities i established franchi				cts where	n/a	\$	4,500,000	\$		\$		2
Alternative 2:			TH			n/a	\$		\$		\$	7 (H)	0
Alternative 3 Name: Brief name of alternative (if applicable)						describe any incremental changes in operations	\$		\$	•	\$		0
Program Cash Flows						Associated For (all an attack to be			-		
2012-2016						Associated Ers (list a	п аррисавіе):			-		The second
1	Capital Cost	O&M Cost	Other Costs	1	Annroyed	3003	-		-		-		
	Capital Cost	Odivi Cost	Other Costs	+	Approved	3302	_		-		-		
2012	\$ 2,200,000	s -	\$ -		2 200 000	3302	-		-		-		
	\$ 2,200,000	\$ -	\$ -	\$	2,200,000 4,500,000	3297							
The second secon	\$ 4,500,000	\$ -	\$ -	\$	4,500,000	-							
	\$ 4,500,000	\$ -	\$ -	\$	4,500,000	1							
	\$ 4,500,000	\$ -	\$ -	\$	4,500,000	1							
20151	\$ 4,500,000	-	7	-	The second secon	1							
	\$ 4,500,000			\$	4,500,000	-							
2017	\$ 4,500,000			\$	4,500,000	1							

Mandate	Excerpt	(if	applicable)	:

Franchise agreements and typical state highway and R/R permits prescribe that the utility will relocate at their expense when in conflict with entity activities.

Additional Justifications:	
Mandatory work to maintain compliance with existing franchise and operating permits with state highway districts and rail roads.	

Capital Investment Business Case

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di ^m	ur B	σU	-30	- 10	σü

Capital Tools: Street Services from Chapter Services (Continued Services and Servic	Resources Requiremen	ts: (request forms o	and approvals attached)							
Prepared signature Prepared signature Director/Manager Cif necessary Director/Manager ER 3003 & 3302 - Spending Gas Replc Street & Hwy ER 3000 000 \$1,500,000 \$1,500,000 \$1,500,000 \$1,500,000 \$1,500,000 \$1,500,000 \$1,500,000 \$1,500,000 \$2,200,000 \$1,50	Contract Labor:	☑ YES		High Probability	Facilities Capital T	52	YES - attach form	NO or Not Require NO or Not Require	internal and should be of resource of contacted a	d contract labor bo hecked to indicate wners have been and to provide a ge	xes if the neral
Prepared Signature	expected Performance Impr								provided (t	his does not requir	
Clier Party Review d signature Other Party Review signature (if necessary) Director/Manager ER 3003 & 3302 - Spending Gas Replc Street & Hwy 54,000,000 53,000,000 52,000,000 51,000,000 5	Kri Measure:				1	Prepared	signature	111 0111	//		
Other Party Review signature (if necessary) ER 3003 & 3302 - Spending Gas Replic Street & Hwy S4,000,000 S3,000,000						rrepureu	July 1	My a six	-		
Other Party Review signature (if necessary) ER 3003 & 3302 - Spending Gas Replic Street & Hwy S4,000,000 S3,000,000						Paviawad	eignatura	$M \Lambda \Lambda$			
ER 3003 & 3302 - Spending Gas Replic Street & Hwy \$4,000,000 \$3,500,000 \$2,000,000 \$1,500,000 \$1,500,000 \$1,500,000 \$1,500,000 \$1,500,000 \$2,000,000 \$1,000,000						neviewed	agnature		Director/Manager		
ER 3003 & 3302 - Spending Gas Replc Street & Hwy \$4,000,000 \$3,500,000 \$2,500,000 \$1,500,000 \$1,500,000 \$1,500,000 \$1,500,000 \$1,500,000 \$1,000,000 \$1									Director/Manager		
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Sas Replacement Street and Highway 14 16 2											
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\$2,000,000 \$1,500,000 \$1,000,000 \$5,000,000 \$1,000,000 \$5,000,000 \$1,000,000 \$1,000,000 \$1,000,000 \$2,000,000 \$3,000,000 \$3,000,000 \$4,000,000 \$5,000,000 \$5,000,000 \$1,000,000	\$3,00	0,000							2008		
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\$1,000,000 \$500,000 \$0 1 2 3 4 5 6 7 8 9 10 11 12 Reliability of an outage) Likelihood Likelihood Safety and Health: Employee Emironmental Likelihood Safety and Health: Public Likelihood Safety and Health: Employee Financial impact (Consequential Conts/Revenues) Likelihood Legal, Regulatory, External Business Affairs Likelihood Contoners Service and Reliability (& customers * dwartion of an outage) Financial impact (Consequential Conts/Revenues) Likelihood Legal, Regulatory, External Business Affairs Likelihood Contoners Service and Reliability (& customers * dwartion of an outage) Financial impact (Consequential Conts/Revenues) Likelihood Safety and Health: Employee Likelihood Financial impact (Consequential Conts/Revenues) Likelihood Safety and Health: Employee Likelihood Review Cycles 2012-2016	\$1,50	0,000		-			_				
Budget Budget Bu	\$1,000	0,000	/ .								
1 2 3 4 5 6 7 8 9 10 11 12 Reliability Likelihood Reliability Likelihood Safety and Health: Employee Likelihood Safety and Health: Employe	\$50	0,000									
Gas Replacement Street and Highway 14 16 2 Environmental Likelihood Safety and Health: Public Likelihood Safety and Health: Employee Likelihood Legal, Regulatory, External Business Affairs Likelihood Safety and Reliability (# customers* duration of an outlage) Financial Impact (Corresquentis) Likelihood Legal, Regulatory, External Business Affairs Likelihood Safety and Reliability (# customers* duration of an outlage) Financial Impact (Corresquentis) Likelihood Legal, Regulatory, External Business Affairs Likelihood Safety and Reliability (# customers* duration of an outlage) Financial Impact (Corresquentis) Likelihood Legal, Regulatory, External Business Affairs Likelihood Safety and Health: Employee Li		\$0 1	2 3 4	5 6	7	8	9 10	11 12	- 150	1	
Content Cont						350000000000000000000000000000000000000			4		Likelihood
Gas Replacement Street and Highway 14 16 2 Financial Impact			2 - \$200k - \$2MI	M ≺ Once	/year re	estrictions or Boa	rd or management to make		1 - < 1,500 Customer hour		< Once / 10 years
Street and Highway 14 16 2 Financial Impact (Consequential Costs/Revenues) 1 - \$200k			Environ	mental Like	elihood	Safe	ty and Health: Public	Likelihood	Safety and Hea	th: Employee	Likelihood
Financial Impact [Consequential Costs/Revenues] 1 ** 10	Gas Replacement						Risk upon	Completion			
To be completed by Capital Planning Group Rationale for decision Costyneering 1 - \$200k Conce / 10 years 1 - No likely impact on needia or regulatory relationship. Safety and Health: Public Likelihood Safety and Health: Public Likelihood Safety and Health: Public Likelihood Review Cycles 2012-2016	Street and Highway	14 16	Financial (Conseq	uential Like	elihood	Legal, Regulat	tory, External Business Affair	s Likelihood	Customer Service (# customers * dura	and Reliability	Likelihood
To be completed by Capital Planning Group Rationale for decision Review Cycles 2012-2016							t on media or regulatory	< Once / 10 year			< Once / 50 years
Rationale for decision Review Cycles 2012-2016			Environ	mental Like	elihood	Safe	ty and Health: Public	Likelihood	Safety and Hea	ith: Employee	Likelihood
2012-2016			Group							A Granical IV	Carlo Him
Date Template	nationale for decision										
							Date		Templat	e	
								XII DALXIE GALX			

Functional Group: Natural Gas Distribution

Business Case Name: Gas Telemetry Deployment

ER No: ER Name: 3117 Gas Telemetry

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$1,200¹

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	98											38	60
2014	400	31	26	28	30	35	33	31	43	35	36	31	42
2015	400	31	26	28	30	35	33	31	43	35	36	31	42
2016	400	31	26	28	30	35	33	31	43	35	36	31	42

Business Case Description:

This program will continue the installations of gas telemetry throughout Avista's natural gas service territory. Further enhancing the telemetry sites will increase the visibility of the gas system to help analyze operational concerns and cold weather performance. This program will also replace the current mechanical pressure recording charts with electronic pressure recording devices. These types of projects also enhance our disaster recovery efforts by updating existing telemetry and adding new sites. Gas Scheduling benefits from this data also by having independent measurement points to check the pipelines values and to receive more timely information from the field.

Offsets:

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

AVISTA

Capital Program Business Case

Investment Name:	Gas Telemetry									
Requested Amount	\$400,000	VB		Assessments:						THE RESERVE
Duration/Timeframe	Con Engineering	Year Program		Financial:	7.00%					
Dept, Area: Owner:	Gas Engineering Mike Faulkenben	04		Strategic:	Reliability & C			- 10		
Sponsor:	Don Kopczynski	i y		Business Risk: Program Risk:			eduction >5 and	<= 10 dule and resource:		
Category:	Program			rogram kisk.	riigii certairity	aiu	und cost, scried	dule and resource	5	
Mandate/Reg. Reference:		2.631		Assessment Score:	#NAME?	T	Annual Cost	Summary - Increas	a/(Darrasca)	
Recommend Program Desc					Performance		Capital Cost	O&M Cost	Other Costs	Dusiness Diels Conse
This program will continue	the installations of	gas telemetry thro	ughout Avista's g	as service territory.	describe any	\$		\$ -	\$ -	Business Risk Score
Further enhancing the tele- operational concerns and co mechanical pressure recordulate on the con- also enhance our Disaster of Scheduling benefits from the pipelines values and to reco	metry sites will incre old weather perfore ding charts with elec Recovery efforts by his data also by havi	ease the visibility on mance. This progar ctronic pressure re updating existing t ng independent m	of the gas system in will also replace cording devices, elemetry and adde easurement poin	to help analyze e the current These types of project ling new sites. Gas	incremental changes that		100,000			
							Annual Cost	Summary - Increas	e/(Decrease)	
Alternatives:					Performance		Capital Cost	O&M Cost	Other Costs	Business Risk Score
Unfunded Program:	No further enhance Existing mechanica			ing telemetry system. to fix and replace.	n/a	\$		\$ 50,000	\$	8
Alternative 1: Brief name of alternative (if applicable)	facilities. This fund	ing level was previ are now requestin	ously approved a	ain or upgrade existing s part of the Gas PMC out as it does not align	incremental	\$	400,000	\$ -	\$	1
Alternative 2: Brief name of alternative (if applicable)	Describe other opt	ions that were con	sidered		describe any incremental changes in operations	\$		\$ -	\$	0
Alternative 3 Name: Brief name of alternative (if applicable)	Describe other opt	ions that were con	sidered		describe any incremental changes in operations	\$		\$ -	\$	0
Program Cash Flows		_								
	Capital Cost	O&M Cost	Other Costs	Approved		Ass	sociated Ers (list	all applicable):		
Previous		\$ -	\$ -	\$ -	0		3117			
2014	The second second second	\$ -	\$ -	\$ 400,000	rises.	-				
2016	THE RESERVE THE PERSON NAMED IN	\$ -	\$ -	\$ 400,000	et min			11010		
2017	\$ 370,000	\$ -	\$ -	\$ 400,000	and the same of th	_				
2018		and the same of th	\$ -	\$ 400,000	where the same of					- 1
Total	The second secon		\$ -	\$ 2,000,000	- Contract C					
ER	2014	2015	2016	2017	2018		Total	Mandate Excerpt (if applicable):	
3117	\$ 400,000	\$ 400,000	\$ 400,000		-	\$	2,000,000	CFR 192.741 - E	ach distribution sy	stem supplied by
0	\$ -	\$ -	\$ -	\$ -	\$ -	\$		more than one so		
0	\$ -	\$ -	\$ -	\$ -	\$ -	\$				gauges to indicate
0	\$ -	-	Y	\$ -	\$ -	\$		the gas pressure		
0	\$ -	\$ -	\$ -	\$ -	\$ -	\$		CFR 192.631 - C	ondo Room wgn	II.
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Total	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$	2,000,000		14114	
Resources Requirements: (request forms and a	pprovals attached)				A COLUMN		5-73-54-1	
Internal Labor Availability: Contract Labor:	Low Probability YES	Medium Probability	High Probability	Enterprise Tech: Facilities: Capital Tools: Fleet:	YES - attach form YES - attach form YES - attach form YES - attach form		NO or Not Required NO or	labor boxes resource ow a general se	should be checked to	tacted and to provide ff will be provided

Exhibit No. DCG-21 Dockets (AFI) (2008) Page 159 of 344 Attachment No.__NGD-6.2

Capital Program Business Case

erformance Indicator(s)	
red Performance Improvements	
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	111/01/1
	Prepared signature (1) ((1))
	("")
	IMA / A VL
	Reviewed signature
	Director/Manager
	: 1
	Other Party Review signature
	(if necessary) Director/Manager
This space is to be used for photographs, charts, or other da	lata that may be useful in evaulating the Program
e completed by Capital Planning Group	
ionale for decision	Review Cycles

Date

Template

Functional Group: Natural Gas Distribution

Business Case Name: Isolated Steel Replacement

ER No: ER Name:

3007 Isolated Steel Replacement

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$10,582¹

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	1,121							188	180	116	184	173	280
2014	2,598	192	165	177	192	226	220	200	275	230	238	196	287
2015	2,818	209	179	192	208	245	238	217	299	249	258	213	311
2016	2,818	209	179	192	208	245	238	217	299	249	258	213	311

Business Case Description:

This annual program will replace sections of cathodically isolated steel pipe. Isolated portions of pipe including risers, service pipe and main will be replaced as required to meet the requirements of 49 CFR 192.455 & 157 and in accordance with WUTC Docket PG-100049. This program will be conducted in ID and OR also to assure cathodically isolated steel is identified and replaced as needed.

Offsets:

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

AWISTA

Capital Investment Business Case

Investment Name:	Isolated Steel Re	eplacement										
Requested Amount	\$2,598,333			Assessments:								
Duration/Timeframe	On-Going			Financial:	High - Exceeds			83				
Dept, Area:	Gas Operations			Strategic:	Reliability & Ca			MO				
Owner:	Mike Faulkenberr	У		Operational:	Operations sor			уе	xecution			
Sponsor:	Don Kopczynski			Business Risk:	ERM Reductio						7-2-14-000	
Category:	Mandatory			Program Risk:	Moderate certa	ainty	and the state of t	-	the state of the s	and a second national distance		
Mandate/Reg. Reference:		100049, 49CFR1	192.455&157	Assessment Score:	117		Annual Cost	Su	mmary - Increas	e/(Dec	rease)	
Recommend Program Desc	ription:				Performance		Capital Cost		O&M Cost	0	her Costs	Business Risk Score
This annual program will re					describe any	\$	2,598,333	\$	*:	\$	-	12
including risers, service pip 192.455 & 157 and in accor OR also to assure cathodica	dance with WAC Do	cket PG-100049. T	his program will		this Program would benefit							
					present	1				1		
					operations							
								Sui	mmary - Increas	e/(Dec	rease)	
Alternatives:					Performance	0	Capital Cost		O&M Cost	01	her Costs	Business Risk Score
Status Qua:	Avista would be ou 192.455 & 457.	t of compliance wi	th Docket PG-100	0049 and 49 CFR	n/a	\$		\$		\$	2.00	12
Alternative 1:	Complete program	matic replacement	of isolated steel	pipe	n/a	\$	2,598,333	\$	-	\$	-20	9
Alternative 2:					n/a	\$		\$		\$		0
Alternative 3 Name: Brief name of alternative (if applicable)					describe any incremental changes in operations	\$		\$	-	\$	٠	0
Program Cash Flows				ivs parkaging	Associated Ers (list a	ll applicable):					
2012-2016					Current ER							
	Capital Cost	O&M Cost	Other Costs	Approved Capital	3007							
2012		\$ -	\$ -	\$ 1,095,000					N-a-			
2013	\$ 2,348,337	\$ -	\$ -	\$ 2,348,333								
2014	\$ 2,598,333	\$ -	\$ -	\$ 2,598,333								
2015	\$ 2,790,043	\$ -	\$ -	\$ 2,818,333								
2016	\$ 2,790,043	\$ -	\$ -	\$ 2,818,333								
2017	The same of the sa			\$ 2,818,333								
2018					1							
				STATE OF A REAL PROPERTY.	1							
Total	\$ 18,484,855	\$ -	\$ -	\$ 14,496,665								
Mandate Excerpt (if applica Docket PG-100049 (III) - Agreement within five yea	"Agreement"(2) - A	vista agrees to s	survey its entire		-	find i	solated steel a	ind	complete all re	emedia	action set	forth in this
Additional Justifications:										100		

Capital Investment Business Case



esources Requiremen	nts: (reque	est forms a	nd approve	als attached)						
ternal Labor Availabil ontract Labor:	☑ YE		☑ Med	ium Probability	High Probability	Enterprise Tech: Facilities: Capital Tools: Fleet:	YES - attach form YES - attach form YES - attach form YES - attach form	✓ NO or Not Required	internal and contract labor bor should be checked to indicate resource owners have been contacted and to provide a get	res if the neral
y Performance Indic pected Performance Impr									sense of how likely staff will be provided (this does not require	
Measure:	rovements					1			commitment).	
8		U		7	AA			11/1/11	11	
Department	ı	YTD October 2013		imum to plete 2013	Percent Complete	Prepared	signature	HB U.C.	////	
Spokane Gas Const	truction	.58	6	650	90%			111.0	/ No	
Roseburg		- 11	3	107	106%	Reviewed	signature	1/MY		
Medford Constructi	ton		3	222	2%		***************************************		Director/Manager	
Clarkston Electric	& Gas		6	34	18%			_	7	
La Grande		2	5	28	89%					
Sandpoint / Bonner.	s Ferry		4	7	5736	Other Party Review	v signature			
CDA Gas			8	31	123%	(if necessary		1	Director/Manager	
Klamath Falls			4	43	56%	100 to				
Pullman Electric & Total YTD 2013	Gas	81	4	98 1220	14%					
					67%					
	\$1,500,000 \$1,000,000 \$500,000		2	3	4 5	6 7	8 9	10 11	—2012 —■-2013 ——Budget	
Business Case	ERM Risk	Status	Risk on				Status Qu	o Risk		
ousiness case	Reduction	Quo Raw Score	Completion Raw Score	Financial (Consequ Costs/Rev	ential Lif		atory, External Business Affairs	Likelihood	Customer Service and Reliability (# customers * duration of an outage)	Likelihood
				3 - \$2MM - \$4MF		restrictions or Bo leadership chan			1 - < 1,500 Customer-hours	< Once / 10 year
				Environ	nemai Lii	celihood Saf	ety and Health: Public	Likelihood	Safety and Health: Employee	Likelihood
				115 - 70						-
colated Steel	1570	009					Risk upon Co	mpletion		
eplacement	3	12	9	Financial (Consequ Costs/Rev	ential Lil	telihood Legal, Regula	atory, External Business Affairs	Likelihood	Customer Service and Reliability (# customers * duration of an outage)	Likelihood
				3 - \$2MM - \$4MM			n a moderate negative impact industrial relationships and /		1 - < 1,500 Customer hours	< Once / 50 year
- 1				Environn	nental Lis		ety and Health: Public	Likelihood	Safety and Health: Employee	Likelihood
be completed by		Planning	Group							
tationale for decision	n		COCH		S - OF BURG				Review Cycles	
									2012-2016	
							Date		Template	

Functional Group: Natural Gas Distribution

Business Case Name: Overbuilt Pipe Replacement

ER No: ER Name:

3006 Overbuilt Pipe Replacement Blanket

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$3,300¹

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	390							40	65	34	73	66	112
2014	900	82	74	73	73	75	73	72	85	72	74	75	72
2015	900	82	73	73	73	75	73	71	86	72	75	74	73
2016	900	82	73	73	73	75	73	71	86	72	75	74	73

Business Case Description:

This program will replace sections of existing natural gas distribution piping that has either experienced encroachment or have been built over/covered by customer-constructed improvements (i.e. decks, driveways, etc.). These types of situations restrict the Company's access to pipe. The project will address the replacement of sections of gas main and services that no longer can be operated safely. The replacements will be completed to enhance public safety. All types of overbuilds will be addressed with the primary focus of the project being overbuilds in manufactured/mobile home developments.

Offsets:

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

AVISTA

Capital Program Business Case

Investment Name:	Overbuilt Pipe F	Replacement								
Requested Amount Duration/Timeframe	\$900,000 On Going	Voor Broaven		Assessments:	7 000/					
Dept, Area:	Gas Operations	Year Program		Financial:	7.00%	ani	naitu			
Owner:	Mike Faulkenber	ny		Strategic: Business Risk:	Reliability & C		acity eduction >5 and	<= 10		
Sponsor:	Don Kopczynski	,	51	Program Risk:				dule and resource	e	
Category:	Mandatory				- Ingir coramity	-	2010	and una resource	9	
Mandate/Reg. Reference:	49 CFR 192.361	(f)		Assessment Score:	131	1	Annual Cost	Summary - Increas	se/(Decrease)	
Recommend Program Des	cription:				Performance	T	Capital Cost	O&M Cost	Other Costs	Business Risk Score
This program will replace so been overbuilt by custome					describe any incremental	\$		\$ -	\$ -	4
Company's access to pipe.					changes that					
longer can be operated saf of overbuilds will be addres manufactured/mobile hom	ssed with the prima				this Program would benefit present operations	22				
Alternatives:					Destaurant	F		Summary - Increas	The state of the s	
Unfunded Program:	Avieta will continu	a anarating with in	seasond sick doo	to accedentate	Performance	-	Capital Cost	O&M Cost	Other Costs	Business Risk Score
omanaco riogram.	Avista will continue	e operating with in	creased risk due	to overbuilus	n/a	\$		\$	\$	12
Alternative 1: Brief name of alternative (if applicable)	Complete program	mplete programmatic replacement of overbuilt pipe. describe any incremental changes in operations								4
Alternative 2: Brief name of alternative (if applicable)	Describe other opt	ions that were con	sidered			\$ -	\$ -	0		
Alternative 3 Name: Brief name of alternative (if applicable)	Describe other opt	ions that were con	sidered		describe any incremental changes in operations	\$		\$ -	\$ -	0
Program Cash Flows		*				-				
B00 3000	Capital Cost	O&M Cost	Other Costs	Approved		As	sociated Ers (list	all applicable):		
Previous	The second second second		\$ -	\$ 500,000		\vdash	3006			
2013 2014		\$ -	\$ -	\$ 600,000	_	-				
2015			\$ -	\$ 900,000	-	\vdash				
2016	The second second	\$ -	\$ -	\$ 900,000	Acres	_				
2017		\$ -	\$ -	\$ 900,000						
2018				\$ 900,000						
Total	\$ 4,500,000	\$	\$ -	\$ 5,100,000	****					
						_				
ER	2013	2014	2015	2016	2017	1	Total	Mandate Excerpt		
3006	\$ 900,000	\$ 900,000	\$ 900,000	AND	TO THE PARTY OF	-		49 CFR 192.361(f)		The second secon
0	\$ -	\$ -	\$ -	\$ -	\$ -	\$				rvice line is installed
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	\$ -	\$ -	\$ -	\$ -	\$ -	\$		Avista operates wi	th an increase risk	to its customers and
0	\$ -	\$ -	\$ -	\$ -	\$ -	\$		the general public	when operating pi	peline facilities that
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Total	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000		-	4,500,000			
Resources Requirements: (Low Probability	pprovals attached		Enterprise Tech:	YES - attach form		☑ NO or Not Requ		ppropriate box. The	internal and contract to indicate if the
Contract Labor:	☑ YES	□ NO		Facilities: Capital Tools; Fleet:	YES - attach form YES - attach form YES - attach form	1	✓ NO or Not Requ ✓ NO or Not Requ ✓ NO or Not Requ	resource ov ired a general se		tacted and to provide iff will be provided

Capital Program Business Case



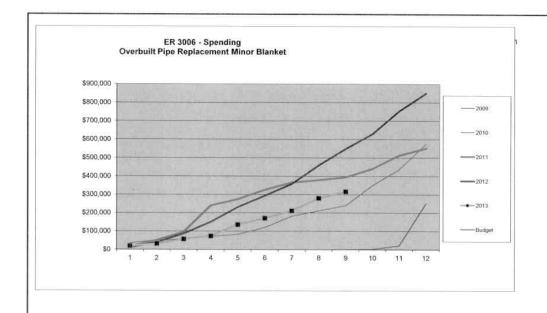
Key Performance Indicator(s)	
Expected Performance Improvements	
KPI Measure:	

Reviewed signature

Other Party Review signature

(if necessary)

Director/Manager



To be completed by Capital Planning Group

Rationale for decision

Review Cycles

2012-2016

Date

Template

Functional Group: Natural Gas Distribution

Business Case Name: Regulator Station Reliability Replacement

ER No: ER Name:

3002 Regulator Reliable - Blanket

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$2,850¹

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	218							5	6	122	23	32	31
2014	600	36	31	39	44	48	64	64	67	59	52	48	47
2015	800	44	40	51	58	64	88	87	89	81	70	64	63
2016	800	44	40	51	58	64	88	87	89	81	70	64	63

Business Case Description:

This annual project upgraded or replaced various regulator stations within the natural gas distribution system, improving station reliability and reducing operation and maintenance costs. Existing stations required upgrades due to many factors, such as replacement of obsolete equipment and improvement in regulation technology.

Offsets:

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

Attachment No.__NGD-9.1



Capital Investment Business Case

Investment Name:		on Reliability Rep	placement									
Requested Amount	\$600,000			Assessments:								
Duration/Timeframe	On-Going Gas Operations			Financial:	Medium - >= 5	NICOLINE COLUMN	SOUTH STATE OF THE		Median Ind			
Dept, Area:				Strategic:	Life Cycle Pro						ESCALATA	JEDNIKE AND
Owner: Sponsor:	Mike Faulkenbe Don Kopczynski	rry		Operational:	Operations rec			erform	at current l	evels		"INDEXA DELICA
Category:	Program			Business Risk:	ERM Reductio			to the same	4 50 000 1100 0		S PROMP	
Mandate/Reg. Reference:	riogiam			Program Risk:	High certainty	-		-		Contract of the last of the la		
Recommend Program Desc	rintion:			Assessment Score:			Annual Cost			1	and the same of th	
					Performance	-	apital Cost	-	&M Cost	-	Other Costs	Business Risk Score
This annual program will rep Avista standards. This prog performance, safety, replace	gram will address e cement of inadequ	nhancements that v ate or antiquated e	will improve syste quipment that is r	m operating	describe any incremental , changes that	\$	600,000	\$		\$		2
and ensure the reliable ope	ration of metering	and regulating equi	pment.		this Program would benefit present operations							
500							Annual Cost			e/(De	crease)	
Alternatives:					Performance	_	apital Cost	0	&M Cost	(Other Costs	Business Risk Score
Status Quo:	replacement to er	ified on an on-going isure continued reli se a greater risk to l	able operation. S	tations that are not	n/a	\$		\$		\$		4
Alternative 1:	Upgrade stations	as identified on an o	on-going basis		Reduction in regulator station maintenance.	\$	600,000	\$	ē	\$	2 721	2
Alternative 2:					describe any incremental changes in operations	\$		\$	9#	\$		0
Alternative 3 Name: Brief name of alternative (if applicable)					describe any incremental changes in operations	\$		\$		\$	130	0
												•
Program Cash Flows					Associated Ers (list all	applicable):					
2012-2016			1		Current ER							
	Capital Cost	O&M Cost	Other Costs	Approved	3002	-				-		
2012	¢ 500,000	· S -		A 400.0	200	-				-		
2012	The second secon		\$ -	\$ 400,0	20.000					_		
2013			5 -	\$ 650,0								
2015			\$ -	\$ 800,0								
2016			\$ -	\$ 800,0	Michigan Co.							
2017	\$ 800,000	in military and the second	1	\$ 800,0								
2018				\$ 800,0								
Total	\$ 4,950,000	\$ -	\$ -	\$ 4,850,0	000							
Mandate Excerpt (if applica	ible):											
CFR § 192.739 - Pressure If older components are n						ons m	ust be inspec	ted an	nually.			
Additional Justifications:												
Approximately 50% of the s	pending is required	to satisfy the repla	cement of antiqu	ated equipment or l	have an elevated safe	ety risl	k Approximate	elv 50%	of the snen	ding is	strategic and	provides
enhancements that facilitate	e operation and m	aintenance.				31.5000						
Resources Requirements: (request forms and	approvals attached										
Internal Labor Availability: Contract Labor:	Low Probability YES	☐ Medium Probability ☑ NO	High Probability	Enterprise Tech: Facilities: Capital Tools: Fleet:	YES - attach form YES - attach form YES - attach form YES - attach form		☑ NO or Not Requ ☑ NO or Not Requ ☑ NO or Not Requ ☑ NO or Not Requ	ired ired	interna should resour	al and be choose own	propriate box. contract labor b ecked to indicat ners have been	ooxes te if the
Key Performance Indicator(Expected Performance Improvem KPI Measure:	717	18 160						sense provid	of how	d to provide a g likely staff will s does not requ).	be	



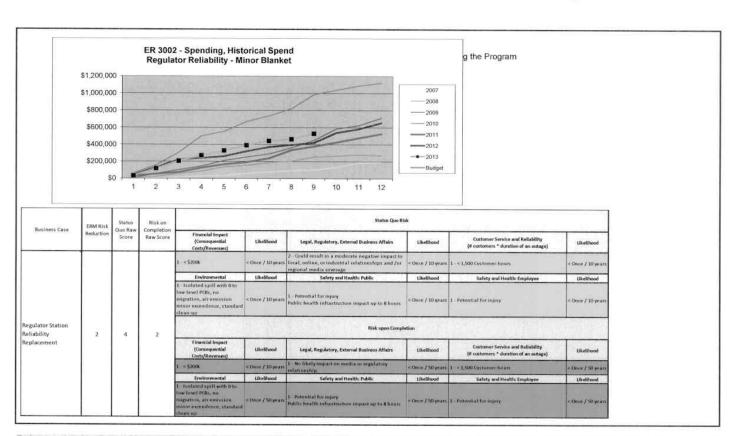
Capital Investment Business Case

Reviewed signature

Other Party Review signature

(if necessary)

Director/Manager



ationale for decision		Review Cycles 2012-2016
	Date	Template

Functional Group: Natural Gas Distribution

Business Case Name: Replace Deteriorating Steel Gas Systems

ER No: ER Name:

3001 Replace Deteriorating Gas System

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$3,400¹

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	495							22	39	62	249	43	81
2014	800	42	41	49	56	71	73	65	81	79	79	57	107
2015	1,000	52	51	61	70	89	92	83	101	100	98	71	132
2016	1,000	52	51	61	70	89	91	82	101	99	99	71	134

Business Case Description:

This annual program will replace sections of existing steel gas piping that are suspect for failure or are showing signs of deterioration within the gas system. This program will address the replacement of sections of gas main with corrosion related issues that no longer operate reliably and/or safely. Sections of the gas system require replacement due to many factors including material failures, environmental impact, increased leak frequency, or coating problems. This program will identify and replace sections of steel pipe to improve public safety and system reliability. The projects primary focus is to address corrosion related pipe issues.

Offsets:

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

Exhibit No. DCG-21
Dockets UE-150204/UG-150205
Exhibit No.____(QGD-15) of 344
Attachment No.___NGD-10.1

Capital Investment Business Case



Investment Name:	Repl. Deteriorati	ng Steel Gas Sy	ystems									
Requested Amount	\$800,000			Assessments:								
Duration/Timeframe	On-Going			Financial:	<= 0% CIRR					1.11	D. C. L. W. S.	VIII SHIDE IN
Dept, Area:	Gas Operations			Strategic:	Life Cycle Pro			Ш		of the		
Owner:	Mike Faulkenberr	У		Operational:			red beyond curr	ent	levels	197001		
Sponsor:	Don Kopczynski			Business Risk:	ERM Reduction					CARCIN CO.		
Category:	Program			Program Risk:		-	around cost, s	_		-		
Mandate/Reg. Reference:				Assessment Score:	. 79	-		Sur	nmary - Increas			
Recommend Program Desc	100000000000000000000000000000000000000				Performance	ļ.,	Capital Cost		O&M Cost	-	ther Costs	Business Risk Scor
This annual program will re showing signs of deteriorati sections of gas main with co of the gas system require re impact, increased leak frequent steel pipe to improve public pipe issues.	on within the gas sy prrosion related issu placement due to nuercy, or coating pro	rstem. This progra les that no longer nany factors inclu- oblems. This prog	am will address the operate reliably a ding material failt gram will identify	e replacement of nd/or safely. Sections res, environmental and replace sections o	this Program f would benefit	\$	800,000	\$		\$		1
• 14					1			Sur	nmary - Increas	_		
Alternatives:					Performance	-	Capital Cost		O&M Cost	-	ther Costs	Business Risk Scor
Status Quo:	A number of location Roseburg, and La Grelated to leaks.			d, Klamath Falls, higher operating risk	n/a	\$		\$		\$		6
Alternative 1: Pipe Installation	Strategically replac	e sections of at-ris	sk steel piping.		Reduced risk of system leaks	\$	800,000	\$		\$		1
Alternative 2:					describe any incremental changes in operations	\$		\$		\$		0
Alternative 3 Name: Brief name of alternative (if applicable)					describe any incremental changes in operations	\$		\$		\$		0
Program Cash Flows					Associated Ers	list	all applicable):					War and Table 1
2012-2016					Current ER							
	Capital Cost	O&M Cost	Other Costs	Approved	3001	-		-				
2012	\$ 800,000	s -	5 -	\$ 800,00	10	+						
2013	The second secon		\$ -	\$ 600,00	WASHING TO SHARE THE PARTY OF T	1_		1				
2014	A CONTRACTOR OF THE PARTY OF TH	\$ -	5 -	\$ 800.00								
2015	\$ 1,000,000	\$ -	\$ -	\$ 1,000,00								
2015		\$ -	\$ -	\$ 1,000,00								
2017		*	*	\$ 1,000,00								
2018				\$ 1,000,00								
2010	3,000,000	To the last		2,000,00								
Total	\$ 6,200,000	\$ -	S -	\$ 6,200,00	00							
		\$	15 -	\$ 6,200,00	00							
Mandate Excerpt (if applica N/A	ible):											
Additional Justifications:			THE LISTS			45	NI-SI-		The state of the s			
This program has been exec	uted historically usi	ing a qualitative as	ssessment metho	at the district level						111111		

Capital Investment Business Case



tract Labor:	Low Probability YES	☐ Medium Probab	lity ☑ High Probabi	Enterprise Tech: Facilities: Capital Tools: Fleet:	YES - attach form YES - attach form YES - attach form YES - attach form	✓ NO or Not Require	nd nd	Check the appropriate box. The internal and contract labor boxes should be checked to indicate if the resource owners have been contacted and to provide a general
Performance Indicator								sense of how likely staff will be provided (this does not require a firm
cted Performance Improve Measure:		0 miles of steel pip	e			1		commitment).
(CONT. 20)				127		1111 01	111	
Ext	ternal Corr	osion Leaks		Prepared	signature	495 an	141	~
6.77	\bigcap		Corrosion Leaks/100 miles of steel pipe	Reviewed	signature	N	Director/N	lanager
V			-Base Line (5yr Avg)	Other Party Revie (if necessary			Director/N	lanager
2004 2005 2006 2007	2008 2009 2010	2011 2012	Source- DIMP					
	This space is		22 //(1 // 1)	s, or other data that ma	y be useful in evalu	lating the Program		
		ER 3001 - Spenie Deteriorating G	ding sas Systems	8 9 10 1	1 12	2007 2008 2009 2010 2011 2012 2013 Budget		
\$1,600,000 \$1,400,000 \$1,200,000 \$1,000,000 \$800,000 \$600,000 \$400,000 \$200,000 \$0	Replace 1 2 100 Kalw Congression Score Raw Score	ER 3001 - Spenie Deteriorating G	6 7 Lihelihoot Legal 8	8 9 10 1	1 12 Contact (if contact)	2007 2008 2009 2010 2011 2012 2013 Budget owner Service and Reliability owners "duration of an outaget)	Likelthood	
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Date

2012-2016

Template

Functional Group: Natural Gas Distribution

Business Case Name: Gas Planned Meter Change-out ("PMC") Program - Capital Replacements

ER No: ER Name:

3055 Gas Meter Replacement Non-Revenue

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$3,090¹

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013													
2014	1,000	76	63	70	75	83	93	89	110	89	87	80	85
2015	1,030	78	65	72	77	85	96	92	114	92	90	82	88
2016	1,061	79	66	74	79	88	99	95	117	95	92	85	91

Business Case Description:

This annual program will provide for replacement of gas meters and associated measurement equipment that are completed in association with the Gas Planned Meter Change-out (PMC) program. Avista is required by commission rules and an approved Tariff in WA, ID, and OR to test meters for accuracy and ensure proper metering performance. Execution of this program on an annual basis will ensure the continuation of reliable gas measurement. This program will include the labor and minor materials associated with the PMC program. Major materials (meters, regulators, and ERTs) will be charged to the appropriate growth ERs.

Offsets:

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

Capital Program Business Case



Investment Name:	Gas PMC Progra	am		1						
Requested Amount	\$1,000,000	V		Assessments:		Date				
Duration/Timeframe	On-Going	Year Program		Financial:	High - Exceed					
Dept., Area:	Gas Engineering			Strategic:	Reliability & C	apac	city			
Owner:	Mike Faulkenber	y		Business Risk:	Business Risk	Red	duction >10 an	d <= 15		
Sponsor:	Don Kopczynski			Program Risk:	Moderate cert	ainty	around cost,	schedule and reso	ources	
Category:	Mandatory			1	-					
Mandate/Reg. Reference:	WAC 480-90-348	IDAPA 31.31.0	1.151-200. OAF	Assessment Score:	185		Annual Cost	Summary - Increa	(assertant)	
Recommend Program Desc								The second secon	7000	
					Performance	-	Capital Cost	O&M Cost	Other Costs	Business Risk Score
This annual program will pr equipment that are comple Avista is required by comm accuracy and ensure prope ensure the continuation of materials associated with tl charged to the appropriate	eted in association w ission rules and an a r metering perform reliable gas measur he PMC program. M	vith the Gas Planne approved Tariff in Nance. Execution of ement. This progra	ed Meter Change WA, ID, and OR to this program on am will include th	out (PMC) program. test meters for an annual basis will te labor and minor		\$	1,000,000	\$	\$	0
T							Annual Cost	Summary - Increa	se/(Decrease)	
Alternatives:					Performance		Capital Cost	O&M Cost	Other Costs	Business Risk Score
Status Quo :	Avista would be ou WA, ID, and OR rel completed.			rative requirements in I face fines if not	n n/a	\$	•	\$	\$ -	0
Alternative 1:	Replacement gas n program and comp measurement tech	lete strategic enha		of the gas meter PMC elemetry and		\$	1,000,000	\$ -	\$ -	0
Alternative 2:						+		\$ -	\$ -	0
								,	3	
						\$		\$ -	\$ -	0
Program Cash Flows	0 110 1									
	Capital Cost	O&M Cost	Other Costs	Approved		Asso	ociated Ers (list			
Previous	rain a	\$ -	\$ -	\$ -			3055			
2013	\$ -	\$ -	\$ -	\$ -	0.5					
2014	\$ 1,000,000	\$ -	\$ -	\$ 1,000,000	5					
2015	\$ 1,030,000	\$ -	\$ -	\$ 1,030,000		_				
2016		\$ -	\$ -	\$ 1,060,900	neme					
2017	\$ 1,092,727	\$ -	\$ -		Name of Street, or other Desiration of Street, or other Desira					
	The state of the s	, ·	2 -	\$ 1,092,727	-					
2018				\$ 1,125,509	9					
Total	\$ 4,183,627	\$ -	\$ -	\$ -						
										
ER	2013	2014	2015	2016	2017	-	Total	Mandate Excerpt	(if applicable):	
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Total	\$ -	\$ 1,000,000	\$ 1,030,000	\$ 1,060,900	\$ 1,092,727	\$	4,183,627			
Resources Requirements: (i Internal Labor Availability: Contract Labor:	Low Probability	pprovals attached	☑ High Probability	Enterprise Tech: Facilities: Capital Tools:	YES - attach form YES - attach form		☑ NO or Not Requ ☑ NO or Not Requ ☑ NO or Not Requ	ired labor boxes ired resource over ired a general se	ppropriate box. The i should be checked to wners have been cont mse of how likely staf	o indicate if the acted and to provide If will be provided
				Fleet:	YES - attach form		NO or Not Requ	ired (this does n	ot require a firm com	mittment).

Capital Program Business Case



Social periodic tests and repairs is to be determined from periodic analysis of the accuracy of meters tested. The schedules adopted shall be subject to the sions approval." NAL COMMENTS: Program required to reliably serve customers, ensure accurate measurement, and properly bill gas revenue. Arges had historically gone into ER3005, the Business Case for ER3005 will be adjusted to show the change starting in 2014. By ER3117 had been combined with this program, as of 1-1-14, it will be on its own Business Case. Social Business Case Busines	Reviewed signature Other Party Review signature Other Party Review signature (if nocessary) Director/Manager This space is to be used for photographs, charts, or other data that may be useful in evaluating the Program E EXCERPT: OAR 860-023-0015(3) - Each energy utility shall adopt schedules for periodic tests and repairs of the security periodic tests and repairs of the security periodic tests and repairs is to be used for photographs, charts, or other data that may be useful in evaluating the Program E EXCERPT: OAR 860-023-0015(3) - Each energy utility shall adopt schedules for periodic tests and repairs of the schedules adopted shall be allowed before receiving periodic tests and repairs of meters. The length of time meters shall be allowed before receiving periodic tests and repairs of meters. The length of time meters shall be allowed before receiving periodic tests and repairs of meters. The length of time meters shall be allowed before receiving periodic tests and repairs of meters tested. The schedules adopted shall be subject to it A COMMENTS. Periodic receiving periodic tests and repairs of meters tested. The schedules adopted shall be subject to it A COMMENTS. Periodic receiving periodic tests and repairs of meters tested. The schedules adopted shall be subject to it A COMMENTS. Periodic receiving periodic tests and repairs of meters tested. The state of the schedules adopted shall be subject to it A COMMENTS. Periodic receiving periodic tests and repairs to the change starting in 2014. Socience of the schedules adopted shall be subject to it A Review September of the schedules adopted shall be subject to it A Review September of the schedules adopted shall be subject to it A Review September of the schedules adopted shall be subject to it A Review September of the schedules adopted shall be subject to it A Review September of the schedules and the schedules adopted shall be subject to it A Review September of the schedules of the schedules adopted shall be subject to it A Review September o		rements								
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Functional Group: Natural Gas Distribution

Business Case Name: Encoder Receiver Transmitter ("ERT") Replacement Program

ER No: ER Name:

3054 Gas ERT Replacement Program

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$1,846¹

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013													
2014													
2015	902	54	49	58	65	78	84	78	95	87	85	67	102
2016	944	56	51	60	68	81	89	82	99	91	89	71	107

Business Case Description:

This program covers labor required for the consistent replacement of 19,500 gas ERTs annually for a 12-year cycle, beginning in the year 2015. Analyses has identified that a levelized replacement strategy will minimize the effect of unit failures as well as introduce new, levelized populations of ERTs into the system for future predictive maintenance. Large populations of ERTs are predicted to fail in quantities of over 20,000 units per year at the peak, causing an operations burden of personnel and equipment as well as an unreasonable number of estimated bills (currently Avista experiences just a couple hundred failures annually due to small ERT populations). The cost of the ERT will go against ER1053, not this business case.

Offsets:

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

AVISTA

Capital Program Business Case

Investment Name:	ERT Replaceme	nt Program											
Requested Amount	\$0			Assessments:									
Duration/Timeframe		Year Program		Financial:	7.00%								
Dept, Area:	Gas Engineering			Strategic:	Life-cycle asse								
Owner: Sponsor:	Mike Faulkenberr	У		Business Risk:	Business Risk Reduction >5 and <= 10 High certainty around cost, schedule and resources								
Category:	Don Kopczynski			Program Risk:	High certainty	arou	nd cost, sched	dule and re	source	5			
Mandate/Reg. Reference:	Program n/a			4.	- 27								
Recommend Program Desc				Assessment Score:	91		the state of the s	I The Real Property lives and the least and		e/(Decrease)	.8		
					Performance	(Capital Cost	0&M (ost	Other Costs	Business Risk Score		
This program covers the colbeginning in the year 2015. the effect of unit failures as future predictive maintenar 20,000 units per year at the an unreasonable number of annually due to small ERT p	. Analysis has identi s well as introduce n ince. Large populati e peak, causing an o of estimated bills (cu	ified that a levelized new, levelized populions of ERTs are pre operations burden our prently Avista expe	d replacement si ulations of ERTs i edicted to fail in of personnel and eriences just a co	trategy will minimize nto the system for quantities of over equipment as well as uple hundred failures	As ERTs are replaced in a planned way, the impact to operations resources and customer billing estimates can	\$	901,890	s	8,000	\$ -	1		
							Annual Cost	Summary -	Increas	e/(Decrease)			
Alternatives:		San II at Lance			Performance	(Capital Cost	08M C		Other Costs	Business Risk Score		
	annually, each requ Avista experiences	 At its peak, more uiring a maintenand only a couple hund 	e than 20,000 ER ce call and estim dred failures curr	Ts are predicted to fail lated bill for customers. rently due to small	n/a	\$	1,058,000		17,000	\$ -	2		
of alternative (if applicable)	age, so there will be	ements beyond this se a lag & re-set of t	s 12 year cycle th this program at t	en occur at 14 years of	As ERTs are refreshed, trouble calls for field failures	\$	901,890	\$	8,000	\$ -	1		
of alternative (if applicable)	years of age was the doing a 'birthday' re still available, and d	ne best advantage. replacement at 10 y does not introduce	This modern stu years will pull uni level population	ing units older than 10 ady has shown that its with too much life as back into the system	Aggressive, early replacement is not desired	\$	1,950,000	\$	690	\$ -	0		
Alternative 3 Name: Brief name of alternative (if applicable)	Describe other opti	ons that were cons	sidered		describe any incremental changes in operations	\$		\$	is.	\$ -	0		
Program Cash Flows	Capital Cost	O&M Cost		Asso	ociated Ers (list	-!! applicabl	-1.						
Previous		\$ -	Other Costs	Approved \$	1	A330	3054	ali applicasi	ej.				
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		\$ -	\$ -	\$ 943,960	-	-		1000	-				
	The state of the s	\$ -	5 -	\$ 994,140	-		100						
		\$ -	\$ -		-								
		\$ -	\$ -	\$ 1,044,320 \$ 3,884,310	-								
ER	2014	2015	2016	2017	1								
		2015	2016	2017	2018		Total	Mandate Ex	cerpt (i	f applicable):			
		\$ 901,890	\$ 943,960			\$	3,884,310						
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Total	\$ -	\$ 901,890	\$ 943,960	\$ 994,140	\$ 1,044,320	\$	3,884,310						
Resources Requirements: (re Internal Labor Availability: [Contract Labor:	Low Probability	pprovals attached) Medium Probability NO	High Probability	Enterprise Tech: Facilities: Capital Tools: Fleet:	YES - attach form YES - attach form YES - attach form YES - attach form		NO or Not Requir	red labo red reso red a ger	r boxes : urce ow neral ser	should be checked to	facted and to provide		

Capital Program Business Case



ted Performance In Measure:	# of ERTs replaced vs. planned	~
reddire.	ii of EN13 replaced vs. planned	0/10/11
		Prepared signature
		10)
		·
		1/1/1/2
		Reviewed signature Director/Manager
		Other Party Review signature
		(if necessary) Director/Manager
	This space is to be used for photographs, charts, or	other data that may be useful in evaulating the Program
a has over 230.0	00 gas ERTs in service since the year 2000. There have been large	ge nonulation wasts such as 2004 and 2005, which represent over 100,000 units along. These ERTs was as has
a has over 230,0 will eventually di	00 gas ERTs in service since the year 2000. There have been larg	ge population years, such as 2004 and 2005, which represent over 100,000 units alone. These ERTs run on ba
will eventually di acements begin.	scharge and need replacement, and are predicted to happen in A levelized replacement rate of approximately 19,500 units ann	large quantities over short periods of time, peaking at over 20,000 field failures a year unless organized ually, starting in 2015, balances the maximum life of the battery while reducing the effects of field failures to
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Annual F 5000 4000 1000 0	scharge and need replacement, and are predicted to happen in A levelized replacement rate of approximately 19,500 units ann e levelized replacement process also introduces smaller popula ny given future year. (Refer to Asset Management Report Title State of the State of St	large quantities over short periods of time, peaking at over 20,000 field failures a year unless organized ually, starting in 2015, balances the maximum life of the battery while reducing the effects of field failures to tions of ERTs back into the system so the next time batteries need replacing there will only be about 19,500 u ad "ERT Replacement Strategy Development, 6/14/12) Failures in a Run-to-Failure Model 25,000 20,000 5,000 5,000
Annual F	scharge and need replacement, and are predicted to happen in A levelized replacement rate of approximately 19,500 units ann e levelized replacement process also introduces smaller popula ny given future year. (Refer to Asset Management Report Title State of the State of St	large quantities over short periods of time, peaking at over 20,000 field failures a year unless organized ually, starting in 2015, balances the maximum life of the battery while reducing the effects of field failures to tions of ERTs back into the system so the next time batteries need replacing there will only be about 19,500 u at "ERT Replacement Strategy Development, 6/14/12) Failures in a Run-to-Failure Model 25,000 20,000 5,000 5,000 5,000
Annual F	scharge and need replacement, and are predicted to happen in A levelized replacement rate of approximately 19,500 units ann e levelized replacement process also introduces smaller popularly given future year. (Refer to Asset Management Report Title failures Beyond 19,417 Planned Replacements Failures Beyond 19,417 Planned Replacements Failures Replacement Program	large quantities over short periods of time, peaking at over 20,000 field failures a year unless organized ually, starting in 2015, balances the maximum life of the battery while reducing the effects of field failures to tions of ERTs back into the system so the next time batteries need replacing there will only be about 19,500 u de "ERT Replacement Strategy Development, 6/14/12) Failures in a Run-to-Failure Model Failures in a Run-to-Failure Model 10,000 5,000 10,30,30,40,40,50,50,50,50,50,50,50,50,50,50,50,50,50
Annual F 5000 Annual F 2000 0 2000 Annual F 5000 Annual F 5000 Annual F	scharge and need replacement, and are predicted to happen in A levelized replacement rate of approximately 19,500 units ann e levelized replacement process also introduces smaller popularly given future year. (Refer to Asset Management Report Title failures Beyond 19,417 Planned Replacements Failures Beyond 19,417 Planned Replacements Failures Replacement Program	large quantities over short periods of time, peaking at over 20,000 field failures a year unless organized ually, starting in 2015, balances the maximum life of the battery while reducing the effects of field failures to tions of ERTs back into the system so the next time batteries need replacing there will only be about 19,500 u de "ERT Replacement Strategy Development, 6/14/12) Failures in a Run-to-Failure Model Failures in a Run-to-Failure Model 10,000 5,000 0 0 0 0 0 0 0 0 0 0 0 0

Date

Review Cycles 2012-2016

Template

Functional Group: Natural Gas Distribution

Business Case Name: Goldendale High Pressure Main Replacement

ER No: ER Name: 3306 Goldendale HP

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$3,500¹

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013													
2014													
2015	3,500												3,500
2016													

Business Case Description:

The coating on the existing high pressure main that feeds the town of Goldendale is disbanded and is showing signs of early stages of corrosion. This line has been exposed in several different locations, and all sections have similar characteristics. It is proposed to replace nearly 3 miles of 4" HP feeding the town of Goldendale with new 4" steel main. Federal code mandates that the coating on steel mains must be properly adhered to the main to protect the pipe from corrosion. This gas system was purchased from Columbia Gas Co and the construction records are not complete, an added benefit to replacement would be the opportunity to have complete construction and pressure test documentation.

Offsets:

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

Capital Project Business Case



Investment Name:	Goldendale HP			1										
Requested Amount	\$0													
Duration/Timeframe Dept, Area:	Gas Engineering	1 Year Project		Financial:		7.00% Reliability & Capacity								
Owner:	Mike Faulkenber			Strategic: Business Risk:		Business Risk			1 15					
Sponsor:	Don Kopczynski	.,		Project Risk:		High certainty								
Category:	Project			1			cu o ur	ra coot, correc	auto ciri	4 103041000				
	CFR 192.459 19	2.461		Assessment Sco	re:	94	1	Annual Cost	t Summ	ary - Increas	e/(Decrease)			
Recommend Project Descri	iption:					Performance	1	Capital Cost	T	&M Cost	Other Costs	Business Risk Score		
The coating on the existing early stages of corrosion. The characteristics. It is proposed at steel main. Federal code main to protect the pipe froconstruction records are no complete construction and	his line has been ex ed to replace nearly mandates that the om corrosion. This g ot complete, an add	posed in several diff 3 miles of 4" HP fer coating on steel ma as system was purc ed benefit to replace	ferent locations, a eding the town of sins must be prop hased from Colur	ill have similar Goldendale with erly adhered to ti nbia Gas Co and I	new he the		\$	3,500,000	\$		\$	1		
											e/(Decrease)			
Alternatives: Unfunded Project:	litumburded			Te		Performance		Capital Cost	_	&M Cost	Other Costs			
		ould face potential f					\$		\$	100,000	\$	12		
Relocate Meter Stn	Replace 3 miles of	4" HP gas main as c			\$	3,500,000	\$		\$	1				
Rewrap pipe	Rewrap the 3 mile	s of HP gas main		high O&M expense	\$	30	\$	2,000,000	\$	0				
Alternative 3 Name: Brief name of alternative (if applicable)	Describe other opt	tions that were cons		describe any incremental changes in operations	\$		\$		\$	0				
Program Cash Flows														
P	Capital Cost	O&M Cost	Other Costs	Approved			Section/occurries	ciated Ers (list	all appl	licable):				
Previous 2013		\$ -	\$ -	\$			3xxx							
2013		\$ -	\$ -	\$		-	-		-					
2015			\$ -	100000000000000000000000000000000000000	0,000									
2016		\$ -	\$ -	\$	-									
2017+		\$ -	\$ -	\$										
Total	\$ 3,500,000	\$ -	\$ -	\$ 3,50	0,000									
ER	2013	2014	2015	2016		2017+		Total			if applicable):			
3xxx	\$ -	\$ -	\$ 3,500,000	1177	*	\$ -	\$	3,500,000				ination of buried		
0	\$ -	\$ -	\$ -	\$		\$ -	\$			ne when exp				
0	\$ -	\$ -	\$ -	\$	-	\$ -	\$		192.4	61 Corrosio	n control: Protec	ctive coatings		
0	\$ -	\$ -	5 -	\$		\$ -	\$		1					
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0	\$ -	\$ -	\$ -	S	-	\$ -	\$	8000100200						
0	\$ -	\$ -	\$ -	\$		\$ -	\$		Additi	onal Justifica	tions:			
0	\$ -	\$ -	\$ -	\$	*	\$ -	\$	dill have	An	y supplemen	that may be useful in			
0	\$ -	\$ -	\$ -	\$	*	\$ -	\$		des	cribing in mo	ure of the Project, the			
0	\$ -	\$ -	\$ -	\$		\$ -	\$				urgency, etc			
0	\$ -	\$ -	\$ -	\$	•	\$ -	\$		1					
0	\$ -	\$ -	\$ -	\$	1	\$ -	\$							
0	\$ -	\$ -	\$ -	\$	2	\$ -	\$	SHE TELL						
0	\$ -	\$ -	\$ -	\$		\$ -	\$		1					
Total	\$ -	\$ -	\$ 3,500,000	\$		\$ -	\$	3,500,000				21 01 -		
Milestones (high level tar	rgets)													
January-00	open		January-00	open				anuary-00	open		Milestone	es should be general.		
January-00	open		January-00	open				anuary-00	open			judgement on project		
January-00 January-00	open open		January-00 January-00	open				anuary-00	open		progress:	so that progress can		
January-00	open		January-00 January-00	open				anuary-00 anuary-00	open open		be measu	red.		
January-00	open		January-00	open				anuary-00	open					
Resources Requirements: (And the second s	pprovals attached)												
Internal Labor Availability: Contract Labor:	Low Probability YES	☐ Medium Probability ☐ NO	High Probability	Enterprise Tech Facilities:	-			Not Required Not Required	Capita Fleet:			NO or Not Required		

Exhibit No. DCG-21 Dockets UE-150204/UG-150205 ExhiBatgN 680 (DBP9-5)

Attachment No.__NGD-15.2

AVISTA

Key Performance Indicator(s)	
xpected Performance Improvements	
(PI Measure:	

Prepared signature

Reviewed signature

Director/Manager

Other Party Review signature (if necessary)

Capital Project Business Case

Director/Manager

une 25, 2013

Jody Morehouse

SUBJECT Goldendale High Pressure Coating Adhesion

As per federal code 49, part 192.461 a coating system must be installed with sufficient adhesion to the metal surface to effectively resist under film migration of moisture. The coating system on the Goldendale HP between the gate station and the regulation station in town appears to consist of a thin plastic. The adhesion of the coating is non-existent migration of moisture under the coating is present. Kenny Gibson recently installed test leads at several locations. Ken was asked to visually inspectithe pipe and provide photographic evidence of what he observed. The photos are included with the

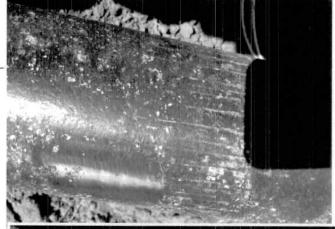
Cathodic Protection levels on the piping are at adequate levels. However cathodic protection currents work much like a flash light, the currentonly gathers on those sections of pipe that are exposed to the soil. Therefore a cosing that is loosely adhered to the metal is effectively shielded the pipe from the cathodic protection current and the environment. Therefore a separate corrosion cell can develop between the coating and the metal.

NOITAGNEMMODER

- According to Kenny Gibson the pipe seemed to be in pretty good shape other than the whitish
 material under the coating adhered to the metal. This is a corrosion productleft behind from
 the corrosion cell between cathodic and anodic areas on the metals surface. The existing pipe
 would need to be cleaned to an SSPC-SP 5/NACE No. 1 (near white metal) and coated with an
 epoxy type coating system.
- Another option would be to remove the HP piping and install a new pipe with and F8E (fusion bonded epoxy) coating.

Gary Douglas

Cathodic Protection Specialist





Date	Template	
		0.00
	Date	Date Template

Functional Group: Natural Gas Distribution

Business Case Name: Reinforcement, Highway 2 North of old Kaiser Aluminum

ER No: ER Name:

3237 US2 N Spo Gas HP Reinforce(Kaiser Prop)

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$1,405¹

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013													
2014													
2015	1,400												1,400
2016													

Business Case Description:

This project will reinforce the area north of the Kaiser Aluminum property along Hwy 2. The distribution system in this area is not able to reliably serve customers on a design day. Additionally, Avista serves the Inland Asphalt plant located north of this location that cannot reliably serve this customer in the spring and fall. Approximately 8,000' of 6" high-pressure steel will be installed. Engineering to start in 2014, construction planned for 2015. This project is the top reinforcement priority for the Spokane area.

Offsets:

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

Attachment No.__NGD-16.1



Capital Investment Business Case

Investment Name:	Reinforcement, Hwy 2 (Kaiser), Spokane WA									
Requested Amount	\$ 100,000	Assessments:								
Duration/Timeframe	no. years: 1 Year Project: 2014	Financial:	Low - >0% and	1 < 5	% CIRR					
Dept, Area:	Gas Engineering	Strategic:	Reliability & Ca	apac	city	184		Salin	65 SERVINE	TO STATE OF THE ST
Owner:	Mike Faulkenberry	Operational:	Operations not	timp	pacted by execu	ition	TIPS CONTRACT	0.23	10 10 11 11	STATE OF THE PARTY
Sponsor:	Don Kopczynski	Business Risk:	ERM Reductio	n >0	and <= 5	echi.		0.311		
Category:	Project	Project/Program Risk:	Moderate certa	ainty	around cost, s	chedu	le and reso	urce	S	
Mandate/Reg. Reference:	WAC 480-90-148(2)(d)	Assessment Score:	34		Cost Sur	nmary	- Increase/(Decr	ease)	
Recommend Project Descr	ription:		Performance	1	Capital Cost	0	&M Cost		Other Costs	Business Risk Score
Asphalt plant located north Completion of this reinford	ably serve customers on a design day. Additionally, Avist, of this location that is not able to be reliability served in sement will improve pressures in the US2 Kalser area. Ap J. Engineering to start in 2014, construction planned for for the Spokane area.	n the spring and fall. oproximately 8,000' of	changes that this project would benefit present operations							
Alternatives:			Performance		Capital Cost	-	- Increase/(&M Cost	Decr	Other Costs	Business Risk Score
Status Quo:	Inability to reliability serve all customers on the north : Hwy 2.	side of the Kaiser near	n/a	\$	-	\$	-	\$	other costs	6
Alternative 1: Brief name of alternative (if applicable)	Capital Pipe Installations (8000') - Install additional pip existing gas distribution system to increase system cap		describe any incremental changes in operations	\$	1,400,000	\$		\$		1
Alternative 2: Brief name of alternative (if applicable)	Describe other options that were considered		describe any incremental changes in	\$		\$		\$		0

operations

describe any

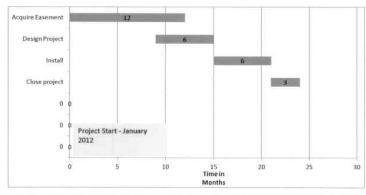
incremental

changes in operations

Timeline

applicable)

name of alternative (if



Construction Cash Flows (CWIP)

	(Capital Cost	O&M Cost	Oth	ner Costs	Approved
Previous	\$	43,500	\$ -	\$		\$ 43,500
2012			\$	\$		\$ -
2013	\$		\$ 	\$	- 11	\$ 5,000
2014	\$	100,000	\$	\$		\$ 100,000
2015	\$	1,300,000	\$	\$		\$ 1,300,000
2016	\$	-	\$ 	\$	VI DOM	\$ C THE
2017	\$	*	\$	\$		\$
2018	\$		\$	\$		\$
Future	\$	-	\$	\$	- 3	\$
Total	\$	1,443,500	\$ To be a second	S	100	\$ 1,448,500

Milestones should be general. In some cases it may be as simple as project start, project complete. Use your judgment on project progress so that progress can be measured.

Milestones (high level targets)

August-14 Acquire easement
December-14 Design pipe installation
November-15 Install pipe

Alternative 3 Name: Brief Describe other options that were considered

November-15 Install pipe
December-15 Project complete and closed

Associated Ers (list all applicable):	Current ER	3237			

Mandate Excerpt (if applicable):

WAC 480-90-148(2)(d), "Each gas utility must maintain its gas system in a condition that enables it to furnish safe, adequate, and efficient service."

Additional Justifications:

This project requires a easement through the Kaiser Property to be completed. The project schedule is dependant upon acquisition of the appropriate easements. This project is a strategic reinforcement and is addressing pressure issues related to operation of the asphalt plant north of Hwy 2 during the shoulder months and enhancements to the gas system to accommodate future growth in the area of the old Kaiser property. This project CIRR will increase with growth in the area within or near the Kaiser property.



Resources Requirer	nents: (req	uest form	s and approv	als attached)								
Internal Labor Avail. Contract Labor: Key Performance In Expected Performance IX KPI Measure:	dicator(s)	YES	lity Me	dium Probability	High Probability	Enterpri Facilities Capital 1 Fleet:	51	YES - attach form YES - attach form YES - attach form YES - attach form	☑ NO ar Not Requin ☑ NO or Not Requin ☑ NO or Not Requin ☑ NO or Not Requin	ed ed	Check the appropriate box. The internal and contract labor boxes should be checked to indicate if resource owners have been contacted and to provide a gene sense of how likely staff will be provided (this does not require commitment).	s the eral
in incasare.]	Prepared	signature	111 alu	l		
							Reviewed	signature	MA	Director	Manager	
							Party Review if necessary)			Director/	Manager	
	Tř	nis space	is to be use	ed for photogr	aphs, charts, o	r other d	ata that may	be useful in evalu	ating the project			
	ERM Risk	Status	Risk on					Statu	is Quo Risk	nal .		
Business Case	Reduction	Quo Raw Score	Completion Raw Score	Financial Ir (Conseque Costs/Reve	ential Like	elihood	Legal, Regula	tory, External Business Aff	airs Likelihood	(0	Customer Service and Reliability I customers * duration of an outage)	Likelihood
				1 - < \$200k	< Once	/ 5 years		a moderate negative im ndustrial relationships a overage		rs 1 - < 1,500	O Custamer hours	< Once / 10 years
				Environm	ental Like	elihood	Safe	ty and Health: Public	Likelihood		Safety and Health: Employee	Likelihood
Chase Rd. Gate	5	6	1	The same				Risk upo	on Completion			
Station Installation	3			Financial Ir (Conseque Costs/Reve	ntial Like	elihood	Legal, Regula	tory, External Business Aff	airs Likelihood	(#	Customer Service and Reliability customers * duration of an outage)	Likelihood
				1 - < \$200k	< Once		1 - No likely impa elationship.	ct on media or regulator	< Once / 50 ye	ars 1 -< 1,500	0 Customer-hours	< Once / 50 years
				Environm	ental Like	elihood	Safe	ty and Health: Public	Likelihood		Safety and Health: Employee	Likelihood
To be completed	by Capita	al Planni	ng Group	5010000					4 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1			
Rationale for deci											v Cycles -2016	
								Date			Template	

Functional Group: Gas Underground Storage **Business Case Name:** Jackson Prairie Storage

ER No: ER Name:

7201 Jackson Prairie Storage

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$3,050¹

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	450							-1	2	326	- 44	83	83
2014	500				33		33	36	364		33		
2015	1,000	83	83	83	83	83	83	83	83	83	83	83	83
2016	1,000	83	83	83	83	83	83	83	83	83	83	83	83

Business Case Description:

Jackson Prairie (JP) Underground Storage Facility stores natural gas. Avista owns this facility as a 1/3 partner with Puget Sound Energy and Williams' Northwest Pipeline. Puget Sound Energy is the managing partner for the facility, which is located in Chehalis, WA. The requested capital represents Avista's 1/3 share of the capital needed to maintain the existing facility and maintain equal ownership status. The purpose of the facility is to allow Avista to serve customers on a peak day, and to purchase natural gas at potentially lower costs during off-peak periods and store that gas for use during high cost periods.

Offsets:

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

AVISTA

Investment Name:	Jackson Prairie	Storage	de militar de la composición del composición de la composición de										
Requested Amount	\$1,000,000			A:	ssessments:		William !	A PHILIPPING	mil or	Walles I	10.0		100
Duration/Timeframe	20+	Year Program	Option Deliver	Fi	nancial:	High - Exceed	s 12%	CIRR					أخرط سيست الرابعان
Dept, Area:	Natural Gas Reso	ources		St	rategic:	Reliability & Ca	apacity						
Owner:	Steve Harper		no con su mino	0	perational:	Operations rec		ecution to p	erform	at current	t levels	3	
Sponsor:	Jason Thackston	TOTAL PROPERTY.		Bu	ısiness Risk:	ERM Reductio							
Category:	Program			Pr	ogram Risk:	High certainty		cost, sched	lule and	d resource	es		
Mandate/Reg. Reference:	n/a			As	ssessment Score:	116		Annual Cost	Summa	ary - Increa	se/(De	ecrease)	
Recommend Program Desc	ription:		1 2 2			Performance	Ca	pital Cost	08	kM Cost	(Other Costs	Business Risk Score
Jackson Prairie (JP) Undergr partner with Puget Sound E partner for the facility whic share of the capital needed purpose of the facility is to	nergy and Williams' h is located in Cheha to maintain the exis	Northwest Pipeli alis, WA. The requ sting facility and n	ne. Puget Sou Jested capital i naintain equal	nd Ener represe owners	gy is the managing nts Avista's 1/3 hip status. The	describe any incremental changes that this Program would benefit	\$	1,000,000	\$		\$		2
purpose of the facility is to potentially lower costs duri			STATE OF THE PARTY	18.19(15.81) 12.28(19.1		present operations							
							No.	Annual Cost			-		m 1 m11 c
Alternatives:	Lance and the same of the same					Performance	Ca	pital Cost		kM Cost	_	Other Costs	Business Risk Score
Status Quo:		/3 capital obligati g rights would be	on would dilut deminished an	e Avista id there	240	n/a			\$		\$		20
Alternative 1: Brief name of alternative (if applicable)	Recommended — S approximately \$1,0 \$539,000 in 2014. compression, pipe,	is estimated to be ate to well,	describe any incremental changes in operations	\$	1,000,000	\$		\$		2			
Alternative 2: Brief name of alternative (if applicable)	THE RESERVE THE PROPERTY OF THE PARTY OF THE	rights would be	leminished and	d there	/3 capital fore decisions made ta or its customers.	describe any incremental changes in operations	\$		\$		\$		2
Alternative 3 Name: Brief name of alternative (if applicable)	Describe other opt	ions that were co	nsidered			describe any incremental changes in operations	ş		\$		\$		0
										0000000000000			
Program Cash Flows 2012-2016	of the Name of Street,		Mary Jak		THE RESIDENCE	Associated Ers	ust all	applicable):		-	1		
2017-2010	Capital Cost	O&M Cost	Other Co	ctc	Approved	EN 7201					1		
Previous		\$ -	\$	- 5					-				
2012		\$ -	-	- 5									
2012		\$ -	\$	- 5			1					-	1
2013		\$ -		- 5	The second secon	-							
2015		\$ -	S	- 5		-							
2015		\$ -	-	- 5		-							
2016		-	\$	- 5		4							
	The state of the s	2002				-							
2018		\$ -	\$	- \$		-							
Future	\$1,000,000/year	5 -	Ś	- 5									

Mandate	Excernt	(if applicable):

provide brief citation of the law or regulation and a reference number if possible

5,719,000 \$

Additional Justifications:

While not a mandated project by definition, this Program is not one that can easily be terminated. The use of JP is documented and acknowledged as part of Avista's Integrated Resource Plan.

5,680,000



Prepared Signature Prepared	Prepared dignature Trace Labor Past P	esources Requireme	ents: (requ	est form	s and approv	als attached)						
The completed by Capital Planning Group Reviewed 18 20 2 2 1	Prepared Signature Dyscopied (this does not require a firm control the Polymer Party Review Signature Dyscopied (this does not require a firm control the Polymer Party Review Signature Dyscopied (this does not require a firm control the Polymer Party Review Signature Dyscopied (this does not require a firm control the Polymer Party Review Signature Dyscopied (this does not require a firm control to the Polymer Party Review Signature Dyscopied (this does not require a firm control to the Polymer Party Review Signature Dyscopied (this does not require a firm control to the Polymer Party Review Signature Dyscopied (this does not require a firm control to the Polymer Party Review Signature Dyscopied (this does not require a firm control to the Polymer Party Review Signature Dyscopied (this does not require a firm control to the Polymer Party Review Signature Dyscopied (this does not require a firm control to the Polymer Party Review Signature Dyscopied (this does not require a firm control to the Polymer Party Review Signature Dyscopied (this does not require a firm control to the Polymer Party Review Signature Dyscopied (this does not to the Polymer Party Review Signature Dyscopied (this does not to the Polymer Party Review Signature Dyscopied (this does not to the Polymer Party Review Signature Dyscopied (this does not to the Polymer Party Review Signature Dyscopied (this does not to the Polymer Party Review Signature Dyscopied (this does not to the Polymer Party Review Signature Dyscopied (this does not to the Party Review Signature Dyscopied (this does not to the Party Review Signature Dyscopied (this does not to the Party Review Signature Signatur	ontract Labor:					Facilitie Capital	95:	YES - attach form	☑ NO or Not Required ☑ NO or Not Required	internal and contract labor boxe should be checked to indicate if resource owners have been contacted and to provide a gene	s the
Prepared signature Reviewed Signature Director/Manager	Medicance: Pavoleted gas costs through use of IP storage Fill in the name of the KPI Price						25.4			^	provided (this does not require	a firm
Reviewed signature Other Party Review Signature Other Party Review Signature Off nocessary) Director/Manager Direct	Cher Party Review Signature Other Party Review Signature (if necessary) Director/Manager Other Signature Other Signat	Pl Measure:	Ave	oided gas in the na	me of the KP	l here		Dronned	signatura 1/2	arroup 9		
Reviewed signature Other Party Review Signature (if noossary) Director/Manager Other Party Review Signature (if noossary) Sotion Que Sink Sotio	Reviewed signature Other Party Review Signature Other Party Revi	130.000.000	JP V	VA/ID Avo	ided Winter C	ost		Prepared	signature / / //	o and	700 00000	
Other Party Review Signature Other Party Review Signature Off nocessary) Director/Manager Other Party Review Signature Off nocessary) Director/Manager Director/Manager Director/Manager Other Party Review Signature (if nocessary) Director/Manager Director/Manager Director/Manager Director/Manager Director/Manager Director/Manager Director/Manager Director/Manager Other Party Review Signature (if nocessary) Director/Manager Other Party Review Signature (if nocessary) States Que Misk State	Cher Party Review Signature Other Party Review Signature (if necessary) Director/Manager Director/	DESIGNATION OF THE PERSON OF T								///	////	
Other Party Review Signature (if necessary) Director/Manager State Qo fish State Qo fish Continues Savis Santa Risk Continues Savis	Other Party Review signature (if necessary) Director/Manager Other Party Review signature (if necessary) States does this States does this States of the states and the stat	100			5000	100		Poviousd	signature	11/1/	1/m	
Other Party Review Signature (if necessary) Director/Manager (if necessary) (if necessar	Other Party Review Signature (if necessary) Director/Manager (if necessa				1000			Reviewed	aignature	D	rector/Manager	
Chee Party Review Signature (if necessary) Director/Manager (if necessa	Cher Party Review Signature (if necessary) Director/Manager (if necessary) Director/Manager (if necessary) Director/Manager Status (goo Risk Core (conspicion Review Core) Completion Review Core (conspicion Review Core) Completion Review Core (conspicion Core) Flowcial Impact Consequential (consequential Consequential Conseque	14,000,000										
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S - 5 SIGNAM Conce / year coat, politice coat co	Social Prairie 18 20 2	business case	Reduction			[Consequential	Likelihood			THE STATISTICS OF		Likelihood
Secretaria Sec	Section Prairie 18 20 2					5->\$10MM	< Once / year	local, online, or	ndustrial relationships a			
Ackson Prairie 18 20 2 This relation introductive impact of the completion Risk upon Completion Risk upon Completion Risk upon Completion Continues Service and Reliability (former-pervice) 1 - \$200	Asson Prairie 18 20 2 Financial Impact (Consequential 1- \$5,000					Environmental	Likelihood				Safety and Health: Employee	Likelihood
Torige 18 20 2 2 2 2 2 2 2 3 3 3	Asson Prairie 18 20 2. Financial Impact (Consequential Obst/Revenus) 1 - 5200k 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1							Public health inf	rastructure impact up to 8	hours Conce / year		
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1 < \$200k	1-< 5200k Conce / 10 years Conce / 50 years	torage	20		-	(Consequential	Likelihood	Legal, Regul	atory, External Business Aff	airs Likelihood		Likelihood
Environmental Likelihood Satety and Health: Employee Ulkelihood Satety and Health: Employee Ulke	Environmental Likelihood Salety and Health: Employee Ukelihood Salety						< Once / 10 years	1 - No likely imp	act on media or regulator	< Once / 50 years		
Public health infrastructure Impact up to \$ hours Once 7.35 years 12 Public health infrastructure Impact up to \$ hours Once 7.35 years 12 Public health infrastructure Impact up to \$ hours Once 7.35 years 12 Public health infrastructure Impact up to \$ hours Once 7.35 years 12 Public health infrastructure Impact up to \$ hours Once 7.35 years 12 Public health infrastructure Impact up to \$ hours Once 7.35 years 12 Public health infrastructure Impact up to \$ hours Once 7.35 years 12 Public health infrastructure Impact up to \$ hours Once 7.35 years 12 Public health infrastructure Impact up to \$ hours Once 7.35 years 12 Public health infrastructure Impact up to \$ hours Once 7.35 years 12 Public health infrastructure Impact up to \$ hours Once 7.35 years 12 Public health infrastructure Impact up to \$ hours Once 7.35 years 12 Public health infrastructure Impact up to \$ hours Once 7.35 years 12 Public health infrastructure Impact up to \$ hours Once 7.35 years 12 Public health infrastructure Impact up to \$ hours Once 7.35 years 12 Public health infrastructure Impact up to \$ hours Once 7.35 years 12 Public health infrastructure Impact up to \$ hours Once 7.35 years 12 Public health infrastructure Impact up to \$ hours Once 7.35 years 12 Public health infrastructure Impact up to \$ hours Once 7.35 years 12 Public health infrastructure Impact up to \$ hours Once 7.35 years 12 Public health infrastructure Impact up to \$ hours Once 7.35 years 12 Public health infrastructure Impact up to \$ hours Once 7.35 years 12 Public health infrastructure Impact up to \$ hours Once 7.35 years 12 Public health infrastructure Impact up to \$ hours Once 7.35 years 12 Public health infrastructure Impact up to \$ hours Once 7.35 years 12 Public health infrastructure Impact up to \$ hours Once 7.35 years 12 Public health infrastructure Impact up to \$ hours Once 7.35 years 12 Public health infrastructure Impact up to \$ hours Once 7.35 years 12 Public health infrastructure Impact up to \$ hours Once 7.35 years 12 Public health in	Public health infrastructure impact up to 8 hours Once 7.50 years 12 Federman to highly Solice 7.50 years 12 Federman to highl					Environmental		Sat		CHARLES THE RESIDENCE	CONTRACTOR OF THE PARTY OF THE	Likelihood
Rationale for decision Review Cycles 2012-2016	Rationale for decision Review Cycles 2012-2016					TE STATE OF THE STATE OF				hours < Once / 50 years	1 - Potential for injury	< Once / 50 yea
Rationale for decision Review Cycles 2012-2016	Rationale for decision Review Cycles 2012-2016	To be completed	by Capit	al Plann	ina Group							
Date Template	Date Template			al Plann	ing Group							
									Date		Template	

Functional Group: Transportation

Business Case Name: CNG Fleet Conversion

ER No: ER Name:

7127 CNG Fleet Conversion

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$1,300¹

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	932							232					700
2014	200	8	8	12	14	16	24	24	22	22	18	16	16
2015	200	8	8	12	14	16	24	24	22	22	18	16	16
2016	200	8	8	12	14	16	24	24	22	22	18	16	16

Business Case Description:

Building four CNG refueling stations and converting 119 light duty trucks to CNG over the next seven years. If more vehicles are acquired in the fleet, there is a potential for more CNG to be served from these refueling stations. The refueling stations will be located in Dollar rd., Spokane main campus, Coeur d' Alene and Klamath Falls. They were constructed in 2012 and 2013. Vehicle conversion will begin in 2012 on 15-20 vehicles per year for the foreseeable future. In addition, the expected life of the refueling stations should provide service to Company vehicles for 20 years, therefore 3 generations of vehicles (average life 7 years).

Offsets²:

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

² Included in the alternatives on the CNG Fleet Conversion business case are \$6,625,950 of potential avoided costs for the 20 year project, on a present value basis. These costs are not included in the O&M Offset adjustment as they are based on the potential savings of adding new CNG vehicles vs. adding new gasoline/diesel vehicles.



Capital Investment Business Case

Investment Name:	CNG Fleet Conversion									
Requested Amount	\$4,100,000	Assessments:								
Duration/Timeframe	21 Year Project	Financial:	MH - >= 9% &	<12%	CIRR					
Dept, Area:	Strategic Initiatives	Strategic:	Value & Growt			_	77-27			
Owner:	Ken Boni	Operational:	Operations imp	proved	beyond curr	ent l	levels			
Sponsor:	Roger Woodworth/Scott Morris	Business Risk:	ERM Reduction	n >0 a	nd <= 5					
Category:	Project	Project/Program Risk:	Moderate certa	ainty ar	round cost, s	chec	dule and resor	urces		
Mandate/Reg. Reference:	n/a	Assessment Score:	93				ry - Increase/(D		1	
Recommend Project Descr	iption:		Performance	Ca	pital Cost		O&M Cost	Other Costs	E0	M Risk Scor
more vehicles are aquired i stations. The refueling stati Klamath Falls. They will be 20 vehicles per year for the	ations and converting 119 light duty trucks to CNG on the Fleet, there is a potential for more CNG to be ons will be located in Dollar rd., Spokane main camp constructed in 2012 and 2013. Vehicle conversions foreseable future. In addition, the expected life of ompany vehicles for 20 years, therefore 3 generations.	served from these refueling ous, Coeur d' Alene and will begin in 2012 on 15 - the refueling stations	Fuel cost savings, cleaner emissions, possible public access for CNG		4,100,000	\$	757,059	\$ -		3
					Cost Sur	nmar	y - Increase/(D	ecrease)		
Alternatives:			Performance	Ca	pital Cost		O&M Cost	Other Costs	ER	M Risk Score
Status Quo:	Continued dependence of foreign oil and the use o	f a high carbon fuel	n/a	\$	*	\$	(6,625,950)	\$ -		6
Alternative 1: Brief name of alternative (if applicable)	Describe other options that were considered		describe any incremental changes in operations	\$	(B)	\$		\$ -		3
Alternative 2: Brief name of alternative (if applicable)	Describe other options that were considered		describe any incremental changes in operations	\$	(* °	\$		\$ -		0
Alternative 3 Name: Brief name of alternative (if applicable)	Describe other options that were considered		describe any incremental changes in operations	\$		\$	13.5	\$ -		0
imeline				Constr	ruction Cash F	lows	(CWIP)			
Project Complete					1	- 0	Capital Cost	O&M Cost	1 0	Other Costs
Project Complete	•		1		Previous	\$		\$ -	\$	-
Plant In Service					2012	\$	2,200,000	\$ 16,400		
riani in service	-				2013	\$	700,000	\$ 27,192	_	
Construction Start					2014	\$	200,000	\$ 28,008	_	
Construction Start					2015	\$	200,000	\$ 28,713		- :
Major Deneue					2016	\$	200,000	\$ 30,605	_	
Major Procurement	6				2017	\$		\$ 31,523		-
D. J. J. S.						\$	200,000	\$ 32,469		
Project Design	3					\$	200,000			
1					100000000000000000000000000000000000000	\$	4,100,000			
Project Plan	Company of the Compan				Total	P	4,100,000	\$ 757,059	\$	
Project Started 0	1 2 3 Time in Months	5 6	7							
Milestones (high level to										
November-11 March-12	Project Started Project Plan Project Design		Plant In Service Project Comple					open open		

Associated Ers (list all applicable):
Mandate Excerpt (if applicable):

w or regulation and a reference number
9

mm/dd/yy

mm/dd/yy

mm/dd/yy

Additional Justifications:

June-12

March-12

September-12

Optimize our fleet to lower costs and environmental performance and jump start new growth of natural gas as a transportation fuel for our customers. This will ultimately stage new margin for natural gas sales and shareholder value.

open

open

open

Resources Requirements: (request forms and approvals attached)

Project Design

Major Procurement

Construction Start

mm/dd/yy

Aver'a

Capital Investment Business Case

Internal Labor Availabilii Contract Labor: Key Performance Indica Expected Performance Impro KPI Measure:	YES	☐ Medium Probability ☐ High Probabilit☐ NO	Facilities: Capital Tools: Fleet:	YES - attach form YES - attach form YES - attach form YES - attach form	□ NO or Not Required	Check the appropriate box. The internal and contract labor boxes should be checked to indicate if the resource owners have been contacted and to provide a general sense of how likely staff will be provided (this does not require a firm committment).
900000 800000 700000 600000 500000 400000 300000 200000		— Year — Annual cost Benefits	Prepared Reviewed Other Party Revieu	signature signature	Stan L	Jon. or/Manager
1 3 5 7	9 11 13 15 17	19 21	(if necessary)	Direct	or/Manager
Fu	eling Station	<u> </u>		Light D	uty Conversions	
Fast	all Dispensers					
Compressor So be completed by Car Rationale for decision	Slow fill stations		Duel fuel conversion	63	Review	w Cycles
						-2016
				Date		Template

Functional Group: Transportation

Business Case Name: Fleet Budget

ER No: ER Name:

7000 Transportation Equip

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$23,564¹

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	4,287							467	199	1,568	1,084	485	484
2014	5,586	467	465	465	465	465	465	465	467	465	465	465	465
2015	6,500	543	541	541	541	542	541	541	544	541	542	542	541
2016	6,500	543	541	541	541	542	541	541	544	541	542	542	541

Business Case Description:

Fleet utilizes a Vehicle Replacement Model analysis program to determine which vehicles are replaced for the next budget cycle. This program utilizes our internal data regarding equipment utilization, repair costs, purchase costs, disposal costs, and business needs across all classes of equipment. This provides a consistent and level spend to cover all departments effectively. This contributes to the operational readiness for all departments and our Company as a whole. The 5 year projection includes analysis of 19 classes of vehicles in total and the replacement of over 600 assets.

Offsets:

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.



Investment Name:	Fleet Budget									
Requested Amount	\$	2014 - 2016	5,585,502	- Mediesgratzing George	MIL - 00/ 0 -400/	ounn				
Duration/Timeframe Dept, Area:	Fleet	2014 - 2016	404	Financial: Strategic:	MH - >= 9% & <12% Life Cycle Programs	CIRR	-			
Owner:	Al Fisher			Operational:	Operations require ex	vecution to ne	rform :	at current lavale		
Sponsor:	Don Kopczynski	THE PERSON	5 HZ	Business Risk:	ERM Reduction >0 ar		iioiiii e	at current levels		
Category:	Program		17%	Program Risk:	High certainty around		le and	resources		
Mandate/Reg. Reference:	n/a	red in a literature		Assessment Score:	84	Annua	l Cost	Summary - Increa	se/(Decrease)	
Recommend Program Desc	ription:				Performance	Capital Co	st	O&M Cost	Other Costs	Business Risk Score
Fleet utilizes a VRM (Vehicle replaced for the next budge utilization, repair costs, pur This provides a consistent a operational readiness for al analysis of 19 classes in total	et cycle. This progra chase costs, dispose and level spend to co I departments and c	m utilizes our inter al costs, and busine over all department our company as a w	nal data regarding ss needs across a s effectively. Thi hole. The 5 year	g equipment II classes of equipment. s contributes to the	Replacing equipment within a lifecylce allows operations to be more effective with less break downs and repairs that are inherent with older yehicles.	\$ 5,58	5,502	\$	\$ -	3
Alternatives:					Performance	Capital Co		Summary - Increa O&M Cost	The state of the s	Durden and District
Status Quo:	We maintain and r	epair our equipmer	t at the existing l	lovels utilizing our	Equipment remains	\$ 5,585	All Property lies	\$ -	Other Costs	Business Risk Score
Side Gue.	current life cycle as		ipment has a use	eful life range. Using	reliable. No risk to Operations.	3 3,36:	5,302	is portesian are an	Na magnifest	0
Reduced Spend	cycle, is at the upp		ts, and is difficult		Less reliable equipment. Risk to operation's commitments.	\$ 2,792	2,751	\$ 653,568	\$	0
Only replace equipment upon failure.		n. Minimal Capital		e only when repairs are a maximum	Unreliable equipment, failed commitments and schedules by Operations, ultimatley	ş	Q.	\$ 1,307,136	777	9
						\$	*	\$	\$	0
Program Cash Flows					Associated Ers (list all a	applicable):				
2012-2016					Current ER	The state of the s	7000	914		
	Capital Cost	O&M Cost	Other Costs	Approved						
Previous			\$ -	\$ 9,468,000						
2012			\$ -	\$ 7,673,715						
2013		77.0	\$ -	\$ 4,978,945						
2015	To the same of the		\$ -	\$ 5,585,502 \$ 6,500,000						
2016			\$ -	\$ 6,500,000						
2017		\$ -	\$ -	\$ 6,500,000						
2018		\$ -	\$ -	\$ 6,500,000						
Future	\$ -	\$ -	\$ -	\$ -						
Total	\$ 48,327,345	\$ -	\$ -	\$ 44,238,162	1					
CONTRACTOR										
Mandate Excerpt (if application of the Federal Motor Carrie		ation (FMCSA), D	epartment of Tr	ransportation (DOT), A	American National Star	ndards Institut	le (AN	SI), Occupations	l Safety and Healt	h Administration (OS
Additional Justifications:										
With the implementation of and organization's failure to companies and help them fit worse off the company is.	educate drivers an	d maintain their Fle	ets. This is now I	being carried out by an i	ncreased number of roa	dside inspectio	ns alor	ig with weigh stat	ion inspections to ga	ather data on
Resources Requirements: (request forms and a	approvals attached)								
Internal Labor Availability: Contract Labor:	Low Probability YES	☐ Medium Probability ☐ NO	☑ High Probabity	Enterprise Tech: Facilities: Capital Tools: Fleet:	YES - attach form YES - attach form YES - attach form YES - attach form	V NO or t	lot Requir lot Requir	red interr red should red resou	the appropriate box. al and contract labor d be checked to indica roe owners have been cted and to provide a	boxes te if the



Exhibit No. DCG-21 Dockets UE-15020404/USO:50208D-5) Attaennenefnid4__T-2.2

sense of how likely staff will be

Key Performance In) /	sense of how likely staff will be provided (this does not require a firm
Expected Performance I KPI Measure:	Vehicle Availability					committment).
					1/./	
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				ed d	- 1	,
		Reviewed	signature	afan 2	Fisher.	0_
		Reviewed	signature	cycon c	Director/Mar	nager
		Other Party Review	signature			
		(if necessary)			Director/Mar	nager
		2 2				
	This space is to be used for photographs, char	ts, or other data that may	y be useful in	evaulating the Progra	am	
o be completed	by Capital Planning Group					
Rationale for de	cision				Review Cyr	des
			to take		2012-2016	
				EL SEL DIESIL		
			Date			Template

Functional Group: Enterprise Technology

Business Case Name: AvistaUtilities.com Redesign

ER No: ER Name:

5143 AU.com & AVANet Redevelopment

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$1,539¹

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	1,000												1,000
2014	1,538												1,538
2015	240									240			
2016													

Business Case Description:

Refresh of the AvistaUtilities.com website to improve navigation, updating the look and feel of the overall site, creating a new homepage layout, and improving self-service and search functionality for customers. Since 2008, web usage on the AvistaUtilities.com site has increased by more than 55% and usability standards have since then changed to incorporate the emergence of mobile app technologies. The refresh includes improved functionality to allow for more customer self-serve use on our website.

Offsets:

\$100,000 of additional O&M costs are included with this business case which negate the \$100,000 of O&M savings (see signed business case under "Other Costs.") These savings are related to reduction in labor due to efficiencies gained by customers being able to navigate the website effectively. No offset has been included in the O&M Offset adjustment for this business case.

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

AVISTA

Investment Name:	AvistaUtilities.co	om Redesign		*					
Requested Amount Duration/Timeframe	\$1,500,000	Year Project		Assessments: Financial:	7.00%				
Dept Area:	Customer Solutio	1.5 - 20 - 15 Link - 15 - 25 - 25 - 27 - 27 - 27 - 27 - 27 - 2		Strategic:	Customer Exp	erience			
Owner:	Dana Anderson,			Business Risk:		Reduction >5 an	id <= 10		
Sponsor:	Dana Anderson,			Project Risk:	Moderate cert	ainty around cost	, schedule and reso	ources	
Category:	Project								
Mandate/Reg. Reference:	- Lander - L			Assessment Score:	77	- 1000000000000000000000000000000000000	ost Summary - Increa		
Recommend Project Descri			Mark and Mark		Performance	Capital Cost	O&M Cost	Other Costs	Business Risk Scor
See Attached Project Charte	ers.				Improved usability for customers and improved capability for information sharing and delivery to increase overall employee engagement	\$ 1,000,00	0 \$ 500,000	-	O
						Annual Co	st Summary - Increa	se/(Decrease)	
Alternatives:					Performance	Capital Cost	O&M Cost	Other Costs	Business Risk Scor
Unfunded Project:	unable to complete	transactions on the v	st practices. 14% of custo web and of those that can e consuming and sometim	consistent feedback	n/a	\$	\$ -	\$	0
Alternative 1: Brief name of alternative (if applicable)	Redesign of Avistal	Jtilities.com			Improved usability, capability and new technology	\$ 1,000,00	0 \$ 500,000	\$	0
Alternative 2: Brief name of alternative (if applicable)						\$	\$ -	\$ -	0
Alternative 3 Name: Brief name of alternative (if applicable)						\$ -	\$	\$	0
Program Cash Flows	Capital Cost	O&M Cost	Other Costs	Approved	1	Associated Ers (II	st all applicable):		
Previous		\$ - \$		\$ 10,452	Ti .	New			
2013	\$ 1,000,000	\$ 100,000 \$	(50,000)	\$ 419,000	2				
2014		\$ 100,000 \$				In 100			
2015		\$ 100,000 \$			X		1 3 1 5 5 5 6		
2016		\$ 100,000 \$							
2017		\$ 100,000 \$			H				
Total	\$ 1,500,000	\$ 500,000 \$	(450,000)	\$ 1,549,452	J.				
ER	2013	2014	2015	2016	2017	Total	Mandate Excerpt	(if applicable):	
New	\$ -	\$ - \$		\$ -	\$ -	\$ -		tation of the law or	regulation and a
0	\$ -	\$ - \$		\$ -	\$ -	\$ -		rence number if po	
0	\$ -	\$ - \$	V2V	\$ -	\$ -	\$ -			
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0	\$ -	\$ - \$		\$ -	\$ -	\$ -		are defined in the at	tached charter. In
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0	\$ -	\$ - \$		\$ -	\$ -	\$ -	strategy by in	proving the website	to better serve
0	\$ -	\$ - \$		\$ -	\$ -	\$ -		customers.	Designation of the Control of the Co
0 Total	\$ -	\$ - \$	* 1	\$ -	\$ -	\$ -		supports the Emplo	
rotal	\$ -	\$ - \$		\$ -	\$ -	\$ -	improving cap	employees.	g information to
Milestones (high level t			Jest Heren						
September-12	Project Start			open		January-00	open	Milestones	should be general.
January-13 April-13 August-13 February-14 January-00	Phase 0 Complete Phase 1 Complete Phase 2 Complete Phase 3 Complete open	e e	January-00 January-00 January-00	open open open open open		January-00 January-00 January-00 January-00 January-00	open open open open open	Use your jud	dgement on project that progress can

WISTA									
	ents: (request forms and	annough attached)							
Labor Availab	ility: Low Probability	Medium Probability	☑ High Probability	Enterprise Tech:	YES - attach form	☐ NO or Not Required	Capital Tools:	YES - attach form	NO or Not Required
ct Labor:	YES YES	☐ NO	El right Probability	Facilities:	YES - attach form	NO or Not Required	Fleet:	YES - attach form	NO or Not Required
Ct Labor.	ET 152	La no		T delitation.	LI 165 - maci romi	123 NO of this required			
rformance Indi	icator(s)								
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ment 1: Proje	ect Charter ter Addendum for AU. ter Addendum for AVA	com							

ted by Capital Planning Group or decision		Review Cycles 2012-2016
	Date	Template

Functional Group: Enterprise Technology

Business Case Name: Enterprise Business Continuity Plan

ER No: ER Name:

5010 Enterprise Business Continuity

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$1,864¹

Transfer to Plant Amounts (\$000s - System):

Year	Total Ja	n Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	339									218		121
2014	482		120			120			120			120
2015	450		112			112			112			112
2016	450		112			112			112			112

Business Case Description:

Avista has developed an Enterprise Business Continuity Plan ("EBCP") to facilitate emergency response and business continuity activities in fulfillment of our mission to provide safe and reliable service to our customers. The program supports the Enterprise Business Continuity objectives by providing an all-hazards framework for emergency response, technology recovery, alternate facilities and business continuity activities. The program provides communications, escalation and operational procedures necessary for efficient response to events.

Offsets:

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

AVISTA

Capital Program Business Case

Investment Name:		ness Continuity	Plan	Assessments:									
Requested Amount Duration/Timeframe	\$385,000	Year Program		Financial:		High - Exceeds 12% CIRR							
Dept, Area:	Enterprise Techn			Strategic:		Other							
Owner:	Clay Storey/Jim (Operational:		Operations imp	proved	beyond curr	ent le	vels			
Sponsor:	Jim Kensok			Business Risk:		ERM Reductio			-		100	TO STATE	
Category:	Program			Program Risk:	1	High certainty	around	cost, sched	ule a	nd resources	1		
Mandate/Reg. Reference:	n/a			Assessment Sc	ore:	106		Annual Cost	Sumi	nary - Increas	e/(Decre	ase)	
Recommend Program Desc						Performance	Car	pital Cost	(&M Cost	Oth	er Costs	Business Risk Score
Avista has developed an Ent business continuity activitie Continuity objectives by pro recovery, alternate facilities escalation and operational p Justifications:" for more info	s in fulfillment of ou oviding an all-hazard and business conti- procedures necessar	or mission. The prop Is framework for er nuity activities. The	gram supports the mergency respon program provide	e Enterprise Bus se, technology es communication	siness	This is a risk mitigation program	\$	482,000	\$	498,755			4
										nary - Increas			
Alternatives:						Performance	-	pital Cost		&M Cost		er Costs	Business Risk Score
Unfunded Program:	emergency event v longer delays in the	am the company's will be diminished. e restoration of bus ntially even action	This will have the siness services for	e effect of creating rour customer a	ng ind	n/a	\$		\$		\$		25
Alternative 1: Brief name of alternative (if applicable)	facilitate emergeno of our mission.	ed an Enterprise Bu by response and bu orts the Enterprise	siness continuity	activities in fulfil		This is a risk mitigation program	\$	482,000	\$	498,755	\$		4
Alternative 2: Brief name of alternative (if applicable)		ions that were con				describe any incremental changes in operations	\$		\$		\$		0
Alternative 3 Name: Brief name of alternative (if applicable)	Describe other opt	ions that were cons	sidered			describe any incremental changes in operations	\$		\$		\$		0
Program Cash Flows						Associated Ers ((list all a	applicable):					
5 years of costs						5010	1						
	Capital Cost	O&M Cost	Other Costs	Approve	ed								
		THE PARK											
2012		\$ 488,838			82,000								
2013		\$ 549,558			82,000								
2014		\$ 610,278			82,000 50,000								
2015 2016		\$ 655,818 \$ 701,358			50,000								
2017	\$ 450,000	\$ 746,898	,		50,000								
2017					50,000								
Total	\$ 3,482,000	\$ 4,545,186	\$ -		46,000								
Mandate Excerpt (if applica	able):								o i e				
Additional Justifications: Support of the Enterprise Bractivation of the EBCP. Three restoration efforts are syncloperating procedures in supemergency operations and	ough the development pronized, which in to port of critical busing	ent and maintenandurn, lowers the risk ness processes, pro	ce of standardize of direct, indirect cess and proced	d mission critical t, tangible or int	l plans ar tangible l	nd comprehensions	ve alteri on-goin	nate facilities g developme	plann nt, ma	ing, exercises intenance, rev	and test view, and	ing, the respondence in the string of the string of	ponse, recovery and the critical alternate
Resources Requirements: (request forms and a	pprovals attached)	St. Office St. In										
Internal Labor Availability: Contract Labor:		☐ Medium Probability ☐ NO	☑ High Probability	Enterprise Tecl Facilities: Capital Tools: Fleet:		YES - attach form YES - attach form YES - attach form YES - attach form	E	NO or Not Requ NO or Not Requ ≥ NO or Not Requ ≥ NO or Not Requ	ired ired	labor boxes resource ow	should be ners have nse of ho	checked to been conta w likely staff	nternal and contract indicate if the icted and to provide will be provided mittment).

Exhibit No. DCG-21
Dockets UE-150204/UG-150205
Page 198 of 344
Exhibit No.__(DBD-5)
Attachment No.__ET-2.2

Capital Program Business Case



Expected Performance In					
KPI Measure:	Fill in the name of the KPI here	A THE STATE OF THE			
	Fill in the name of the KPI here		a target was tree?		
		Prepared	signature		
				0/ 1	
		Tribunes established Advisor	em etartatende italiako	/ Van Stroll	
		Reviewed	signature	Director/Manager	
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			er et gant to same stoop e	MILL	
		Other Party Revie		Director/Manager	
		(ii riecessai)	,	Directorinatinger	
	de la la de la compania de Basilante la Managa				
The Program is pla	nned to include the following Projects in the ne	xt o years.			
1. Enterprise Busin	ess Continuity management software				
Alternate facilitie	s infrastructure				
3. Includes AFM/O	MT in Disaster Recovery				
4. Includes Mobile	Dispatch in Disaster Recovery	in Diagetor Bookson			
 Includes AIVIK strategy Filesystem eyes 	stems(Fixed network, AutoSOI, MV90, others) nsion in Disaster Recovery	in Disaster Recovery			
o. r nesystem expe	insidit iit Disaster Necestery				
	NOT FOUND AND THE STATE OF THE				
	by Capital Planning Group			Perday Collec	
Rationale for de	cision			Review Cycles	

Rationale for decision		2012-2016
	Date	Template

Functional Group: Enterprise Technology

Business Case Name: Mobility in the Field

ER No: ER Name:

5144 Mobility in the Field

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$1,4101

Transfer to Plant Amounts (\$000s - System):

Year	Total Jan	Feb Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	113										113
2014	690	172			172			172			172
2015	420	105			105			105			105
2016	320	80			80			80			80

Business Case Description:

This program is to increase the Company's mobility in the field using mobile devices. A Mobile Road Map Team has documented 30 opportunities where mobile technology could be used in the field. The top opportunities, with the highest benefit and savings, are included over the five-year program. The first phase is the project called "Visibility in the Field", which will assist in Leak Survey and Gas Service Dispatch by providing spatial maps in the field using a mobile device.

Offsets:

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

-		
ATI	V15	TA.

Investment Name: Requested Amount	Mobility in the F \$200,000	ield		Assess	ments:							
Duration/Timeframe		Year Program		Financi		MH - >= 9% & <12% CIRR						
Dept, Area:	Energy Delivery			Strateg	ic:	Agile Technolo	ogy Platforms					
Owner:	Heather Rosentra	ater & Mike Broen	neling	Operat		Operations improved beyond current levels ERM Reduction >0 and <= 5						
Sponsor:	Don Kopczynski	& Jim Kensok		Busine								
Category:	Program	Transfer Land		Prograi			around cost, sched	NAME OF TAXABLE PARTY.	A STATE OF THE PARTY OF THE PAR	_		
	n/a			Assessi	ment Score:	83		Summary - Increa				
Recommend Program Des						Performance	Capital Cost	O&M Cost	Other Costs	ERM Risk Score		
This program is to increase documented 30 opportunit with the highest benefit an opportunities will continue (CIRR) at 9% per Dave DeFe be for the project called Vit Dispatch This would prov for our field employees. O benefits would include ope timely entry of data along View GIS Layers and Multip Facility Data (in 2015) 4. P 2016).	ties where mobile te d savings, are includ to emerge, therefor elice. Opportinites sibility in the Field w ide spatial maps in t fur customer will be! rations improvement with improved tools the Maps in the Field	chnology could be led over the five ye- re a Mobility Progra- will be done in pha- hich enables the fo- he field, using a mo- nefit with these nev this to reduce compl and information in (in 2013) 2. Gas E	used in the field. ar program. Addi im is requested. ses over the 5 yea llowing: 1. Leak ! biblie device result w capabilities and iance risk, reduce the field. The top xposed Pipe Repo	The top tional m The Cust ars. The Survey 2 ing in eff effecien duplica opportunt (in 20	opportunities, obile omer IRR first phase will . Gas Service ficiency gained cies. The te effort, more unities are 1. 14) 3. Capture	This will increase collaboration with internal employees and external contractors and partners. This supports our strategic goals for agile						
					technology.							
						1		Summary - Increa				
Alternatives: Unfunded Program:	information in the the office; If a Serv	ind taken out to the field and then ente iceman does have a the paper process a	r the data into ele Go-Book then be	ectronic oth the e	format once in electronic entry		\$ -	O&M Cost	Other Costs	ERM Risk Score		
Alternative 1: Add ArcGIS Server with tablet mobile devices	Either establish an installation of servi hire one FTE for AF	ELA with Esri or pu ers and ArcGIS Serv M Team, deploy ap anges and training.	rchasing licenses er application, es proximately 180	individu tablish g mobile d	ally, overnance, devices, user	\$2,000 per device estimate	\$ 150,000			2		
Alternative 2: Add ArcGIS Server with Mesa devices	Mobile devices dep					\$4,000 per device estimate				0		
Alternative 3 Name: Add ArcGIS Server with Go- Book devices	Mobile devices dep	oloyed as a Go-Bool	k.			\$10,000 per device estimate				0		
Brown Cook Flour						Accordated For /	list all applicable):					
Program Cash Flows 5 years of costs						Current ER	- un appressione).	1 20 10 10 10				
	Capital Cost	O&M Cost	Other Costs] A	pproved							
2012				\$								
2013				\$	100,000							
2014		\$ 126,000	\$ (200,000)		570,000	1						
2015		\$ 300,000	\$ (392,000)		420,000	-						
2016		\$ 350,000	\$ (425,000)		320,000	ł						
2017		\$ 400,000	\$ (472,000)	\$		1						
2018 Total		\$ 1,176,000	\$ (1,489,000)	0	1,410,000	1						
Mandate Excerpt (if applic provide brief citation of the		n and a reference	number if poss	ible								
A 3 3 14 1 1 1 15 1												

Additional Justifications:

The hardware and software technology is advancing in such a manner that it will now benefit our field personnel to have a Mobility in the Field Program. We now have less expensive mobile devices to

deploy along with a discon	nected application ities more of a star	for our field workers dard in doing busines	to be able to wo	ork offline and synch i	nformation back and fe	orth when connection is	successful to wi-fi or cellular. Advances in technology work processes, able to post data quickly and have
Resources Requirements:	(request forms and	l approvals attached)					
Internal Labor Availability:	Low Probability YES	✓ Medium Probability	☐ High Probability	Enterprise Tech:	YES - attach form	☐ NO or Not Required	Check the appropriate box. The internal and contract labor boxes should be checked to indicate if the

AVISTA							
Contract Labor:	Low Probability YES	☑ Medium Probability ☐ NO	☐ High Probablity	Facilities: Capital Tools: Fleet:	YES - attach form YES - attach form YES - attach form YES - attach form	NO or Not Required NO or Not Required NO or Not Required NO or Not Required	resource owners have been contacted and to provide a general sense of how likely staff will be provided (this does not require a firm committment).
Key Performance Indicat	or(s)		Contract of the Contract of th				
Expected Performance Improv KPI Measure:	rements To be determine	ned by each project		1			
KPI Wedsure.	Fill in the name	e of the KPI here					
	STATE OF THE PARTY			Prepared	signature		
2500Year							
2000 Hours						0	
1500 Base Line				Reviewed	signature 1	2012	
Poly. (Ho				Reviewed	Signature & J	Dire	ector/Manager
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0		This graph is to provide a		Other Party Review		3000	
1 2	3 4	the KPI benefit, Providing recommended to help of		(if necessary	')	Dire	ector/Manager
-500		what the project is inten					
				3			
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1	This space is	to be used for prioto	graphs, charts,	or other data that me	ly be useral in evad	nating the riogram	
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To be completed by 0	Capital Plansis	n Group				District Control	
Rationale for decisio		y Group	Uniterna			R	eview Cycles
		Sent Reserve	Regulation of				2012-2016
					Date		Template
					Date	OF STREET	TSTOPHANE.
March 1							
DOMESTIC OF THE PARTY OF THE PA							

Functional Group: Enterprise Technology

Business Case Name: Technology Refresh to Sustain Business Process

ER No: ER Name:

5005 Information Technology Refresh Program

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$63,6981

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	10,919							2,860	2,226	1,285	1,404	1,245	1,899
2014	13,862	122	122	2,721	122	122	3,721	122	122	2,721	122	122	3,721
2015	19,362	565	565	2,985	565	565	3,985	565	565	2,985	565	565	4,889
2016	19,362	1,032	876	2,361	893	915	3,342	873	860	2,304	861	822	4,222

Business Case Description:

This program is in place to provide for technology refresh in alignment with the roadmaps for application and technology lifecycles. The continuation of technology refresh programs provides benefit to Avista by providing a stable and reliable application and computing platform to allow for the safe and reliable operation of our electric and gas infrastructure.

Offsets:

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

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Investment Name:	Technology Ref	resh to Sustain	Business Proce	3								
Requested Amount	\$10,019,774	Carlos Carlos		Assessments:	Medium - >= 5% & <9% CIRR Life Cycle Programs							
Duration/Timeframe		Year Program		Financial:								
Dept, Area:	IS/IT	Candas		Strategic: Operational:								
Owner: Sponsor:	Jacob Reidt/Jim	Corder		Business Risk:	ERM Reductio			erioriii at currer	t level	•		
Category:	Program	-		Program Risk:				ule and resourc	es	NAME OF TAXABLE PARTY.		
	n/a			Assessment Score:	89	-		Summary - Incre		ecrease)		
Recommend Program Desc					Performance		Capital Cost	O&M Cost		Other Costs	Business Risk Score	
This program is in place to		ev refresh in alienr	ment with the roa	dmans for application	This program	\$	10,019,774		\$		15	
and technology lifecycles. I providing a stable and relia operation of our electric an	he continuation of t ble application and o	echnology refresh computing platforn	programs provide	es benefit to Avista by	provides for current technologies for the normal operation of the business			S	200//000			
Alternatives:					Performance		Capital Cost	Summary - Incre O&M Cost		Other Costs	Business Risk Score	
Unfunded Program:	Not doing this proc	rram will result in f	our major impacts	s: 1) Reduction of 62	The	\$	-	- Calli Cost	5	1,895,751	20	
Omunded Program:	staff members with process efficiency	n key institutional k	nowledge 2) Decr labor to support	rease in business the technology 4)	performance of the computing technology at				Ť	1,035,731		
Technology Refresh Programs	the roadmaps for a technology refresh and reliable applica	application and tecl	nnology lifecycles. s benefit to Avista ng platform to allo		This program provides for current technologies for the normal	\$	10,019,774	\$ -	\$		15	
Alternative 2: Brief name of alternative (if applicable)	Describe other opt	ions that were con	sidered		describe any incremental changes in operations	\$		\$ -	\$		0	
Alternative 3 Name: Brief name of alternative (if applicable)	e of alternative (if							\$ -	\$		0	
Program Cash Flows					Associated Ers (lict :	all annlicable).					
5 years of costs					5005		5007					
5 years or costs	Capital Cost	O&M Cost	Other Costs	Approved	5024		5008					
	\$ 9,973,758			\$ 9,973,758	5128		5009					
2013			\$ -	\$ 11,110,491	5131							
2014	\$ 12,129,043	\$ -	\$ -	\$ 13,862,243								
2015	\$ 13,949,536	\$ -	\$ -	\$ 19,362,243								
2016			\$ -	\$ 19,362,243	-							
2017			\$ -	\$ 19,362,243	-							
2018 Total		\$ -	\$ -	\$ 19,362,243 \$ 112,395,464								
Mandate Excerpt (if applic provide brief citation of the	able):		number if poss	ible								
Additional Justifications:			-52s.ansion					57 48 HE				
Technology refresh program and improve their systems reason is due to the addition in 3-5 years adding to the reand \$500k in Network Systems	to provide improved on of new hardware efresh budget. For e	d performance and and software to su example, infrastruc	function. This in pport new busine ture refresh costs	turn requires compani ss requirements and gr the increase from yea	es to replace syste rowth. New equip r to year due to pr	em o omer rior y	n a periodic basis nt purchased und years spend in Te	s to maintain relia er Technology Ex chnology Expansi	bility a pansior on, rou	nd functionality n Program will h ghly \$800k in D	. The second main nave to be refreshed histributed Systems	
Resources Requirements:	(request forms and a	approvals attached,			C 3/15			V 40 15				
Internal Labor Availability: Contract Labor:	Low Probability YES	☐ Medium Probability ☐ NO	☑ High Probability	Enterprise Tech: Facilities: Capital Tools:	YES - attach form YES - attach form YES - attach form		NO or Not Requi	red labor box red resource red a general	es shoul owners i sense of	d be checked to	cted and to provide will be provided	

Attachment No.__ET-4.2

AVISTA

Capital Program Business Case

Key Performance In					
Expected Performance II KPI Measure:	Fill in the name of the KPI here			1	
10.11.	Fill in the name of the KPI here			Car Maria CH	
		Prepared	signature	SawyNeith	
				. 0 0	
				= 11 5/ 0	
		Reviewed	signature	Director/Manager	
				Director/Manager	
			CONTRACTOR CALLS		
		Other Party Review (if necessary		Director/Manager	
		(ii necessary	,	Directorinariages	
	This space is to be used for photograph	s, charts, or other data that ma	ay be useful in ev	vaulating the Program	
To be completed	by Capital Planning Group	X TO THE REAL PROPERTY.	The state of the s		
Rationale for de		THE RESIDENCE	TO STATE OF	Review Cycles	
		Charles Harrison	1 1 1 1 1 1 1 1	2012-2016	
NO DESCRIPTION			Date	Template	
			Date	Tempore	

Functional Group: Enterprise Technology

Business Case Name: Customer Service System Replacement (Project Compass)

ER No: ER Name:

5138 Customer Information System (CIS) Replacement

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$78,9631

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	9,184										8,074	1,110	
2014	67,341									67,341			
2015													
2016													

Business Case Description:

The Customer Information System (CIS) will be implemented in two waves. The first wave includes the Maximo application in the Company's areas of Generation, Production, and Substation Support. This wave has an estimated go-live date or transfer to plant date of September 2013. The second wave, includes Maximo application in the Company's areas of Transmission, Distribution, and Gas Operations, as well as the Customer Care and Billing application. This large technology project is described in detail in the testimony of Mr. Kensok.

Offsets:

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

Functional Group: Enterprise Technology

Business Case Name: Enterprise Security

ER No: ER Name:

5002 Security Initiative5014 Security Systems

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$8,1651

Transfer to Plant Amounts (\$000s - System):

Year	Total Jan	Feb Mar	Apr	May	Jun J	ul Aug	Sep	Oct	Nov	Dec
2013	1,530				176	5 27	944	37		346
2014	2,183	455			518		545			665
2015	2,185	546			546		546			546
2016	2,186	455			517		545			670

Business Case Description:

This program is to maintain and improve all security aspects to protect people, assets, information & operations through projects, activities and polices. It will also manage the number of security incidents at level that aligns with our corporate risk expectations. Additionally it will increase the culture of security through education and training.

Offsets:

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

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Investment Name:	Enterprise Secu	rity												
Requested Amount	\$1,836,932						sments:	12%						
Duration/Timeframe			Program	_		Finan Strate		Agile Technolo	ov P	latforms	1100			
Dept, Area: Owner:	Enterprise Techn Clay Storey/Jim					100000000000000000000000000000000000000	ess Risk:	Business Risk			<= 10			
Sponsor:	Jim Kensok	Joide				CONTROLLED IN	am Risk:	High certainty				resources		
	Program				TO SERVI									
Mandate/Reg. Reference:	n/a					Asses	sment Score:	92		Annual Cost	Summa	ary - Increas	se/(Decrease)	
Recommend Program Desc	ription:							Performance	(Capital Cost		M Cost	Other Costs	Business Risk Score
This program is to maintain operations through project: level that aligns with our co through education and train	s, activities and pol orporate risk expect	ices. It	will also man	age t	he number o	of secu	rity incidents at		\$	1,836,932	\$		\$	9
		_		_						Annual Cost	Summ	ary - Increas	se/(Decrease)	
Alternatives:								Performance	(Capital Cost	08	M Cost	Other Costs	Business Risk Score
Unfunded Program:	Address issues reli arise and pay fines				ecurity and	compl	iance as they	The risk of security incidents increases			\$		\$ 5,000,000	15
Alternative 1: Brief name of alternative (if applicable)	This program is to people, assets, infi polices. It will also aligns with our col- culture of security	ormati mana porate	ion & operation ge the numbe e risk expecta	ons ther of s tions	nrough proje security incide . Additionally	cts, ac lents a	tivities and it level that	Decreases the likelihood or severity of security incidents	\$	1,836,932	\$		\$	9
Alternative 2: Brief name of alternative (if applicable)						H			\$		\$		\$	0
Alternative 3 Name: Brief name of alternative (if applicable)									\$	***	\$		\$	0
Program Cash Flows	Capital Cost	1	D&M Cost	0	ther Costs		Approved	1	Asso	ociated Ers (list	all appl	icable):		
Previous			JOHN COST	\$	tilei costs	\$	1,885,000		2000	m 5014				
2013		_		5		\$	1,610,000	1						
2014	The state of the s			\$	•	\$	2,185,000]						
2015			T COM	\$		\$	2,185,000							
2016				\$		\$	2,185,000	1						
2017 2018		\$	-96.	\$		\$	2,185,000	1						
Total	The state of the s	\$		\$		\$	10,350,000	1						
									_					
ER	2013		2014		2015		2016	2017	\$	Total			(if applicable):	wever project under
		-	-	-					\$					may be mandatory
		-	-	-					\$				n their specific rec	
5014	\$ 1,885,000	\$	1,885,000	\$	1,885,000	\$	1,885,000	\$ 1,885,000	\$	9,425,000	1			
Ó	\$ -	\$		\$	•	\$		\$ -	\$					
0	\$ -	\$,	\$		\$		\$ -	\$					
0	\$ -	\$		\$	9.	\$	*	\$ -	\$		Additio	onal Justific	rations	
0	\$ -	\$		\$		5		\$ -	\$				Note: This program	is being fund by a
0	\$ -	\$		\$		\$		\$ -	\$		rec	luction in th	e Technology Refre	sh and Technology
0	\$ -	\$		\$	- (4)	\$		\$ -	\$]	Expansion b	ousiness cases, for \$	565k and \$820k
0	\$ -	\$		\$	28	\$		\$ -	\$	(*)	re	spectively.	And \$500,000 from	Security Initiative
0	\$ -	\$		\$		\$	•	\$ -	\$				Business Case (ER50	002).
0	\$ -	\$	-	\$	-	\$		\$ -	\$		1			Street and
0	\$ -	\$		\$		\$		\$ -	\$					CONTRACTOR OF THE PARTY OF
Total	\$ 1,885,000		1,885,000	\$	1,885,000	\$	1,885,000	\$ 1,885,000	\$	9,425,000	1	ALUE.		
Total		10.4				1		Li						
Resources Requirements: (Internal Labor Availability: Contract Labor:			edium Probability		High Probablity	Facili	al Tools:	YES - attach form YES - attach form YES - attach form YES - attach form		□ NO or Not Requ	uired uired	resource of a general se	s should be checked t	tacted and to provide ff will be provided
Key Performance Indicator	r(s)													
Expected Performance Improves	ments					,								
KPI Measure:	Fill in the name of					1		Prepared	siar	nature				
1.2								riepareu	alyl					
#REF	1													

AVISTA

0.8	#REF! #REF! Project FO Rate Poly. (#REF!)	This graph is to provide a place to direct the KPI benefit. Providing a graph is recommended to help communicate what the project is intended to	Reviewed signature Other Party Review signature (if necessary)	Director/Manager Director/Manager
Data loss prevei Email Encryption File Integrity Mo Network Access Network IPS Ext Security monitor Two factor authe 2014 Projects SIEM & Officer Controlled Acce SSPWR Internet Itron Security Ac Asset managem Identity Manage Identity Manage Identity Manage Integrity Manage Identity Man	agement to SCADA and GCN intion software and Data classification standards in initioning (Control Phase 1 Config Analysis Automation pension ing expansion to GCC and SCADA (QRadar) entication Setfresh iss based on need to know it Access poliances (SGDP) Refresh pentances (SGDP) Refresh tent. Authorized & Unauthorized SW iment Solution of Admin Privileges	PKI Refresh CVA Hardware Refresh Web Services Security (OSM) Disk Encryption Refresh Network Device Config Analysis Ref McAtee NSM & NIPS Refresh Malware Detection Appliance Refres Limitation and Control of Network Po Configuration management tool Boundary Defense Application SW-Secure config Account Monitoring and Control HR Systems integration w/Active Dir 2016 Projects Asset mot/Auth & Unauth Devices R Password Vault Refresh Network Access Control Refresh Identity Management Refresh Identity Management Refresh Enterprise Reduced Stan-On Controlled Access based on need to	h (FireEye) rts, Protocols, and Services ectory effesh	
	leted by Capital Planning Group for decision			Review Cycles 2012-2016
			Date	Template

Functional Group: Enterprise Technology

Business Case Name: Technology Expansion to Enable Business Process

ER No: ER Name:

5006 Information Technology Expansion Program

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$21,5431

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	3,311							629	446	425	343	296	1,171
2014	3,836	175	175	608	175	175	608	175	175	608	175	175	608
2015	5,799	271	271	909	271	271	909	271	271	909	271	271	909
2016	6,060	155	195	1,032	363	271	1,027	286	334	998	224	140	1,034

Business Case Description:

This program facilities the technology growth throughout the Company. This includes technology expansion for the entire workforce, business process automation and increases in technology to support efficient business processes.

Offsets:

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.



Enterprise Techoi Jacob Reidt/Jim C Jim Kensok Program n/a ption: chnology growth th	ted Amount on/Timeframe Area: r: ry: re/Reg. Reference: mend Program Desi gram facilities the to on for the entire wo t business processe:	10 Yea ise Techonogy Reidt/Jim Cord isok			Assessn Financia		7.00%						
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ption: chnology growth the force, business properties of the force of	mend Program Desc gram facilities the t on for the entire wo												
chnology growth the characteristic properties of the characteristic properties of the characteristic properties to the characteristic properties of the characteristi	ogram facilities the to on for the entire wo				Assessn	nent Score:	81		Annual Cost	Summary - Increas	se/(Decrease)		
kforce, business pr Without funding th and application ent or improvements to unding this progra	on for the entire wo					1000	Performance	(Capital Cost	O&M Cost	Other Co	sts	Business Risk Score
and application ent or improvements to unding this progra	. ovalitess processe							\$	7,675,945	\$	s	3	5
and application ent or improvements to unding this progra							Performance		Annual Cost	Summary - Increas	se/(Decrease) Other Co	ctc	Business Risk Score
and application ent or improvements to unding this progra	tives:	for due this see		be able to delive	r toobaa	lami accets	n/a	5	apital Cost	S -	\$	363	15
	ed Program:	lication enhance evements to in-l this program wi	ement to provi house develope ill be the loss o	de for growth of ed applications. f 20+ application	the tech A conse FTE's wh	nology base quence of not	ilya						
This program facilit includes technology outomation and incorocesses.	tive 1: Brief name native (if ble)	technology exp tion and increas	oansion for the	entire workforce	e, busine:	ss process		\$	7,675,945	\$	\$		5
	tive 2: Brief name native (if ble)							\$		\$ -	\$		0
	tive 3 Name : Brief f alternative (if ble)							\$		\$ -	\$	-	0
en is to					336	35							
Capital Cost	n Cash Flows	tal Cost	O&M Cost	Other Costs	A	pproved	1	Asso	ciated Ers (list	all applicable):			
	Previous	7,792,700 \$		\$ -	\$	7,792,700	1		5006				
	2013		SCHOOL SERVICE	\$ -	\$	5,848,113	1						
	2014	7,835,572 \$		\$ -	\$	3,835,572	1						
\$ 8,083,991	2015	8,083,991 \$		\$ -	\$	5,799,088							
\$ 7,559,940	2016	7,559,940 \$		\$ -	\$	6,059,940							
\$ 8,330,445	2017	8,330,445 \$		\$ -	\$	6,830,445		amo	unts same as	2012 less 820k m	noved to new	Enter	orise Security
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2013	ER		2014	2015		2016	\$ 8,330,445		Total 39,485,893	Mandate Excerpt		-	
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\$ -			-	\$ -	\$		\$ -	\$		the state of the s		TOWNSON	ed to an Enterprise
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\$ -		- \$		\$ -	\$		\$ -	\$					
\$ 7,675,945	9 Jan 248		7,835,572	\$ 8,083,991	\$	7,559,940	\$ 8,330,445	\$	39,485,893				
	ces Requirements: (Labor Availability: t Labor: formance Indicator Performance Improver soure:	e name of the K	tedium Probability O (PI here	☑ High Probability	Facilitie	s:	YES - attach form	1	NO or Not Requ NO or Not Requ NO or Not Requ	lired labor boxes ired resource over ired a general selficed (this does not be a considered to the c	should be chec vners have beer ense of how like oot require a firm	ked to contain ly staff	indicate if the sted and to provide will be provided
\$ 7,	Labor Availability: t Labor: formance Indicator Performance Improve	obi	ms and appro	ms and approvals attached)	ms and approvals attached) shility Medium Probability High Probability NO	ms and approvals attached) bility Medium Probability High Probability Enterpr No Facilitie Capital Fleet:	ms and approvals attached) ability Medium Probability High Probability Enterprise Tech: Facilities: Capital Tools: Fleet:	ms and approvals attached) ability Medium Probability High Probability Enterprise Tech: YES - attach form	ms and approvals attached) Medium Probability	ms and approvals attached) ability Medium Probability Z High Probability Enterprise Tech: Z YES - attach form NO or Not Required in the probability Test - attach form NO or Not Required in the probability NO or Not Required in th	ms and approvals attached) ability Medium Probability High Probability Enterprise Tech: YES - attach form NO or Not Required labor boxes NO Facilities: YES - attach form NO or Not Required resource or Capital Tools: YES - attach form NO or Not Required Fleet: YES - attach form NO or Not Required YES - attach form NO or Not Required This does not not sequired This does not not not sequired This does not not not sequired This does not	ms and approvals attached) ability Medium Probability High Probability Enterprise Tech: YES - attach form NO or Not Required Iabor boxes should be chec resource owners have been Capital Tools: YES - attach form NO or Not Required Re	ms and approvals attached) ability Medium Probability High Probability Enterprise Tech: YES - attach form NO or Not Required Iabor boxes should be checked to resource owners have been contained YES - attach form NO or Not Required Req

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			Other Party Review sign	ature
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		the KPI benefit. Providing a graph is recommended to help communicate		
0		what the project is intended to		
	1			
e completed by Capit	al Planning Group			
ne completed by Capit	al Planning Group			Review Cycles
ne completed by Capit ationale for decision	al Planning Group			Review Cycles 2012-2016
ne completed by Capit tationale for decision	al Planning Group		Date	
e completed by Capit ationale for decision	al Planning Group		Date	2012-2016
e completed by Capit ationale for decision	al Planning Group		Date	2012-2016

Functional Group: Enterprise Technology

Business Case Name: RTCCS Refresh

ER No: ER Name:

5119 Moducom Repl(RTCCS)

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$221

Transfer to Plant Amounts (\$000s - System):

Year	Total Ja	an Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	-3						-6	3				
2014												
2015												
2016												

Business Case Description:

Replace the current Moducom Radio Telecom Command and Control System (RTCCS) with a newer system which is also compatible with the radio equipment that will be used in conjunction with the Next Generation Radio Project. These are currently in use Distribution Dispatch; SO; Generation Control Center; Noxon and Cabinet Gorge Clarkfork HED; Credit Dispatch; Wholesale Marketing.

Offsets:

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.



I Marin	Duningt Name						
Investment Name:	Project Name						
Requested Amount Duration/Timeframe	Estimated Total Capital Expenditure	Assessments:	MH - >= 9% &	-120/ CIDD			
	no. years Year Project	Financial:					
Dept, Area:	Department Translation	Strategic:	Agile Technolo	oroved beyond curr	ent lovels		
Owner:	Typically Director Typically Executive Officer	Operational:	ERM Reduction		ent ieveis		
Sponsor:		Business Risk:			ula and raccurace		
Category:	Project	Project/Program Risk:					
Mandate/Reg. Reference:		Assessment Score:	100		nmary - Increase/([1	
Recommend Project Descr	•	/	Performance	Capital Cost	O&M Cost	Other Costs	Business Risk Score
	com Radio Telecom Command and Control System		•	\$ -	\$ -	\$ -	6
•	ith the radio equipment that will be used in conju		incremental				
	These are currently in use Distribution Dispatch; S		-				
Noxon and Cabinet Gorge (Clarkfork HED; Credit Dispatch; Wholesale Marketi	ing.	this project				
			would benefit				
			present				
			operations				
				Cost Sur	nmary - Increase/(I		
Alternatives:			Performance	Capital Cost	O&M Cost	Other Costs	Business Risk Score
Status Quo:	Describe the current condition of the asset(s) an corrected	d problems that need to be	n/a	\$ -	\$ -	\$ -	10
Alternative 1: Brief name	Describe other options that were considered		describe any	\$ -	\$ -	\$ -	6
of alternative (if			incremental				
applicable)			changes in				
,,			operations				
Alternative 2: Brief name	Describe other options that were considered		describe any	\$ -	\$ -	\$ -	0
of alternative (if			incremental	,	•	•	
applicable)			changes in				
аррисавісу			operations				
Alternative 3 Name : Brief	Describe other options that were considered		describe any	\$ -	\$ -	\$ -	0
name of alternative (if	Describe other options that were considered		incremental	,	-	٠	U
,							
applicable)			changes in operations				
			operations				
Timeline				Construction Cash I	Flows (CWIP)		
				Capital Cost	O&M Cost	Other Costs	Approved
			Previous	\$ 1,165,244	\$ -	\$ -	\$ 1,165,244
			2012	\$ 2,618,156	\$ -	\$ -	\$ 2,618,156
			2013	\$ 21,600	\$ -	\$ -	\$ 21,600
			2014	\$ -	\$ -	\$ -	\$ -

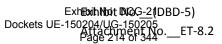
Rebaselined after completion of Design & Planning

3,805,000 \$

Milestones (high level to	argets)							
January-11 December-11 March-12 December-12 January-13 January-13	11 Year End 2 Design & Planning Complete 12 Execution Complete 3 Warrenty & Closeout Complete 3 Project Complete					Project Complete		
Associated Ers (list all app	licable):	5119						
Mandate Excerpt (if applied	cable):	na						
Additional Justifications:								

2016 \$
2017 \$
2018 \$
Future \$

Total \$





Resources Requirements:	(request forms a	nd approvals attached)					
Internal Labor Availability:		Medium Probability	☐ High Probablity	Enterprise Tech:	YES - attach form	□ NO or Not Required	
Contract Labor:	Low Probability YES	☐ Medium Probability	☐ High Probability	Facilities: Capital Tools:	YES - attach form	□ NO or Not Required □ NO or Not Required	
				Fleet:	YES - attach form	☐ NO or Not Required	
Key Performance Indicator Expected Performance Improves							
KPI Measure:	Fill in the name	of the KPI here					
	Fill in the name	of the KPI here		Prepared	signature		
1000 —Outage F	lours	٨		rrepared	Signature		
800 —Target	iouis	/\	<u> </u>				
600 —— Project F	O Rate						
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0		This graph is to provide a	place to direct	Other Party Review	sianature		
2004 2005	2006 2007	the KPI benefit. Providing	g a graph is	(if necessary)			Director/Manager
-200		recommended to help cou what the project is intend					
	This space is	to be used for photogr	raphs, charts, c	or other data that may	be useful in eva	ulating the project	
				,			
To be completed by Ca	pital Planning	Group					
Rationale for decision							Review Cycles 2012-2016
					Date		Tomplato
					Date		Template

Functional Group: Enterprise Technology

Business Case Name: High Voltage Protection for Substations

ER No: ER Name:

5142 High Voltage Protection Upgrade

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$2,131¹

Transfer to Plant Amounts (\$000s - System):

Year	Total Ja	an Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	1,457								904	28	525	
2014	2,014		144	136	178	154	138	161	304	166	154	478
2015	320		80			80			80			80
2016	320											320

Business Case Description:

High Voltage Protection to personnel and telecommunication equipment by fiber integration, demark relocation, & equipment remediation at suburban and rural substations.

Offsets:

The O&M Offsets adjustment includes offsets 2013 and 2014 of \$9,650 (\$6,273 Washington) and \$15,900 (\$10,336 Washington) respectively. After further discussion it was determined that these savings will be distributed to other expenses and the initial savings will be negated. These additional savings should not have been included in revenue requirements.

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

Capital Investment Business Case

Investment Name:	High Voltage Protection for Substations_Revis \$4,371,844	Assessments:								
Requested Amount Duration/Timeframe	6 Year Project	Financial:	Medium - >= 5	% &	<9% CIRR					
	Enterprise Technology	Strategic:	Reliability & Ca	2000000	The state of the s	-		-		
Dept, Area: Owner:	Jacob Reidt/Jim Corder	Operational:			execution to p	erfo	rm at current l	eve	q	
Sponsor:	Jim Kensok	Business Risk:	ERM Reductio			0110	m at banchi			
Category:	Mandatory	Project/Program Risk:				ule	and resources			
Mandate/Reg. Reference:	Yes	Assessment Score:	128	Total Control of			ry - Increase/(D		ase)	
Recommend Project Descr		prosessinent score.	Performance		Capital Cost	_	O&M Cost		Other Costs	ERM Risk Score
	personnel and Telco equipment by fiber integration, der suburban and rural substations.	nark relocation, &	describe any incremental changes that this project would benefit present operations	\$	3,820,309	\$	(374,500)	\$		3
			Operations		Cost Sun	nma	ry - Increase/(D	ecre	asel	
Alternatives:			Performance		Capital Cost		O&M Cost		Other Costs	ERM Risk Score
Status Quo:	Not repairing this situation has potential to increase the telephone company personnel working near substation damage to communications equipment caused by elect	ns and the risk of	n/a	\$		\$		\$	1,000,000	15
Alternative 1: Brief name of alternative (if applicable)	High Voltage Protection to personnel and equipment be demark relocation, & equipment remediation at suburb substations.		16 substations integrated onto fiber network, reducing	-001	3,820,309	\$	(48,600)	\$		3
Alternative 2: Brief name of alternative (if applicable)	Describe other options that were considered		describe any incremental changes in operations	\$		\$		\$		0
Alternative 3 Name: Brief name of alternative (if applicable)	Describe other options that were considered		describe any incremental changes in operations	\$		\$		\$		0

Construction Cash Flows (CWIP) Timeline

	1	Capital Cost	O&M Cost	Other Costs	Approved
Previous	\$	1,243,989	\$	\$ 1111	\$ 1,243,989
2012	\$	1,041,320	\$ (18,000)	\$	\$ 997,355
2013	\$	525,000	\$ (37,300)	\$ 12,000	\$ 690,500
2014	\$	530,000	\$ (53,200)	\$ 12,000	\$ 800,000
2015	\$	320,000	\$ (53,200)	\$ 12,000	\$ 320,000
2016	\$	160,000	\$ (53,200)	\$ 12,000	\$ 320,000
2017	\$		\$ (53,200)	\$ 12,000	\$ -
2018	\$		\$ (53,200)	\$ 12,000	\$
Future	\$		\$ (53,200)	\$ 12,000	\$
Total	\$	3,820,309	\$ (374,500)	\$ 84,000	\$ 4,371,844

Rebaselined after completion of Design & Planning

Milestones (high level targets)

October-11 Major Procurement Previous Spend 2011 December-11 Major Procurement October-12 Previous Spend 2012 December-12

January-13 First fiber project close February-13 March-13 First remediation project close Second remediation project close April-13 Future GridNet Sites engineering

RLH Construction December-14 **RLH Construction** December-15 December-16 **RLH Construction**

July-13 HVP Shop labor finishes December-13 Finalize GridNet Installation

Associated Ers (list all applicable): 5119 Mandate Excerpt (if applicable): Under CenturyLink (FKA Qwest) tarrif Number 1 section 13.7 requires that the customer provide high voltage protection for communication circuits in high voltage areas. Please notes below for additional information

Additional Justifications:

In order to balance the need for communications from devices at substation locations with safety of personnel and equipment, high voltage protection & isolation standards have arisen. Telco companies have the ability or desire to turn off communication circuits to substations until Avista works with them to electrically isolate the copper coming into the substation. This effects Phone, Modem, SCADA, and / or Metering & Monitoring systems at the substations. This set of projects was created to mitigate this tariff risk as well as the lower likelihood (but more expensive) risks to personnel and equipment.

Resources Requirements: (request forms and approvals attached)

Capital Investment Business Case

Internal Labor Availability: Contract Labor:	☐ Low Probability ☑ YES	✓ Medium Probability ☐ NO	High Probability	Enterprise Tech: Facilities: Capital Tools: Fleet:	YES - attach form YES - attach form YES - attach form YES - attach form	□ NO or Not Required
Key Performance Indicato Expected Performance Improve KPI Measure:				Prepared	signature	Jan Vi Meidt
				Reviewed Other Party Review (if necessary		Director/Manager Director/Manager
Please see the follow lin http%3A%2F%2Ftariffs. This project was started	k for CenturyLink qwest.com%3A8	(FKA Qwest) Tariff 000%2Fidc%2Fgrou	No. 1 that outli ups%2Fpublic%	ines the requirement 2Fdocuments%2Ft	ts for High Voltag ariff%2Ffcc1_s01	aulating the project e Protection Circuits. 3p021.pdf
To be completed by Ca	pital Planning (Group				Review Cycles
Rationale for decision					Bank S	2012-2016
					Date	Template

AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: Enterprise Technology

Business Case Name: Next Generation Radio Refresh

ER No: ER Name:

5106 Next Generation Radio System

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$6,887¹

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	1,999												1,999
2014	7,235								4,458				2,777
2015	27	15	10	2									
2016													

Business Case Description:

This project is refreshing Avista's 20 year old Land Mobile Radio ("LMR") system that is used for critical crew communications during outage restoration and daily operations of maintaining the electric and gas distribution and transmission systems. Avista continues to maintain a private LMR system because the offerings available from public providers cannot provide communication throughout our rural service territory and as a portion of our nation's critical infrastructure it is imperative that Avista have a communication system that will operate in the event of a disaster to help safeguard the general public.

Offsets:

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

Capital Investment Business Case



Investment Name:	Next Generation Radio Refresh								
Requested Amount	\$ 22,476,931	Assessments:							
Duration/Timeframe	5 Year Project	Financial:	Medium - >= 5	% & <9% CIRR	COLUMN TO A STATE OF				
Dept, Area:	Enterprise Technology	Strategic:	Agile Technolo	ogy Platforms					
Owner:	Jacob Reidt/Jim Corder	Operational:	Operations require execution to perform at current levels						
Sponsor:	Jim Kensok	Business Risk:		n >5 and <= 10					
Category:	Mandatory	Project/Program Risk:	: High certainty	around cost, sche	edule and resource	S			
Mandate/Reg. Reference:	FCC Narrow Banding Mandate (See below)	Assessment Score:	128	Cost Su	ımmary - Increase/(I	Decrease)			
Recommend Project Descr	iption:		Performance	Capital Cost	O&M Cost	Other Costs	ERM Risk Score		
communications during ou distribution and transmissi because the offerings avail service territory and as a p	vista's 20 year old Land Mobile Radio (LMR) system that tage restoration and daily operations of maintaining the on systems. Avista continues to maintain a private Land able from public providers cannot provide communicati ortion of our nation's critical infrastructure it is imperat it will operate in the event of a disaster to help safeguar	e electric and gas d Mobile Radio system ion throughout our rural ive that Avista have a	radio system will not meet	\$ -	\$	\$	0		
					ummary - Increase/(I				
Alternatives:			Performance	Capital Cost	O&M Cost	Other Costs	ERM Risk Score		
Status Quo:	Describe the current condition of the asset(s) and protocorrected	blems that need to be	n/a	\$ -	\$ -	\$ -	0		
Alternative 1: Brief name of alternative (if applicable)	Describe other options that were considered		describe any incremental changes in operations	\$ -	\$	\$ -	0		
Alternative 2: Brief name of alternative (If applicable)	Describe other options that were considered		describe any incremental changes in operations	\$ -	\$	\$	0		
Alternative 3 Name: Brief name of alternative (if applicable)	Describe other options that were considered		describe any incremental changes in operations	\$ -	\$ -	\$ -	0		
Timeline				Construction Cash	Flows (CWIP)				

Actual Forecast

	Capital Cost	O&M Cost		Other Costs	Approved		
Previous	\$ 11,327,464	\$	\$		\$	11,327,464	
2012	\$ 8,003,573	\$ - 1	\$		\$	4,262,000	
2013	\$ 2,997,260	\$ -	\$		\$	2,715,260	
2014	\$ 3,946,378	\$ -1.	\$		\$	4,145,207	
2015	\$ 27,000	\$ 1 (#)	\$	*	\$	27,000	
2016	\$	\$	\$		\$		
2017	\$ 	\$	\$	1 1 1 1 20	\$		
2018	\$ 	\$	\$	-	\$		
Future	\$	\$	\$		\$		
Total	\$ 26,301,675	\$	\$		\$	22,476,931	

Rebaselined after completion of Design & Planning

Milestones (high level February-08 December-11 December-12 December-13 December-14	targets) Project Started year end actual year end actual year end actual year end actual		December-15	year end actual		
Associated Ers (list all app	licable):	5106				
Mandate Excerpt (if applie	cable):	na				
Additional Justifications:						

Exhibit No. DCG-21 Dockets UE-150204/UG-150205 Page 220 of 344

Capital Investment Business Case

Exhibit No.__(DBD-5) Attachment No.__ET-10.2

Resources Requirements:	request forms a	nd approvals attached)				
Internal Labor Availability: Contract Labor:		Medium Probability	High Probability	Enterprise Tech: Facilities: Capital Tools: Fleet:	YES - attach form YES - attach form YES - attach form YES - attach form	☐ NO or Not Required ☐ NO or Not Required
Key Performance Indicator		Section and Section	3000			
expected Performance Improver KPI Measure:	nents Fill in the name	of the KPI here		1		
		of the KPI here		Prepared	signature	Jan Meist
1000 ——Outage H	ours	^		Prepareu	signature	A Company
800 Target			\			
600 Project Fo	O Rate	-/-	1	Reviewed	signature	AND A
400		1				Director/Manager
200						
0		This graph is to provide a		Other Party Review		
-200 2004 2005		the KPI benefit. Providin recommended to help co what the project is inten-	mmunicate	(if necessary)	Director/Manager
To be completed by Ca	pital Planning	Group				NAMES OF STREET STREET, DESIGNATION OF STREET
Rationale for decision						Review Cycles 2012-2016
					Date	Template

AVISTA

Exhibit No. DCG-21 Dockets UE-150204/UG-150205 Page 221 of 344 Exhibit No.__(DBD-5) Attachment No. ET-11

AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: Enterprise Technology

Business Case Name: GridGlo GFX Integration

ER No: ER Name:

7129 GridGlo GFX Integration

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$6621

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013													
2014	240												240
2015													
2016													

Business Case Description:

Trove (formerly gridglow) will develop, deliver and integrate the Trove Fusion Exchange Platform (GFX Platform) with Avista's Blue Cube framework. The GFX Platform embeds advanced analytical algorithms enabling utilities to derive business insights from the fusion of organic grid data with organic and external customer data within an open, multi-layered architecture. The GFX Platform provides Application-Program Interfaces ("API") APIs to an embedded analytics layer, and Forecasting Application is in scope for this business cases.

Offsets:

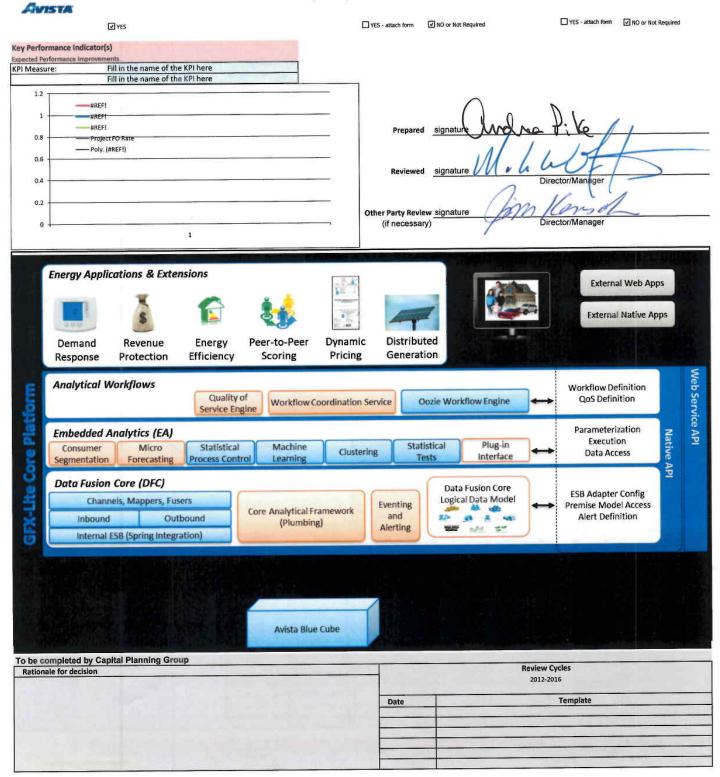
¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

Capital Project Business Case

Investment Name:	Trove GFX Inte	egration											
Requested Amount Duration/Timeframe	\$662,000	1 Year Project		Assessments:		22.000/							
Dept, Area:	Enterprise Tech			Financial: Strategic:		22.00% Agile Technol	loav D	Notices a	-				
Owner:	Mark Gustafson			Business Risk:				uction - None					
Sponsor:	Jim Kensok			Project Risk:				around cost, s	chadula	and room	15000	-	
Category:	Project					Midderate cor	contrey	diodrid cost, s	ocifodule	and leson	11005	_	
Mandate/Reg. Reference:	n/a			Assessment So	ore:	7	8	Annual Cost	Summa	rv - Increas	e//Decres	ico)	1
Recommend Project Descr	iption:					Performance		Capital Cost		M Cost		r Costs	Business Risk Score
GridGlo changed their com	pany name to Trov	e in 2013. Trove w	ill develop, deliv	er and integrate th	he	describe any	-	662,000		67,100			0
Trove Fusion Exchange Plan	tform (GFX Platform	n) with Avista's Blue	e Cube framewor	rk. The GFX Platfo	orm	incremental			1	,	*		,
embeds advanced analytic	al algorithms enabl	ling utilities to deriv	e business insigh	ts from the fusion	of	changes that	8		N Date				
organic grid data with orga	nic and external cu	istomer data within	an open, multi-l	ayered architectu	re. The	this Project							
GFX Platform provides App						would benefit							
analytical workflow layer, a	and access to the T	rove fusion layer of	customer attribu	ites. Note: The l	oad	present			50				
Forecasting Application is in 65.80%; Medium case = 22.			ed as of 10/13. I	KK score is at High	n case=	operations							
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Alternatives:						Performance	-	Annual Cost					
Unfunded Project:	Describe the curr	ent condition of the	asset(s) and pro	hlems that need t	to be	n/a	\$	Capital Cost	\$	M Cost	\$	r Costs	Business Risk Score
	corrected		assects) and bro	bicins that heed i	io de	11/4	9		9		Þ	-	0
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	P. L.												
Alternative 1: Brief name	Trove GFX Integra	ation			- 19	describe any	\$	662,000	\$	67,100	S		0
of alternative (if						incremental					*		
applicable)						changes in			100				
						operations			100				
Alternative 2: Brief name	Describe other op	tions that were con	sidered			describe any	\$		\$		\$		0
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applicable)						changes in	lant.						
						operations							
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name of alternative (if	-					incremental							
applicable)						changes in	1	e la					P. L. Committee
						operations			200				
Program Cash Flows													
THE THE PARTY OF T	Capital Cost	O&M Cost	Other Costs	Approve	d		Acco	ciated Ers (list a	all applie	ablek			
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2014	\$ 377,500	\$ 67,100			77,500								
2015		\$ 114,600	\$ -	\$	•	ĺ			112			THE STREET	
2016		\$ 138,200	1000	\$	-				10				
2017+		\$ 114,600		\$	***								
Total	\$ 662,000	\$ 434,500	\$ -	\$ 66	52,000								
ER	2013	2014	2015	2016		2017+		Total	Bandate	Cumment /li	nantianh	tal.	
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Milestones (high level tar	The state of the s												
	Business Require BlueCube Integra		January-00	open					open		MI	estones sh	ould be general.
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esources Requirements: (n		A STATE OF THE PARTY OF THE PAR											
nternal Labor Availability: ontract Labor:		Medium Probability	High Probability	Enterprise Tech:	2 State (4.5)				Capital To	20000000 Day	S - attach fo S - attach fo		or Not Required
	✓ YES	□NO		Facilities:		- attach form		Not Required F	leet:				or Not Required

Capital Project Business Case



AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: Enterprise Technology

Business Case Name: Asset Facilities Management ("AFM") - Migration to a Commercial Off-The-Shelf

("COTS") Application

ER No: ER Name:

5147 AFM COTS Migration

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$18,350¹

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013													
2014													
2015	8,350			2,088			2,088			2,088			2,088
2016	10,000												10,000

Business Case Description:

The project is to migrate the existing AFM system to a COTS application, which aligns to our AFM Roadmap and strategic goals for the transition to more agile technology platforms. The project will include the replacement of the natural gas and electric Construction Design Tool, Edit, and the Company's Outage Management Tool and associated applications. The selection of the COTS solution will occur after business requirements are gathered and an RFI/RFP process is completed. The O&M estimates are related to the RFI/RFP process, licensing and maintenance fees, and for certain components of the system that will go live during the course of the project.

Offsets:

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

Capital Project Business Case



Investment Name:	AFM COTS Migr	ration		1									
Requested Amount Duration/Timeframe	\$41,000,000	Year Project		Assessments: Financial:	8.00%								
Dept, Area:	Enterprise Techn			Strategic:	Agile Technol	logy l	Platforms						
Owner:		and John Gibson		Business Risk:			duction >5 and	<= 10					
Sponsor:	Don Kopczynski			Project Risk:	Moderate cert	tainty	around cost, s	chedule and reso	urces				
Category:	Project									-			
Mandate/Reg. Reference:	n/a			Assessment Score:	76	6	Annual Cost	Summary - Increas	e/(Decrease)				
Recommend Project Descr	iption:				Performance		Capital Cost	O&M Cost	Other Costs	Business Risk Scor			
The project is to migrate Al for Agile Technology Platfo and OMT/ADMS applicatio are gathered and an RFI/RF process, licensing maintena	rms. The project wi ons. The selection of P process is comple	Il include the repla f the COTS solution ted. The O&M est	cement of Gas an will occur after t imates are relate	d Electric CDT, EDIT, ousiness requirements d to the RFI/RFP	incremental changes that this Project		41,000,000	\$ 3,500,000	\$ -	12			
						-		Summary - Increas					
Alternatives:					Performance	_	Capital Cost	O&M Cost	Other Costs	Business Risk Scor			
Unfunded Project:	Describe the current corrected	nt condition of the	asset(s) and prob	plems that need to be	n/a	\$		\$ +	\$ -	16			
Alternative 1: AFM COTS	Describe other ont	ions that were con	sidered		describe any	-			\$ -	12			
Migration TBD	- source outer opt	Stat Wate con			incremental					14			
Complete and State (changes in					8 5			
					operations	lb.		\$ - \$ - 0					
Alternative 2: Brief name	Describe other opt	ions that were con	sidered		describe any	\$							
of alternative (if applicable)					incremental changes in operations		4						
Alternative 3 Name : Brief	Describe other opt	ions that were con-	ridered			\$		\$ -	\$ -	0			
name of alternative (if applicable)	bescribe other opt	ions trat were con	sidered		describe any incremental changes in operations	3		\$ -					
Program Cash Flows	Capital Cost	O&M Cost	Other Costs	Approved		Ass	ociated Ers (list	all applicable):					
Previous	\$ -	\$ -	\$ -	\$ -]			The state of the s					
2013			\$ -	\$ -									
2014			\$ -	\$ 1,750,000									
2015				\$ 6,600,000									
2016		\$ 1,000,000	\$ -	\$ 10,000,000	1								
2017	\$ 15,000,000	\$ 1,000,000	\$ -	\$ 10,000,000									
2018 Total	\$ 41,000,000	\$ 3,500,000	\$ -	\$ 28,350,000									
ER	2013	2014	2015	2016	2017		Total	Mandate Excerpt (i	f applicable):				
0	\$ -	\$ -	\$ -	\$ -	\$ -	\$		provide brief cit	ation of the law or	regulation and a			
0	\$ -	\$ -	\$ -	\$ -	\$ -	\$		refer	ence number if po	ssible			
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0	\$ -	\$ -	\$ -	\$ -	\$ -	\$							
Milestones (high level t	Control of the contro	\$ -	\$ -	\$ -	\$ -	\$		ocues					
	Plan Design & Constru Deploy Train	ct							Use your judg	nould be general. gement on project nat progress can			
Resources Requirements: (i Internal Labor Availability: Contract Labor:	☐ Low Probability	pprovals attached) Medium Probability NO	☑ High Probablity	Enterprise Tech: YE Facilities: YE						O or Not Required O or Not Required			

Capital Project Business Case

AVISTA

Key Performanc Expected Performan	ce Indicator(s)	
KPI Measure:	Fill in the name of the KPI here	
Kr i Wedaure.	Fill in the name of the KPI here	1
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		Other Party Review signature
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completed by Capital Planning Group onale for decision		Review Cycles 2012-2016
	Date	Template
	27. J.	

Exhibit No. DCG-21 Dockets UE-150204/UG-150205 Page 227 of 344 Exhibit No.__(DBD-5) Attachment No. ET-13

AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: Enterprise Technology

Business Case Name: Financial Forecast Model

ER No: ER Name:

5149 Financial Forecast Model

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$500¹

Transfer to Plant Amounts (\$000s - System):

Year	Total J	an Feb) Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013												
2014												
2015	500						500					
2016												

Business Case Description:

The vendor no longer supports the Impact Financial Forecasting application. As a result, the software needs to be replaced. The output from this software is used for all financial decision making that occurs in the organization and is considered a critical system. With a new system, operational work as it relates to financial planning and analysis could be improved. Improved usability of a new system could allow users to gain efficiencies in their work by allowing streamlined data uploads, downloads, and reporting. The O&M costs refer to software maintenance in 2016 and beyond.

After the company finalized the ProForma Cross Check study in this case, more information became available regarding this business case. This business case will now be included in the Technology Refresh business case. However, the estimated costs have not changed for this ER.

Offsets:

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: Electric Transmission / Distribution

Business Case Name: Colstrip Transmission Capital Additions

ER No: ER Name:

2214 Colstrip Transmission-PNACI Capital Additions

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$1,2441

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	40							16	3	4	9	5	3
2014	369	7	12	9	21	97	52	16	24	50	21	16	44
2015	208	4	7	5	12	54	29	9	14	28	12	9	25
2016	215	4	7	6	12	56	30	9	14	29	12	9	25

Business Case Description:

This program is for capital replacement and upgrades and for O&M expenses for the jointly owned 500 kV Colstrip Transmission System. Program funding is used as transmission assets reach the end of their useful lives, requiring replacement or increased capacity. The program can also be used to accommodate necessary upgrades due to new interconnection requests on these facilities. Under the Colstrip Project Transmission Agreement (among Avista, Northwestern Energy, PacifiCorp, Portland General Electric and Puget Sound Energy), Avista is obligated to fund capital and O&M expenses commensurate with Avista's ownership share in these facilities. Such facilities include hardware, software, and operating system upgrades, as well as deployment of capabilities to meet new operating standards and requirements. Some system upgrades may be initiated by other requirements, including NERC reliability standards, growth, and third-party projects (e.g. transmission or generation interconnections under FERC regulations). Examples of upgrades to be completed under this program in the next 2 years are: 500 kV breaker replacement at Colstrip Substation, 500 kV communication replacement (OPGW Project) between Broadview and Colstrip to meet required dual communication paths under NERC standards, 500 kV relay upgrades at Broadview and 500 kV tower erosion mitigation.

Offsets:

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

Investment Name:	Colstrip Transm	ission		1										
Requested Amount	\$410,220			Assessments:										
Duration/Timeframe	20	Year Program		Financial:	MH - >= 9% &	<12	% CIRR							
Dept, Area:	Transmission			Strategic:	Reliability & Ca	apa	city							
Owner:	Jeff Schlect/Heat	ther Rosentrater		Operational:			e execution to p	erform a	at current	levels				
Sponsor:	Don Kopczynski			Business Risk:	ERM Reduction									
Category:	Program			Program Risk:		_	und cost, sched							
Mandate/Reg. Reference:				Assessment Score:	102			Secretary of the last		e/(Decrease)				
Recommend Program Desc					Performance		Capital Cost	-	VI Cost	Other Costs				
For capital upgrades and re					Improved	\$	410,220	\$	399,838	\$	- 12			
Transmission System. Prog					performance,									
replacment or upgrade. Un NorthWestern Energy, Pacif					upgraded equipment,									
to fund capital and O&M ex			THE RESERVE AND ADDRESS.		better status &									
facilities include hardware,					control, new									
and requirements. Some up					life cycle.									
projects (e.g. transmission of														
to be completed under this	program in the nex	t 2 years are: 500 k	V breaker replac	ement at Colstrip										
Substation, 500 kV commur	nication replacemen	t (OPGW Project) b	etween Broadvie	w and Colstrip to meet								10000000		
required dual communication	on paths under NER	C standards, 500 kV	relay upgrades	at Broadview and 500	This coupling	L K								
kV tower erosion mitigation	l. self-results are t				Local Mary Lawrence									
	100,498		to receive of life of		Englishmen of pro-									
		ALCOHOL SERVICES	rapid and annuality.	200 100 10 100 100 100	4-0-0		THE RESERVE OF THE PERSON NAMED IN	_		e/(Decrease)				
Alternatives:					Performance	_	Capital Cost		VI Cost	Other Costs		Score		
Unfunded Program:		erational capabilitie	Severe negative	\$	- 1	\$	-	\$	- 0					
	the same of the sa	ncial penalties, and			system									
	service until failure	r joint owners. Obs	orete equipment	would remain in	reliability and compliance									
	Service until railure				impacts									
Alternative 1: Brief name	Describe other opt	ions that were cons	idered		Performance	\$	-	\$		\$	- 0	0.00		
of alternative (if					remains at	1								
applicable)					current levels;									
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Alternative 2: Brief name	Describe other opt	ions that were cons	sidered		describe any	\$	-	\$	- 1	\$	- 0			
of alternative (if					incremental			A made a						
applicable)					changes in									
					operations									
Alternative 3 Name : Brief	Describe other opt	ions that were cons	idered		describe any	\$		\$		\$	- 0			
name of alternative (if	name of alternative (if									describe an entired	one elifetimasi			
applicable)					changes in									
					operations	100	por service value	4.450	k ark notes	Section Section	both red Wall			
						200	To the Walk Brown							
Program Cash Flows					Associated ERs	T-	all applicable):				MATERIAL PROPERTY.			
5 years of costs	Capital Cost	O&M Cost	Other Costs	Approved	2214	+								
	Capital Cost	O & IVI COST	Other Costs	Approved		-					_			
2012	\$ 410.220	\$ 399,838	\$ -	\$ -		\vdash								
2013			\$ -	\$ 452,000		_				L				
2014			\$ -	\$ 368,887										
2015	\$ 208,220	\$ 339,985	\$ -	\$ 208,220										
2016	\$ 215,354	\$ 316,572	\$ -	\$ 215,354										
2017			\$ -	\$ 60,000	1									
2018	<u> </u>			\$ 150,000	1									
Total	\$ 1,875,681	\$ 2,491,136	\$ -	\$ 1,454,461										
Mandate Excerpt (if applica	able):													
NERC reliability standard		nually changed. N	lew and change	ed standards are expe	ected which will	add	ress emergenc	y operat	ions, trans	smission opera	tions, critical			
infrastructure protection,	communications,	and balancing au	thority operation	ns.										
(See http://www.nerc.com	n/filez/standards/F	Reliability_Standa	rds_Under_Dev	elopment.html)										
Additional buries														
Additional Justifications:	and a second and and				a ininth, augus of E	00 1	V Colstein Trans	mission C	uctom Cu	te to this progra	m need to be cl	osely		
This program is for capital revaluated to assure that re											in need to be ci	OSCIV		
Cannared to assure that te	aute and compila	operations are n	or impacted and	mar whore would HOT	we in preaction (UIIL	with other	Sinc dall						
Resources Requirements: (request forms and o	approvals attached)												
								<u></u>	Check the a	ppropriate box. T	he internal and co	ntract		
Internal Labor Availability:		Medium Probability	✓ High Probablity	Enterprise Tech:	YES - attach form		NO or Not Requ	iired		should be checke				
Contract Labor:	✓ YES	□ NO		Facilities:	YES - attach form		NO or Not Requ	iired	resource ow	vners have been c	ontacted and to p	rovide		
				Capital Tools:	YES - attach form		NO or Not Requ			ense of how likely		led		
				Fleet:	YES - attach form		NO or Not Requ	iired	unis does n	ot require a firm o	ommitment).			

AVISTA

Prepared Signature Signatu	
Other Party Review signature (if necessary) Director/Manager Colstrip Transmission – NWE 500kV maintenance crew was patrolling the 500kV lines to assess right-of-way access road damage that occurred in 2011 because of record high runoff. When flying over the area where the lines cross the Big Horn River, two towers were observed to be in danger of becoming undermined by the river. The attached picture shows about 150° of land left between the edge of the water and the base of the nearest tower. During the 1st week of June, 2011 there was 260° of land there. The river appears to be continuing to erode the bank. The lines pictured are the A & B lines between Broadview and Colstrip. This is an issue of very high importance to NWE as the operator of the 500 kV Colstrip Trnsmission System. Maintenance work is schedule for 2012 to mitigate this erosion problem.	MISSION SUCS
Colstrip Transmission – NWE 500kV maintenance crew was patrolling the 500kV lines to assess right-of-way access road damage that occurred in 2011 because of record high runoff. When flying over the area where the lines cross the Big Horn River, two towers were observed to be in danger of becoming undermined by the river. The attached picture shows about 150' of land left between the edge of the water and the base of the nearest tower. During the 1st week of June, 2011 there was 260' of land there. The river appears to be continuing to erode the bank. The lines pictured are the A & B lines between Broadview and Colstrip. This is an issue of very high importance to NWE as the operator of the500 kV Colstrip Trnsmission System. Maintenance work is schedule for 2012 to mitigate this erosion problem.	outon - Brisc
Colstrip Transmission – NWE 500kV maintenance crew was patrolling the 500kV lines to assess right-of-way access road damage that occurred in 2011 because of record high runoff. When flying over the area where the lines cross the Big Horn River, two towers were observed to be in danger of becoming undermined by the river. The attached picture shows about 150' of land left between the edge of the water and the base of the nearest tower. During the 1st week of June, 2011 there was 260' of land there. The river appears to be continuing to erode the bank. The lines pictured are the A & B lines between Broadview and Colstrip. This is an issue of very high importance to NWE as the operator of the500 kV Colstrip Trnsmission System. Maintenance work is schedule for 2012 to mitigate this erosion problem.	Park 4 (2000) Control of the Control
Substation and Colstrip Substation now requires dual communication paths for reliability. NWE has adopted a non-test policy on the SLYP/SLCN relay systems due to the age of the hardware and concern that any cycling of cards or hardware has too great a risk of failure. NERC testing standards are expected to be updated, but the OPGW replacement project is planned for completion prior to implemtation of testing standards.	Colstrip 500 KV Proposed Routing Dec 2012
o be completed by Capital Planning Group Rationale for decision Review Cycles 2012-2016	
Date Template	

Exhibit No. DCG-21 Dockets UE-150204/UG-150205 Page 231 of 344 Exhibit No.__(DBD-5) Attachment No.__ETD-2

AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: Electric Transmission / Distribution

Business Case Name: Distribution Grid Modernization

ER No: ER Name:

2470 Dist Grid Modernization2554 Feeder Automation Upgrades

2570 Sandpoint Grid Modernization Project

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$53,6411

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	6,630							537	262	195	229		5,455
2014	9,450												9,450
2015	13,500												13,500
2016	21,000												21,000

Business Case Description:

The Distribution Grid Modernization Program provides value to customers and shareholders by improving grid reliability, energy savings and operational ability through a systematic and managed upgrade of our aging distribution system. This program seeks cost effective opportunities to increase service quality performance and system availability through the identification of locations that would benefit from the addition of switched capacitor banks, regulators and smart grid devices. The long-term plan represented by the IRR of 6.4% aims to upgrade 6 feeders per year to cover the whole distribution system in a 60 year cycle. This coordinates well with Wood Pole Management's 20 year cycle such that every third planned maintenance trip to a feeder would be an upgrade, expanding Wood Pole Management's scope. The average cost to rebuild each feeder is estimated to be \$3.5M.

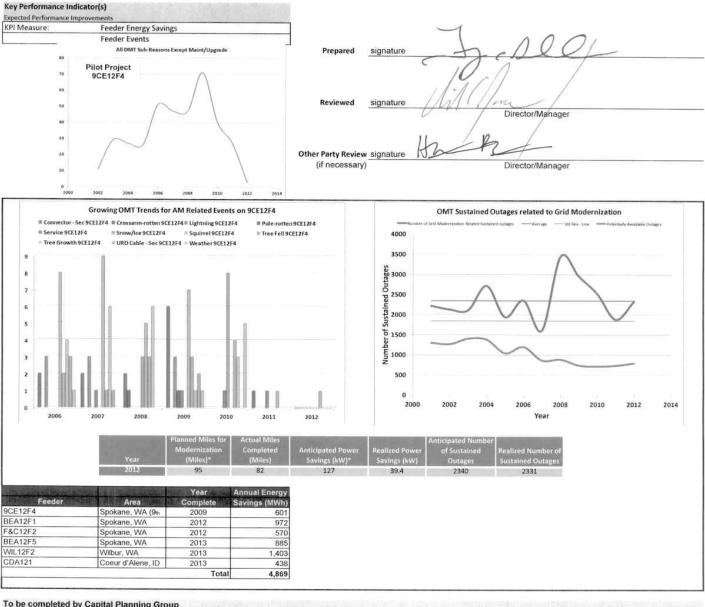
Offsets:

O&M offsets associated with this business case may occur in the future, however, they are not quantifiable at this time.

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

Investment Name:	Dist Grid Moder			1					
Requested Amount Duration/Timeframe	See Plan Below Indefinite	Year Program		Assessments: Financial:	MH - >= 9% &	~120/ CIPP			
Dept, Area:	Electrical Engine				Life Cycle Prog		1.		
Owner:	Troy Dehnel	ening		Strategic: Operational:		uire execution to p	orform at current	lovole	
Sponsor:	Don Kopczynski			Business Risk:	ERM Reduction		enorm at current	ieveis	
Category:	Program			Program Risk:		inty around cost, s	chedule and resc	urces	
	n/a			Assessment Score:	93	The same of the sa	Summary - Increas	Manager and the second	
Recommend Program Desc				Prosessifient score.	ALCOHOL: N				
					Performance	Capital Cost	O&M Cost	Other Costs	Business Risk Score
The Distribution Grid Mode					200000000000000000000000000000000000000	\$ 9,000,000	\$ -	\$ 60,000	4
Grid Reliability, Energy Savii aging distribution system. T performance and system av addition of switched capacii by the IRR of 6.4% aims to u cycle. This coordinates well	his program seeks o vailability through th tor banks, regulator upgrade 6 feeders p	cost effective oppor ne identification of s and smart grid de er year to cover the	tunities to increa locations that wo evices. The long-to whole distribution	se service quality uld benefit from the erm plan represented on system in a 60 year	completed save an average of 1,970 MWh* annually & Reduce Outages			110	
Alternatives:					Performance	Capital Cost	O&M Cost	Other Costs	Business Risk Score
Unfunded Program:	No systematic plan	for wholistic adds	ace of conductors	enenflouden een den	The second second second second second	The second contract to			
omunaea riogram.	for better access, o feeder.			reconfiguring services rformance of the	n/a	\$ 120,000	\$	\$ 600,000	25
Alternative 1: Brief name	The Dist Grid Mode	ernization Program	provides benefit	to customers,	When	\$ 9,000,000	\$ -	\$ 60,000	4
of alternative (if applicable)	employees, and sh outs, transformers	areholders by repla , conductor, etc. In	acing problematic addition, adding	poles, cross-arms, cut- switched capacitor sed energy efficiency		, ,,,,,,,,			392
Alternative 2: Brief name of alternative (if applicable)									
Alternative 3 Name : Brief name of alternative (if applicable)									
Program Cash Flows					Associated Frs (list all applicable):			
7 years of costs					Feeder Upgrad				
	Capital Cost	O&M Cost	Other Costs	Approved	Feeder Autom	2570			
	Capital Cost	- Cum cost	Other costs	Арріочей	T CCGCI AGIOTTA	2570			
2012	\$ 9,000,000	\$ -	s -	\$ 8,000,000					
2013	\$ 6,941,084	\$ -	\$ -	\$ 6,941,084				1	
2014		\$ -	\$ -	\$ 9,700,000					
2015		\$ -	\$ -	\$ 16,000,000					
2016	THE RESERVE OF THE PERSON NAMED IN COLUMN TWO IS NOT THE PERSON NAMED IN COLUMN TWO IS NAME	\$ -	\$ -	\$ 21,000,000					
2017	\$ 21,000,000	\$ -	\$ -	\$ 21,000,000	1				
2018		\$ -	s -	\$ 21,000,000	1				
Total	THE RESERVE THE PERSON NAMED IN COLUMN TWO IS NOT THE PERSON NAMED IN COLUMN TWO IS NAMED IN COLUMN TWO I	\$ -	Š -	\$ 103,641,084	1				
Mandate Excerpt (if applice The Avista Distribution S	able): vstem Efficiencies	Program Study	(Gibson 2009)	dentified the existing	distribution syst	iem losses to be as	onrovimataly 12%	Assuming all of the	ne distribution
feeders studied were eco upgrades would correspo	nomically viable to	o upgrade the sys	stem would expe	erience a reduction o	f losses by 7%.	The total energy sa	avings correspond	ling to the impleme	ntation of the
Additional Justifications:	as kin a tra			احتفيدا لاستع	Maryla-Ion	Mily reports to light	Della Receiv		
*1,970 MWh Annual Energy Resources Requirements: (tribution System Efficie	ncies Program Stu	dy (Gibson, 2009).	(a)\$57 (100 Gan		
Internal Labor Availability: Contract Labor:	Low Probability YES	☐ Medium Probability ☐ NO	☑ High Probability	Enterprise Tech: Facilities: Capital Tools: Fleet:	YES - attach form YES - attach form YES - attach form YES - attach form	✓ NO or Not Requ ✓ NO or Not Requ ✓ NO or Not Requ ✓ NO or Not Requ	ired labor boxes ired resource or ired a general se	appropriate box. The in should be checked to whers have been conta ense of how likely staff not require a firm comm	indicate if the cted and to provide will be provided





onale for decision		Review Cycles 2012-2016
	Date	Template

AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: Electric Transmission / Distribution

Business Case Name: Distribution Line Protection

ER No: ER Name:

2276 Distribution Line Protection

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$7501

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	253								2	2			250
2014	250	21	21	21	21	21	21	21	21	21	21	21	21
2015	125	10	10	10	10	10	10	10	10	10	10	10	10
2016	125	10	10	10	10	10	10	10	10	10	10	10	10

Business Case Description:

Avista's Electric Distribution system is configured into a trunk and lateral system. Lateral circuits are protected via fuse-links and operate under fault conditions to isolate the lateral in order to minimize the number of affected customers in an outage. Engineering recommends treatment of the removal and replacement of Chance Cutouts, the removal and replacement of Durabute cutouts and the installation of cut-outs on un-fused lateral circuits. This is a targeted program to ensure adequate protection of lateral circuits and to replace known defective equipment.

Offsets:

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

Exhibit No. DCG-21
Dockets UE-1**5020bilUNd** 502**0bB**D-5)
Attachment No.__ETD-3.1



Investment Name:	Distribution Line	Protection												
Requested Amount	875,000 5-years			Assessments:		200 0 -1000 CIDD								
Duration/Timeframe	On-going	Year Program		Financial:		MH - >= 9% & <12% CIRR								
Dept, Area:	Engineering	M. A. A. M.	- 3.11	Strategic:	Life Cycle Prog							A STATE OF THE PARTY.		
Owner:	Al Fisher	State New Year		Operational:		perations require execution to perform at current levels RM Reduction >5 and <= 10								
Sponsor:	Don Kopczynski			Business Risk:										
Category:	Program			Program Risk:	Moderate certa	-	The second secon							
Mandate/Reg. Reference:	n/a	200		Assessment Score:	93		Annual Cost	Summ	ary - Increas	e/(Decreas	e)			
Recommend Program Desc	cription:				Performance	C	apital Cost	01	&M Cost	Other	Costs	ERM Risk Score		
Avista's Electric Distribution protected via fuse-links and affected customers. Engine of Chance Cutouts 2. Remo lateral circuits. This is a tar known defective equipmen	d operate under fault eering recommends wal and replacement geted program to er	t conditions to isola treatment of the fo of Durabute cutou	te the lateral min llowing: 1. Rem ts 3. Installation	nimize the number of oval and replacement of cut-outs on unfused	Investments necessary to maintain current operations and to extend the	\$	250,000	\$	10,000			8		
					life of current assets.					-		PLESSIE.		
						-	Annual Cost	_		The second second	No.			
Alternatives:					Performance	-	Capital Cost		&M Cost	Other	Costs	ERM Risk Score		
Unfunded Program:					n/a	\$	de serie gali	\$		\$	0	15		
Alternative 1: Brief name of alternative (if applicable)	Describe other opti	ons that were cons	idered		describe any incremental changes in operations	\$		\$		\$		8		
Alternative 2: Brief name of alternative (if applicable)	Describe other opti	ions that were cons	idered		describe any incremental changes in operations	\$		\$		\$		0		
Alternative 3 Name: Brief name of alternative (if applicable)		describe any incremental changes in operations	\$		\$		\$		0					
Program Cash Flows					Associated Ers ((list al	l applicable):							
5 years of costs					Current ER	T				and a second				
	Capital Cost	O&M Cost	Other Costs	Approved	2416	Syst	em Wide							
					77.7									
2013	\$ 250,000	\$ 5,000	\$ -	\$ 250,000	S STATE OF									
2014	THE RESERVE OF THE PERSON NAMED IN COLUMN 1	\$ 10,000	\$ -	\$ 250,000		_								
2015		\$ 10,000	\$ -	\$ 125,000										
2016		\$ 10,000	\$ -	\$ 125,000										
2017		\$ 5,000	\$ -	\$ 125,000	i									
2018		3,000		\$ 125,000	-									
Total	177	\$ 40,000	\$	\$ 1,000,000										
Mandate Excerpt (if applic	able):										- MC			
Additional Justifications: This program was funded foliaterals.	or a 2-year period in	the 2009-2010 time	eframe. This req	uest allows for comple	tion of the Chance	e cuto	ut replacemen	ts but a	lso includes	the installat	ion of de	vices on unfused		
Resources Requirements:	(request forms and a	pprovals attached)	UC SC V		44 8 7 5 1 5	,de			STATE		.,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,			
Internal Labor Availability: Contract Labor:	Low Probability YES	☐ Medium Probability ☑ NO	High Probability	Enterprise Tech: Facilities: Capital Tools: Fleet:	YES - attach form YES - attach form YES - attach form YES - attach form	e E	☑ NO or Not Requ ☑ NO or Not Requ ☑ NO or Not Requ ☑ NO or Not Requ	ired ired	labor boxes resource ov a general se	should be ch vners have b	necked to een conta ikely staff	nternal and contract indicate if the cted and to provide will be provided nittment).		

AVISTA

Key Performance In Expected Performance In					
KPI Measure:	# Cutout Replacement			01	-1
	# New Cutout Installation			toh mo	Voll
		Prepared	signature	Jon 1 40 C	
				0	0
				Ofan E Fish	2.0
		Reviewed	signature	Ugan Z TIN	
				C Director	/Manager
		-11			
		Other Party Review	-		**
		(if necessary	/)	Director	/Manager
	III				
		Spokane, N & W			CDA and E
	This space is to be used for photographs, charts			BKR 12F3 Record 1 me	Sensipore 4522 - Record 9.7 m4
	The space is to be stated to prioring aprile, and it	Robert 751 - Rent 2.5 mi		Mit. 13F2 Record 0.5 mi	Okt Town - Die Record
		S Othelio 521 - Report		Colube 34F1 - Hey 25N Record	Dalton 131 Record 1.5 ms
		Ling Lake - One OH to UG (USFWIS)		Cultura 34F1 - Replace Meutral	Dafton 131 - Recolot 1 4 ms
		3HT 12F2-Wiede Water		One 12F3 Record 2 4 ins	Avendair 151 - Record 1.5 mi
		Montre St Swoondary Cid Record		Colobe 13F2 - Record 2 mi	Elaflor: 131 - Recon G.8 mi (Whenhore)
		Millwood 12F4: Report 0.5 mi		Colube 17F2 - Record 4.7 mi Oslobil	Dallari 133 - Add 1-ph 3 1 miles
		Colbert 12F1 - Record 4/0 ACSR		CHW10F2 - Record 0.25 mi - town	PF 213 - Record 1 2 mi Rherbertt Ph
		NE 12/2 - Tw to NE 12/4		CHW13F2 - Angel Ps Record 6 75mi	Datum 134 Goldweier De Lexus
		SE 12F2 - Tower MT		Onn 13F1 and Colv 13F2 Viper Midline	Pleasant View 241 - Ed 1 red
		Liberty Lk 12F2 - Henry Rd Tie		GRM10F1 Tie to CLV12F2 4.5 mi	Mue Oc 321- Record 1.2 ms
		NE 12F1 Record & Spit FDR		OF 34F1 CHW 12F3 FDR TW	Osition 131 - Extend 0.5 mi
		9CE 12F4 - Record 366		Onn 12F2 - Record 1:2 mi	Pine Ck 434-Record 3 res
		Fort Winglis 12F1- Record 1 mi		GRM12F2-Record 4.1 Mr Old Kettle Rd	Welting S42 - Retriculte 1.5 m) to blee to
		Deer Park 12F2 - Record 3/0 ACSR		CLV12F4 Record 1 ft mi	Ogase 611 - Record 1.5 ms
		NE 12F2 - Ter to WAK 12F3		KIETTZEZ - Chig FDR Voltage to 13.2 KV	Rathdrum 233- UG fire (Nyfle Randh)
		Barker 13F2 - Tie to EFM 13F1		CLV34F1 - Kelly Hel Rodd	Lucky Fn 562 - Add FOR
		East Forms 12F1 - Recent 1.5 Mi		CHW12F2 - Flowery Trail Record	CDA - Osprey mitigation
		Fort Wright 12F4 - Record 9007		GF34F182, CLV54F1-3 Midnies	Huether 147 - External Seri O 5 ms
		BOE 12F1 - Tecto BEA 12F6		Cobolie Area Switched Banks	Blue Ck-321 Record 3 mil
		BCE 13F2 - Tie to Chester 13F2			Lamevaniw SACE - Colory II: His for CAG
		Silver Lit 13F1 - Record 2.1 mi			Wishace 544 Record for Star Mare
		Third & Halton 12F1 - Tie to 12F7			Palouse & L/C
		GNW 12F4 Tie to 3HT 12F7			Holbrook 1796 - Record 3700'
		Chindur 12F4 - Record 175 mi			Orofino 1281
		9CE 12F3/Bea 12F1 - Record 1 ms - Surset 12F1 - Record 1 5 ms			10th&Shewart 1253 to to 1256 10th&Shewart 1258 - 1 mi record & rega
		9GE 12F1- Tie to 9CE 12F3 Bidwy 8.5	l ma		TOTAL Stewart 1250 - 1 ms record & regs. If Legislan 1250 Ealerst
		Mr. 12F1 Record 1/0 CU 6/6 mi	(55)		CFD 1216 - Recond #6 CU
		CHE 12F3 Record 2/0 CU 3 nv			Parissne 312 - Add Phase
		DKR 12F3 Record 3/0 ACSR 1 ms			Moscow 515 ns to 512
		modelections are continued.			Ewer 241 Medica Flags

le for decision		Review Cycles 2012-2016
	Date	Template

Exhibit No. DCG-21 Dockets UE-150204/UG-150205 Page 237 of 344 Exhibit No.__(DBD-5) Attachment No.__ETD-4

AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: Electric Transmission / Distribution

Business Case Name: Distribution Minor Rebuild

ER No: ER Name:

2055 Electric Distribution Minor Blanket

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$34,8001

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	4,792							611	988	1,319	570	683	611
2014	8,300	833	675	661	661	687	654	627	889	628	677	687	621
2015	8,300	833	674	661	661	687	654	627	890	628	677	687	621
2016	8,300	833	674	661	661	687	654	627	890	628	677	687	621

Business Case Description:

This program is for distribution minor rebuild as requested by the customer or initiated by Avista. Examples of construction work includes replacing meters, services, transformers, primary overhead or underground lines, or devices. This also includes addressing trouble related jobs (i.e. replacing burnt or damaged poles).

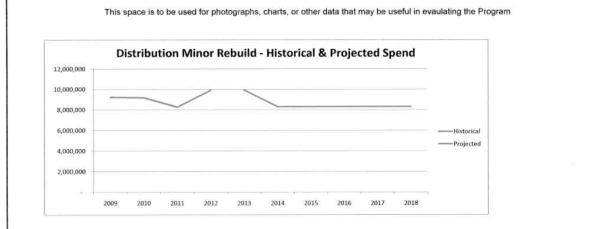
Offsets:

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

Investment Name:	Distribution Min	or Rebuild		1								
Requested Amount	\$		8,300,000	Assessments:								
Duration/Timeframe	On-Going	Year Program		Financial:	Medium - >= 5	_						
Dept, Area:	Operations		The second second	Strategic:	Reliability & C						122.0	
Owner: Sponsor:	Al Fisher Don Kopczynski			Operational:			hat impacted b	by e	xecution			
Category:	Program			Business Risk:	ERM Reduction							
	n/a	THE STATE OF THE S		Program Risk:	90		around cost, s					
Recommend Program Desi				Assessment Score:	1.0 - 75	-		Sun	nmary - Increas	T		
					Performance		Capital Cost	ļ.,	O&M Cost	Other Co	sts	Business Risk Score
This program is for distribu Examples of construction w underground lines, or deviced	ork includes replaci	ng meters, service	s, transformers, pr	imary overhead or	CIRR = 8%	\$	8,300,000	\$		\$,	4
Uramanan ndiaci							Annual Cost	Sun	nmary - Increas	e/(Decrease)		
Alternatives:					Performance		Capital Cost		O&M Cost	Other Cos	sts	Business Risk Score
Status Quo :	maintain our distri	bution system. Th	is program also inc	ninor rebuild jobs to cludes responding to ues if our crews do	n/a			\$		\$		20
Alternative 1: Brief name of alternative (if applicable)		We have spent ov		ted by the customer or ist two years, but hope	CIRR = 8%	\$	8,300,000	\$	or beginning to	\$	*	4
				- Ignay's traces	nell de la participation d	\$	er) blime	\$	orski in projekt	\$		0
						\$		s		\$	•	0
Program Cash Flows 5 years of costs			No. of Con-		Associated Ers ((list a	ill applicable):					
	Capital Cost	O&M Cost	Other Costs	Approved								UIS III
											us III	
2012	\$ 8,300,000		\$ -	\$ 8,300,000								
2013			\$ -	\$ 9,900,000								7.
2014	\$ 8,500,000	\$ -	\$ -	\$ 8,300,000	1							
2015	\$ 8,500,000	\$ -	\$ -	\$ 8,300,000								
2016	\$ 8,500,000	\$ -	\$ -	\$ 8,300,000								
2017				\$ 8,300,000								
2018 Total	\$ 42,300,000	\$ -	S -	\$ 8,300,000 \$ 59,700,000								
Mandate Excerpt (if applica	sble):								or neve			elmonate
Additional Justifications:				Ball State					210181			
This business case somewha	at conversely trends	with the Growth b	ousiness case. If ne	ew revenue / hook-up s	ignificantly decre	eases	, the funding for	this	business case r	nay need to go	up.	
Resources Requirements: (equest forms and a	pprovals attached)										K01 - 2 1
Internal Labor Availability: Contract Labor:		☑ Medium Probability ☐ NO		Enterprise Tech: Facilities: Capital Tools: Fleet:	YES - attach form YES - attach form YES - attach form YES - attach form		☑ NO or Not Requir	ired ired	resource ow a general ser	should be check ners have been	ed to conta staff	cted and to provide will be provided



Key Performance expected Performance				- W	
(Pl Measure:	Fill in the name of the KPI here				
	Fill in the name of the KPI here	mer, liency		Farmer Miles	
		Prepared	signature	J Juna Mas	
		Reviewed	signature	Ofan & Fisher Director/Manager	_
		Other Party Review	signature		
		(if necessary)		Director/Manager	



Bring back to \$8.3M in capital plan due to resources will be working on other T&D programs in 2014+

To be completed by Capital Planning Group

Rationale for decision		Review Cycles 2012-2016			
	Date	Template			

AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: Electric Transmission / Distribution

Business Case Name: Distribution Transformer Change-Out Program ("TCOP")

ER No: ER Name:

2535 TCOP Related Distribution Rebuilds

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$20,9241

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	813							90	121	106	109	193	193
2014	4,700	303	260	315	344	381	489	482	524	453	407	381	363
2015	6,900	386	345	445	498	557	756	749	765	697	606	556	539
2016	5,800	347	304	381	421	469	621	614	645	574	506	469	451

Business Case Description:

The Distribution Transformer Change-Out Program has three main drivers. First, the pre-1981 distribution transformers that are targeted for replacement average 42 years of age and are a minimum of 30 years old. Their replacement will increase the reliability and availability of the system. Secondly, the transformers to be replaced are inefficient compared to current standards. Thirdly, pre-1981 transformers have the potential to have PCB containing oil. The transformers to be removed early in the programs are those that are most likely to have PCB containing oil and their replacement will reduce the risk of PCB containing oil spills.

Offsets:

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

Investment Name:		sformer Change-]								
Requested Amount	\$	VB	7,000,000	Assessments:	THE RESIDEN							
Duration/Timeframe		Year Program ent & Process Imp		Financial:	Medium - >= 5							
Dept, Area: Owner:		Manager) & Al Fish		Strategic: Operational:	Life Cycle Prog Operations red			orfore	n at current l	avale		
Sponsor:	Don Kopczynski	nanagery a Air isi	ici (Dii)	Business Risk:	ERM Reductio			CHOH	ii at cuirent i	CVCIS	***************************************	
Category:	Program			Program Risk:	High certainty			ule a	nd resources	ě.	11-11-11-11-11-11-11-11-11-11-11-11-11-	
Mandate/Reg. Reference:	n/a			Assessment Score:	89	_			nary - Increase		crease)	
Recommend Program Desc	ription:			BURESSA ST	Performance	1	Capital Cost	10000000	&M Cost		ther Costs	Business Risk Score
The Distribution Transformers that are targe	ted for replacement	average 42 years o	f age and are a m	ninimum of 30 years	When completed save	\$	5,800,000	\$	105,000	\$	-	3
old. Their replacement will transformers to be replaced result in energy savings. Th transformers to be removed and their replacement will and a public relations conce	l are inefficient com irdly, pre-1981 tran d early in the progra educe the risk of po	pared to current sta sformers have the p im are those that ar	andards and their octential to have e most likely to h	replacement will pcb containing oil. The lave pcb containing oil								
						160			nary - Increase	_		
Alternatives:					Performance	_	Capital Cost		&M Cost	_	ther Costs	Business Risk Score
Unfunded Program:		containing oil spill		formers. Substancially	/ n/a	\$	4,500,000	\$	200,000	\$	900,000	12
Alternative 1: Transformer Change-Out Program	First, the pre-1981 replacement avera	ansformer Change-(distribution transfo ge 42 years of age a will increase the rel	rmers that are ta ind are a minimu	rgeted for	When completed save an average of 5.6 MW per	\$	5,800,000	\$	105,000	\$		3
Alternative 2:	Distribution Engine	ering has proposed	that any pole th	at the TCOP does work ard guy insulator (fiber		\$	200,000	\$	9	\$		0
Alternative 3 Name :						\$		\$	*:	\$	3.56	0
Program Cash Flows 5 years of costs	B THE REAL PROPERTY.	Victoria de la Constantina del Constantina de la			Associated Ers	(list a	ll applicable):		AND DESCRIPTION		A STATE OF	
	Capital Cost	O&M Cost	Other Costs	Approved			2060					
							2535					
2012		\$ 100,000	\$ -	\$ 6,000,000								
2013	\$ 7,200,000	\$ 102,000	\$ -	\$ 3,524,015								
2014		\$ 105,000	\$ -	\$ 4,700,000								
2015	\$ 5,800,000	\$ 107,000	\$ -	\$ 6,900,000								
2016	\$ 5,800,000	\$ 110,000	\$ -	\$ 5,800,000								
2017				\$ -								
2018 Total	1-3-5000 /7/500			\$ -	1							
		\$ 524,000	\$ -	\$ 26,924,015	_							
Mandate Excerpt (if application	able):											
Additional Justifications:	elie IIVis	A. Para	PINC INC.				W. J.	.000				g145850m_
*												
Resources Requirements: (request forms and a	pprovals attached)							Charletha		into hov. The te	nternal and contract
Internal Labor Availability: Contract Labor:	☐ Low Probability ☑ YES	☐ Medium Probability ☐ NO	☑ High Probablity	Enterprise Tech: Facilities: Capital Tools: Fleet:	YES - attach form YES - attach form YES - attach form YES - attach form		✓ NO or Not Requ ✓ NO or Not Requ ✓ NO or Not Requ ✓ NO or Not Requ	iired iired	labor boxes resource ow	should mers h nse of	f be checked to have been conta how likely staff	indicate if the cted and to provide will be provided

Expected Performance									\sim	
KPI Measure:		Distribution	Transforme	er Events	Distribution Trans	former Oil Spills		// n	/) _	
		Distribution	Transforme	er Energy Sav	rings	š	alanatura	Lil.	Madd	
	Distri	ibution Tr	ansforme	r Events		Prepared	signature	1000	11/1000	
350								•	V	
300								_	1 1	
250	-		_			Reviewed	signature	alan	E fisher	
⊉ 200			- 86	-			C? 34.14	7	Director/Manager	
‡ 200 150		-		_						
100	_					50040 765 St 10 100	at 10			
50				_		Other Party Review			Director/Manager	
0						(ii riccessar)	V.		Directormanager	
	2006	2007	2008	2009	2010					
	2006		309							
	2007		230							
	2008 2009		262 213							
	2010		182							
ľ										
To be comple	ted by Cap	ital Plann	ing Group							
Rationale fo	r decision								Review Cycles	
									2012-2016	
							Date		Template	

Exhibit No. DCG-21 Dockets UE-150204/UG-150205 Page 243 of 344 Exhibit No.__(DBD-5) Attachment No.__ETD-6

AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: Electric Transmission / Distribution

Business Case Name: Distribution Wood Pole Management ("WPM")

ER No: ER Name:

2060 Wood Pole Mgmt

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$38,310¹

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	4,436							607	615	434	485	1,169	1,124
2014	14,680 1	,183	1,038	1,104	1,143	1,206	1,332	1,307	1,507	1,269	1,236	1,206	1,146
2015	15,873 1	L,215	1,071	1,167	1,222	1,300	1,487	1,463	1,647	1,409	1,345	1,300	1,240
2016	16,093 1	L ,2 35	1,091	1,187	1,241	1,319	1,506	1,481	1,666	1,428	1,364	1,316	1,259

Business Case Description:

Distribution Wood Pole Management Program inspects all Electric Distribution Feeders on a 20 year cycle and repairs or replaces wood poles, cross arms, missing lightning arresters, missing grounds, bad cutouts, bad insulating pins, bad insulators, leaking transformers, replaces guy wires not meeting current code requirements on poles replaced by WPM, and replaces pre-1981 transformers.

Offsets:

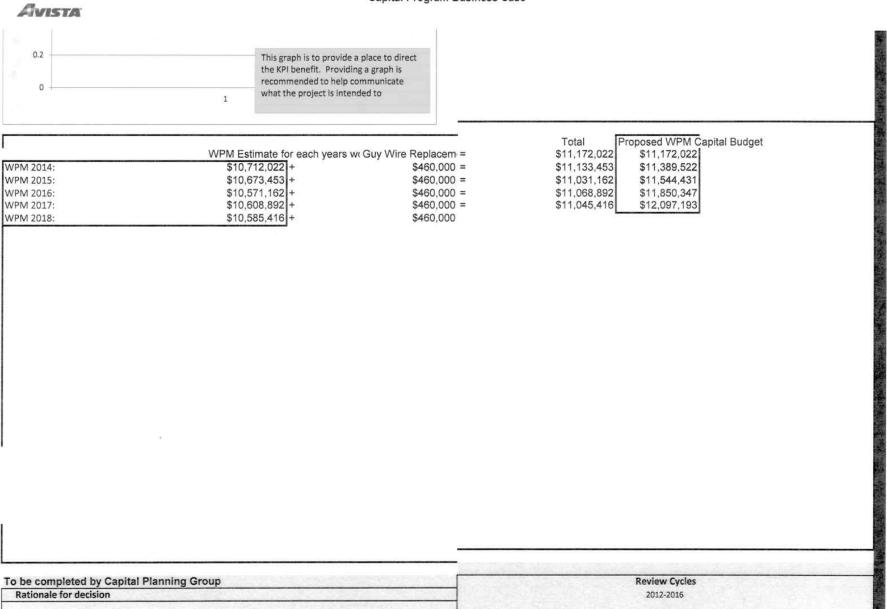
The attached copy of the business case does not identify any O&M offsets. However, the company estimates the cost of an event associated with a bad wood pole based on crew response and labor is approximately \$600. The company has experienced a downward trend in wood pole related events. Based on this trend, the company projects a reduction of 144 events in 2015 (project 736 events) compared to 2013 (880 events). This is the same trend and prediction used for 2012 offset calculation. The company WA Offset is \$86,400 x 65.01% = \$56,169.

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

Investment Name:	Distribution Wo	od Pole Manage	ment							
Requested Amount	\$11,500,000			Assessments:						
Duration/Timeframe	Indefinite	Year Program		Financial:	7.42%					
Dept, Area:	Asset Maintenan	ce		Strategic:	Life-cycle ass	et m	anagement	0.1		
Owner:	Glenn Madden (N	Manager) & Heath	er Rosentrater/	Business Risk:			duction >5 and	<= 10		
Sponsor:	Don Kopczynski			Program Risk:	High certainty	aro	und cost, sched	ule and resources	3	
Category:	Program									
Mandate/Reg. Reference:	NESC - See WP	M Compliance Pla	an for details	Assessment Score:	93	3	Annual Cost	Summary - Increas	se/(Decrease)	
Recommend Program Desc	ription:				Performance		Capital Cost	O&M Cost	Other Costs	Business Risk Score
Distribution Wood Pole Ma and repairs or replaces woo bad insulating pins, bad insu requirements on poles repl	od poles, crossarms, ulators, leaking tran	missing lightning a sformers, replaces	arresters, missing guy wires not me	grounds, bad cutouts,		\$	11,172,022	The state of the s		15
							Annual Cost	Summary - Increas	co//Docrace)	
Alternatives:					Performance		Capital Cost	O&M Cost	Other Costs	Business Risk Score
Status Quo: No Wood Pole Management	Run wood poles ar	d associated equip	ment to failure		Increase OMT events by 1,700		8,186,361	O WIN COST	\$ 6,834,467	25
ole Wanagement					events					
Wood Pole Management -	crossarms, missing	rs on a 20 year cycl lightning arresters	e and repairs or r , missing grounds	eplaces wood poles,	Customer IRR = 7.94% and avoids an average of 1,700 additional events per year	\$	10,712,022	\$ 530,943	\$ 5,996,350	15
Alternative 2: Distribution Wood Pole Management - 20 Year Inspection Cycle with Guy Wire	crossarms, missing	rs on a 20 year cycl lightning arresters	e and repairs or r , missing grounds	eplaces wood poles,	Customer IRR = 7.42% and avoids an average of 1,700 additional events per year	\$	11,172,022	\$ 530,943	\$ 5,996,350	15
Distribution Wood Pole Management - 10 Year nspection Cycle with Guy	crossarms, missing	rs on a 10 year cycl lightning arresters	e and repairs or r , missing grounds	eplaces wood poles,	Customer IRR = 7.66% and avoids an average of 2,250 additional events per year	\$	17,296,437	\$ 961,699	\$ 4,920,632	10
Program Cash Flows	Capital Cost	O&M Cost	Other Costs	Annewad		0.00	anisted Fun Illat	-11 11		
Previous			\$ -	\$ 9,486,300	7	ASS	ociated Ers (list : 2060	an applicable):		
2013	2 3,033,700	2 307,337	2 -	\$ 9,486,300			2000			
2013	\$ 11,500,000	\$ 519,006	\$ -	\$ 9,486,300						
2014		\$ 530,943	\$ 4,540,023			-			a Hall of	
2016		\$ 543,155							L	
				CARLO						
2017			\$ 4,574,638							1
2018	\$ 15,000,000	\$ 570,094	\$ 4,588,630	>						

AVISTA.

	Total \$ 64,50	0,000	\$ 2,	718,846	\$ 18	3,268,188	15	38,945,20	00				
										2018		Total	Mandate Excerpt (if applicable):
ER	2014		20	15	2	2016		2017	\$	TAIDEST	\$	8,062	
060	\$	*	\$	-	\$	• 1	\$	anvo-nit. •	\$	E/ (25)	\$	457-0	part of the National Electric Safety Code: 013, 121,
Malieration	\$	-	\$	10.00	\$		\$			10.00	\$		212 A, 212 B, and 261 A.2
	\$	7.	\$	M SE/b	\$		\$		\$		\$		Secretary of the second
	\$		\$	-	\$	-	\$		7		\$		- Author
	\$	100	\$	di in	\$	mA, •	\$				\$	•	
	\$	-	\$	67 S .	\$	I CONTRACT	\$		-	-	\$		
	\$		\$	-	\$		\$	Transcript /5	7	1 2 -	\$		Additional Justifications:
	\$	-	\$		\$		\$		- T	-	\$	المقالة المراجع	Any supplementary information that may be useful in
	\$	-	\$		\$	574	\$		4		\$		describing in more detail the nature of the Project, the
	\$	-	\$		\$		\$	CH HOURT	- 4	•	\$		urgency, etc.
	\$		\$	-	\$		\$			-	\$		
	\$	7	\$		\$	-	\$		- T	-	\$		
	\$	-	\$		\$		\$			•	\$		
	\$	*	\$	- W	\$		\$				117		
	\$	•	\$		\$		\$		\$		\$		
	\$	-	\$	-	\$		\$		2	-	13		A MILE SPECIAL
esources Requireme		,	\$ pprovals			h Probablity	\$ Enter	rprise Tech:	YES	- attach form		✓NO or Not Requ	labor boxes should be checked to indicate it the
tesources Requirement	ents: (request form	s and a _j	pprovals (attached)			Enter Facili	rprise Tech: ties: al Tools:	□YES □YES				labor boxes should be checked to indicate if the resource owners have been contacted and to provide a general sense of how likely staff will be provided
Resources Requirementernal Labor Availabi Contract Labor: Key Performance Indices	ility: Low Probabil	s and ap	pprovals o	attached) Probability	✓High	n Probablity	Enter Facili Capit Fleet	rprise Tech: ties: :al Tools: :	YES	- attach form	sign	✓ NO or Not Requ	labor boxes should be checked to indicate if the resource owners have been contacted and to provide a general sense of how likely staff will be provided
esources Requirementernal Labor Availabitontract Labor: ey Performance Indicespected Performance Imperiormance Indicate Indicate Indicate Imperiormance Indicate Indic	cator(s) provements WPM Relate Miles of Fol	s and ap	pprovals o	attached) Probability	✓High	n Probablity	Enter Facili Capit Fleet	rprise Tech: ties: :al Tools: :	YES YES	- attach form - attach form - attach form	NG NG	☑NO or Not Requi ☑NO or Not Requi ☑NO or Not Requi	labor boxes should be checked to indicate if the resource owners have been contacted and to provide a general sense of how likely staff will be provided
esources Requirementernal Labor Availabit ontract Labor: ey Performance Indicapected Performance Imperior Measure:	cator(s) provements WPM Relate Miles of Fol	s and ap	pprovals o	attached) Probability	✓High	n Probablity	Enter Facili Capit Fleet	rprise Tech: ties: :al Tools: :	YES YES	- attach form - attach form - attach form	NG NG	☑NO or Not Requ ☑NO or Not Requ ☑NO or Not Requ	labor boxes should be checked to indicate if the resource owners have been contacted and to provide a general sense of how likely staff will be provided
esources Requirementernal Labor Availabitontract Labor: ey Performance Indicapected Performance Imperior Measure:	cator(s) provements WPM Relate Miles of Fol	s and ap	pprovals o	attached) Probability	✓High	n Probablity	Enter Facili Capit Fleet	rprise Tech: ties: ral Tools: :	YES YES	- attach form - attach form - attach form - attach form	sign	NO or Not Required NO or No	labor boxes should be checked to indicate if the resource owners have been contacted and to provide a general sense of how likely staff will be provided (this does not require a firm committment).
0.8	cator(s) provements WPM Relate Miles of Fol #REF! #REF! Project FO Rate	s and ap	pprovals o	attached) Probability	✓High	n Probablity	Enter Facili Capit Fleet	rprise Tech: ties: ral Tools: :	yes yes yes yes yes	- attach form - attach form - attach form	sign	NO or Not Required NO or No	labor boxes should be checked to indicate if the resource owners have been contacted and to provi a general sense of how likely staff will be provided (this does not require a firm committment).



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Date	Template

AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: Electric Transmission / Distribution

Business Case Name: Electric Replacement/Relocation

ER No: ER Name:

2056 Distribution Line Relocations

2061 WSDOT Franchise Requirements Construction

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$9,9001

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	1,279							244	215	141	254	222	203
2014	2,300	219	188	186	186	191	184	179	230	179	189	191	178
2015	2,400	229	197	194	194	199	192	187	240	187	197	199	186
2016	2.500	237	205	202	202	207	201	195	249	195	205	207	194

Business Case Description:

This annual program will replace sections of existing infrastructure that require replacement due to relocation or improvement of streets or highways. Requirements may come from our franchise agreements, permits, or WA DOT. Avista installs many of its facilities in public right-of-way under established franchise agreements. Avista is required under the franchise agreements, in most cases, to relocate its facilities when they are in conflict with road or highway improvements.

Offsets:

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

Capital Investment Business Case

Investment Name:		ent and Relocat											
Requested Amount Duration/Timeframe	\$ On-Going	2012+	2,700,000	Assessments: Financial:									
Dept, Area:					Medium - >= 5% & <9% CIRR Other								
Owner:	Al Fisher	Орстанона		Strategic: Operational:		ruire	execution to p	orform a	tourront	Invelo			
Sponsor:	Don Kopczynski		STEEDY NO.	Business Risk:	ERM Reduction			enomia	Current	leveis			
Category:	Mandatory	Million on the Table	Program Risk:			around cost, s	chedule	and reso	ources				
Mandate/Reg. Reference:		ments and Perm	its	Assessment Score:	140					se/(Decrease)			
Recommend Program Des	ALL STREET, ST				Performance		Capital Cost	0&N	1 Cost	Other Costs	Business Risk Score		
This annual program will re relocation or improvement agreements, permits, or W established franchise agree relocate its facilities when	of streets or highw A DOT. Avista insta ements. Avista is re	rays. Requirement alls many of its facil quired under the fo	s may come from o ities in public right ranchise agreemen	our franchise -of-way under	or Pythers y protes and reserved	\$	2,700,000	\$		\$ d n n -	2		
							Annual Cost	Summary	- Increas	se/(Decrease)			
Alternatives:					Performance		Capital Cost		Cost	Other Costs	Business Risk Score		
Status Quo :	Avista would be or and/or permits if v			nchise agreements	n/a	\$		\$		\$ -	16		
Alternative 1:	Relocate facilities established franch				n/a	\$	2,700,000	\$		\$ -	2		
Alternative 2:		1			-	-					110		
						\$		\$		\$ -	0		
Alternative 3 Name: Brief name of alternative (if applicable)		Sec.			describe any incremental changes in operations	\$		\$		\$ -	0		
					perations								
Program Cash Flows 2012-2016					Associated Ers (list al	l applicable):						
	Capital Cost	O&M Cost	Other Costs	Approved	2056	-							
Previous			\$ -	\$ -	2061								
2012	\$ 2,400,000	\$ -	\$ -00	\$ 2,400,000			2110		1102	TO VIEW			
2013	The second secon	\$ -	\$ -	\$ 2,700,000									
2014		\$ -	\$ -	\$ 2,300,000	none .								
2015			\$ -	\$ 2,400,000									
2016	\$ 2,500,000	\$ -	\$ -	\$ 2,500,000									
2017		\$ -	\$ -	\$ 2,600,000	and the same of th								
1010	2,700,000	\$ -	\$ -	\$ 2,700,000	4								
Total	\$ 17,600,000	\$ -	\$ -	\$ 17,600,000	0								
Mandate Excerpt (if applica Franchise agreements, typio		d R/R permits and	WA Department o	f Transportaion presc	ribe that the utility	y will i	relocate at their	expense	when in c	conflict with entity	activities.		
Additional Justifications:		Section 1							18.77				
Additional Justifications: Mandatory work to maintai	n compliance with e	existing franchise a	nd operating perm	its with state highway	y districts and rail r	roads.							
Resources Requirements: (request forms and a	pprovals attached,	1124-115-						1010	(Table State			
Internal Labor Availability: Contract Labor:	☐ Low Probability ☑ YES	☑ Medium Probability ☐ NO		Enterprise Tech: Facilities: Capital Tools: Fleet:	YES - attach form YES - attach form YES - attach form YES - attach form		☑ NO or Not Requir	ed ed	interna should resource	the appropriate box. Il and contract labor be checked to indicate e owners have been	poxes te if the		
Key Performance Indicator	(s)									ted and to provide a of how likely staff will			
xpected Performance Improvem									provide	ed (this does not requ			
	N/A - Mandatory W								commit	ttment).			
	Fill in the name of t	he KPI here											

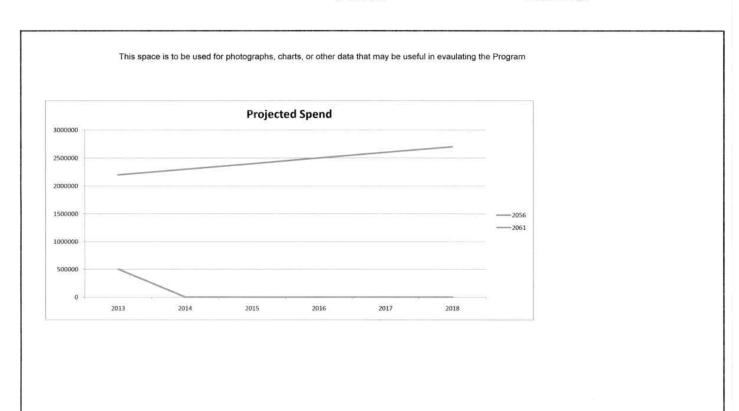
Capital Investment Business Case

signature

WSDOT Franchise work will be incorporated into ER2056 in years 2014 - 2018

Other Party Review signature (if necessary)

Director/Manager



ale for decision	Review Cycles 2012-2016				
	Date	Template			
	7 10 10 mg				

Exhibit No. DCG-21 Dockets UE-150204/UG-150205 Page 251 of 344 Exhibit No.__(DBD-5) Attachment No.__ETD-9

AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: Electric Transmission / Distribution

Business Case Name: Environmental Compliance

ER No: ER Name:

6000 PCB Identification & Disposal 6101 Forest Service Requirements

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$1,1501

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	213												213
2014	250	4	4	44	7	8	50	12	11	49	9	8	46
2015	250	4	4	44	7	8	50	12	11	49	9	8	46
2016	250	4	4	44	7	8	50	12	11	49	9	8	46

Business Case Description:

Implementation of Forest Service Special Use Permits, waste oil disposal, including PCBs, and environmental compliance requirements related to storm water management, water quality protection, property cleanup and related issues, etc.

Offsets:

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

Investment Name:	Environmenta	Compliance									
Requested Amount	\$250,000			Assess	ments:						
Duration/Timeframe Dept, Area:		O Year Program	1	Financ		High - Exceed	s 12%	CIRR			
Owner:	Environmental	Mar V Daves III-	17613	Strateg		Other				With the same of t	
Sponsor:	Marian Durkin	Mgr.); Bruce Ho	ward (Dir)	Operat		Operations red	quire e	execution to	perform at curren	t levels	
Category:	Mandatory				ss Risk:	ERM Reduction	n >10	and <= 15			
Mandate/Reg. Reference:		R Disposal: FP.	A TSCA MA		m Risk:	High certainty	aroun		dule and resource		
Recommend Program De	scription:	ob bisposai, Et i	A TOCA WA	Assessi	ment Score:	182			t Summary - Increa	ase/(Decrease)	
Implementation of Forest		Permite (CLID) 144	lasta Oil Dissessel	1 1 1 -		Performance		apital Cost	O&M Cost	Other Costs	Business Risk Scor
Environmental Complianc property cleanup and rela	e requirements rela	ted to storm wate	er managmeent, w	vater qualit	ty protection,	n/a	\$	250,000	\$ -	\$ -	6
Alternatives:									Summary - Increa	se/(Decrease)	
Alternative 1: Funded SUP	Avista is required	to porform variou			14 14 14	Performance		pital Cost	O&M Cost	Other Costs	Business Risk Scor
implementation	right-of-ways (RO	W) across Nationa	I Forget lands. The	ities associ	ated with our	n/a	\$	100,000	\$ -	\$ -	20
	performed under States Forest Serv protect.	the framework of ice (USFS) for 30 y	the Special Use P rears which requir	ermits issu es mitigati	e by United ion project to						
Alternative 2: Unfunded	If mitigation proje	cts are not perfor	med in accordance	e with the	permit and		\$	-	\$ -	from west-out a	
SUP implementation	annual workplans the activities asso enforcement/pen	, this would repres ciated with our RC	sent a violation of DW at risk. Potent	the SUP, to	hus placing		7			from moderate to extreme	6
Alternative 1: Funded PCB					nder	\$					
Disposal	Washington State Substance Control	and Environment	al Protection Age	ncy (EPA), 1	Toxic		Ş	150,000	\$ -	\$ -	0
Alternative 2 : Unfunded PCB Disposal	If the PCB disposal non-compliance w via enforcement a damages by agenc	ith state/federal l ction or to cleanu	aws, as well as sul	bject to pro	oper disposal		\$	×	\$ -	from moderate to extreme	0
Alternative 1: Funded	Funding of this pro	gram reduces rish	of non-complian	re and evir	ronmental		\$				
Environmental Compliance	liability		, or non-compilan	ce and evil	ronnentai		\$		\$ -	\$ -	15
Alternative 2 : Unfunded	If unfunded, Avista	would run the rie	k of having facilis								
Environmental Compliance	an/or liability from	contamination. C	ould experience f	ince or per	nalties		\$	*	\$ -	from moderate to extreme	2
Program Cash Flows						Associated Ers (li	st all a	pplicable):			
years of costs	Capital Cost	O&M Cost	Other Costs			Current ER		6101	6000	6002	
Previous		\$ -	\$ -	\$	proved						
2012		\$ -	\$ -	\$	350,000						
2013		š -	\$ -	\$	400,000						
2014	\$ 250,000	\$ -	\$ -	\$	250,000						
2015		\$ -	\$ -	\$	250,000						
2016	\$ 250,000		\$ -	\$	250,000						
2016			\$ -	\$	250,000						
2017			\$ -	\$	250,000						
2017 2018		\$ -	7								
2017		\$ -	\$ -	S	750,000						

Mandate Excerpt (if appli	cable):					SECRETARIAN STREET	
Additional Justifications:							
SUP: Vegetation managen minimize outages from veg	work space and a	ccess to teh ROW for	construction and	on growing near pov	ver lines can cause dam	nage to facilities, interru	egetation located on the transmission ROW and to upt power supply and start wildfires. Other objectives tion management. PCB: EPA Federal PCB Regulations posal of PCB).
Resources Requirements:	(request forms and	d approvals attached)			NOS LANCE LA		Carrier a facility of the contract of
Internal Labor Availability:	Low Probability YES	☐ Medium Probability	☑ High Probablity	Enterprise Tech:	YES - attach form	☑ NO or Not Required	Check the appropriate box. The internal and contract labor boxes should be checked to indicate if the

Capital Program Business Case

	annual meeti	ngs with the National Forest	Service (NFS)			1	
	Environment	al Protection Agency					X
	WDOE					/	0
2				Prepared si	gnature (1)005
1							
							. (
	ect FO Rate			Reviewed si	gnature	.la	ulh
Foly.	. 0			000000000000000000000000000000000000000			Director/Manager

4							
		This graph is to provide a place	a to discus	Other Party Review Si	anatura		
2		the KPI benefit. Providing a g	raph is	(if necessary)	gnature		Director/Manager
0		recommended to help commi	unicate	(ii ricocssury)			Directorivianagei
1 2	3 4	what the project is intended t	to				
	ER 6000 ER 6101	2014 150,000	2015 150,000 100,000	2016 150,000	2017 150,000	********	PCB Wast Management
E	10 6101		100 000	100,000	100,000	100,000	Permit Renewal/implementation
		100,000					
	on Avista SR 21	200,000 450,000	200,000 450,000	200,000 450,000	200,000	200,000 450,000	Environmental Compliance Pullman Storm Water
Engineers Opinio	on Avista SR 21	200,000 450,000	200,000	200,000	200,000	200,000	Environmental Compliance Pullman Storm Water

Date

Template

Exhibit No. DCG-21 Dockets UE-150204/UG-150205 Page 254 of 344 Exhibit No.__(DBD-5) Attachment No.__ETD-10

AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: Electric Transmission / Distribution

Business Case Name: Primary Underground Residential Distribution ("URD") Cable Replacement

ER No: ER Name:

2054 Electric Underground Replacement

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$2,8501

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	737							132	236	106	104	81	77
2014	1,000	39	30	29	91	134	186	185	138	81	30	30	27
2015	1,000	39	30	29	187	188	186	185	42	27	30	30	27
2016													

Business Case Description:

This effort involves replacing the first generation of Underground Residential District (URD) cable. This project has been ongoing for the past several years and focuses on replacing a vintage and type of cable that has reached its end of life and contributes significantly to URD cable failures.

Offsets:

The company estimates the cost of per underground cable outage based on crew response and labor is \$3,850. The company has experienced a downward trend in underground outages. Based on this trend, the company projects a reduction of 45 outages in 2015 (project 45 outages) compared to 2012 (72 actual outages). Therefore outage savings are anticipated to be \$103,950 total system or \$68,000 in WA.

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

Capital Investment Business Case

	Primary URD Cable Replacement 2013							
Requested Amount	\$1,800,000	Assessments:						
Duration/Timeframe	2 Year Project	Financial:	MH - >= 9% &	<12% CIRR				
Dept, Area:	Asset Management & Process Improvement	Strategic:	Life Cycle Proc					
Owner:	Kevin Christie	Operational:	Operations improved beyond current levels					
Sponsor:	Jason Thackson	Business Risk:	ERM Reduction		10111101010			
Category:	Project	Project/Program Risk:	High certainty a	around cost, sched	dule and resource	es		
Mandate/Reg. Reference:	n/a	Assessment Score:	110					
Recommend Project Descri			Performance	Capital Cost	O&M Cost	Other Costs	ERM Risk Score	
compete the replacement	of the un-jacketed first generation of Primary URD cat	Die .	Customer IRR = 10% and avoids an average of 600 outages per year	\$ 1,800,000	\$ -	\$ -	4	
Altornatives					mmary - Increase/	(Decrease)		
Alternatives:	Durch the uncertain	- W	Performance	Capital Cost	O&M Cost	Other Costs	ERM Risk Score	
Alternatives: Status Quo :	Number of Primary URD Cable faults would increase cable would also increase. Without this work and the increased O&M costs would sum up to \$8.8 million	e past 4 years of work,			The second secon			
	cable would also increase. Without this work and the	e past 4 years of work, on over the next 5 years.	Increase number of Outage	Capital Cost	O&M Cost	Other Costs		
Status Quo : Alternative 1: Primary	cable would also increase. Without this work and the the increased O&M costs would sum up to \$8.8 million Complete the replacement of the un-jacketed first ge	e past 4 years of work, on over the next 5 years.	Increase number of Outage towards 700 Customer IRR = 10% and avoids an average of 600	Capital Cost \$ -	O&M Cost \$	\$ 1,300,00	0 10	

1				
-				

10

Time (Months)

O&M Cost Capital Cost Other Costs Approved Previous 19,852,679 19,852,679 2012 1,800,000 1,982,000 2013 1,000,000 850,000 2014 1,000,000 1,000,000 2015 1,000,000 \$ 1,000,000 2016 1,000,000 \$ 2017 1,000,000 \$ 2018 1,000,000 Future 27,652,679 \$ 24,684,679

November-11 March-12 June-12	Project Started Project Plan Project Design			December-12 December-12 mm/dd/yy	Plant In So Project Co open		mm/dd/yy mm/dd/yy mm/dd/yy	open open open		
March-12 September-12	Major Procurer Construction S			mm/dd/yy mm/dd/yy	open open	Milestones should be general. In some cases it may be as simple as project start, project complete. Use your judgement on project progress so that progress can be measured.				
ssociated Ers (list all app	plicable):	Current ER	2054							
Mandate Excerpt (if appli	icable):				1					
- be to appr	Service II.									
mandate excerpt (ii appi	icable).									

Resources Requirements: (request forms and approvals attached)

Replace Old URD Cable

Capital Investment Business Case

400			
44	WH.	5 7	ras.

Internal Labor Availability: Contract Labor:	☐ Low Probability ✓ YES	☐ Medium Probability ☐ NO	High Probability	Enterprise Tech: Facilities: Capital Tools: Fleet:	YES - attach form YES - attach form YES - attach form YES - attach form	✓ NO or Not Required	Check the appropriate box. The internal and contract labor boxes should be checked to indicate if the resource owners have been contacted and to provide a general
Key Performance Indicato							sense of how likely staff will be
Expected Performance Improve KPI Measure:	Primary URD Ca	able Events		1		1 2	provided (this does not require a firm committment).
	Avoided Outage				1	11/1/00	
				Prepared	signature / C	w/wlo	
KPI Description	ojected URD Cable Events		RD Cable - Primary DMT Events				
2009	143		136		Ih.	12	
2010	119		93	Reviewed	signature H 13		
2011 2012	94 70					Director	/Manager
2013	45						
2014	45					1091	1, 1
2015		the KPI benefit. Providing recommended to help co what the project is intend	mmunicate	Other Party Review (if necessary)		Director	Manager
Metric URD Cab	voided Costs due le - Pri Caused utages	Actual Avoided Costs of Cable - Pri Outo	due to URD irts, o	or other data that may	/ be useful in evaula	ating the project	
A Committee of the Comm	038,613	\$1,056,113					
2010 \$1,	228,275	\$1,295,225					
	368,561						
- C	516,159						
	744,539 898,311						
H-1000000 100000000000000000000000000000	,997,052						
The 10% customer IRR of The ERM values come for The average URD-Prima Customer-Hours for basic Customer-Hours for basic	rom the value o ary OMT outage e case = 700 * 3	f avoided outages as affects an average o 33 * 3.5 = 80,850	sociate with the	e early vintage of cabl	e		
To be completed by Ca Rationale for decision	pital Planning	Group					w Cycles
						2017	
					Date		Template
Baryland Katalan	HALL CIRCLE						

Functional Group: Electric Transmission / Distribution

Business Case Name: Transmission - Reconductors and Rebuilds

ER No: **ER Name:** 2310 West Plains Transmission Reinforce 2423 System Transmission: Rebuild Condition 2457 Benton-Othello 115 Recond 2549 Moscow City to North Lewiston 115kV Rebuild Project 2550 Burke-Thompson A&B 115kV Transmission Rebuild Project 2556 CDA-Pine Creek 115kV Transmission Line: Rebuild 2557 9CE-Sunset 115kV Transmission Line: Rebuild 2564 Devils Gap-Lind 115kV Transmission Rebuild Project 2574 Chelan-Stratford 115kV - Rebuild Columbia River Xing 2575 Garden Springs-Silver Lake 115kV - Rebuild H&W-SLK Addy-Devils Gap 115kV - Rec/Rebuild 266 & 397 Cond 2576 2577 Benewah-Moscow 230kV - Structure Replacement

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$57,3961

Beacon-Bell-Francis & Cdr-Waikiki 115kV - Reconfigure

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	4,271								2		1,718		2,550
2014	11,797												11,797
2015	21,388												21,388
2016	24,637												24,637

Business Case Description:

This program reconductors and/or rebuilds existing transmission lines as they reach the end of their useful lives, require increased capacity, or present a risk management issue. Projects include: ER 2310 - West Plains Transmission Reinforcement, ER 2550 - Pine Creek-Burke-Thompson, ER 2557 9CE-Sunset Rebuild, ER 2423 - System Condition Rebuild, ER 2457 Benton-Othello Rebuild, ER2556 CDA-Pine Creek Rebuild, ER 2564 Devils Gap-Lind Major Rebuild, ER 2574 - Chelan-Stratford River Crossing Rebuild, ER 2576a Addy-Devils Gap Reconductor, ER 2575 Garden Springs-Silver Lake Rebuild, ER 2582 BEA-BEL-F&C-WAI Reconfiguration, ER 2577 BEN-M23 Rebuild, ER 25xa - Out-Year Transmission Rebuild.

Offsets:

2582

After revenue requirements were finalized, it was determined that the savings included in the O&M adjustment should have included ERs for Burke-Pine Creek and Benton-Othello 115 based on reductions in line losses rather than Chelan-Strafford 115kV and Benton-Othello 115 based on estimated savings. The updated dollar amount of the O&M adjustment does not change due to this update. In addition, offsets were determined on the Bronx – Cabinet 115 kV rebuild/reconductor. The work involves several projects that have in service dates of November 2014 and November 2013. Therefore, we included two months worth of savings per project. Burke-Thompson, the annual energy savings from reduced losses is 252 MWh in 2014 and 213MWh in 2015. Two months of which is 42MWh and 35.50MWh respectively. The MWh are multiplied by the avoided energy cost of \$44/MWh to arrive at \$1,848 (\$1,201 WA) and \$1,562 (\$1,015.46 WA) for 2014 and 2015. For Benton-Othello 115, the annual energy savings from reduced line losses is 962 MWh in 2014 and 1,388 MWh in 2015. Assuming two months of savings, the total loss savings are 160 MWh for 2014 and 231MWh for 2015. Assuming an avoided energy cost of \$44/MWH the 2014 savings is \$7,040 (\$4,577 WA) and \$10,164 (\$6,608 WA) for 2015. For Bronx -Cabinet, the annual energy savings from reduced line losses in 2014 is 572 annual or 95.34 MWh for two months. The associated offset is calculated by multiplying 95.34 by \$44/MHh to arrive at \$4,195 (\$2,727 WA) in 2014. In 2015, the MWh were 1,144 annually or 190.67 for two months. The associated savings were \$8,389 (\$5,454 WA). These additional savings should have been included in revenue requirements.

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.



Requested Amount	\$17,000,000	Rebids	TOTAL TOTAL	Assessme	ante:						
Duration/Timeframe		Year Program		Financial		10.00%					
Dept, Area:	T&D - TLD Engin	A CONTRACTOR OF THE PARTY OF TH		Strategic		Life-cycle asse	t ma	anagement			
Owner:	Heather Rostentr		7—	Business				fuction >5 and <	= 10		
Sponsor:	Don Kopczynski			Program	Risk:	High certainty	arou	ind cost, schedi	ule and resources		
Category:	Program	D'ALL H	. 10 11				_				
Mandate/Reg. Reference:	n/a	P P	2 12 1111	Assessme	ent Score:	#NAME?	_	Annual Cost	Summary - Increas	e/(Decrease)	
Recommend Program Desc	cription:					Performance		Capital Cost	O&M Cost	Other Costs	Business Risk Score
This program reconductors lives, require increased cap Plains Transmission Reinfor ER 2423 - System Condition 2564 Devils Gap-Lind Major Devils Gap Reconductor, EF	acity, or present a ri reement, ER 2550 - I Rebuild, ER 2457 B r Rebuild, ER 2574 -	sk management iss Pine Creek-Burke-Th enton-Othello Rebu Chelan-Stratford Rh	ue. Projects inclu hompson, ER 255 ild, ER2556 CDA- ver Crossing Rebu	de: ER 231 7 9CE-Suns Pine Creek uild, ER 257	0 - West set Rebuild, Rebuild, ER '6a Addy-	Improved performance (reduced losses), upgraded facilities,	\$	17,000,000	\$ -	\$	1
Reconfiguration, ER 2577 B	EN-M23 Rebuild, ER	25xa - Out-Year Tra	ansmission Rebuil	ld.		greater clearance, new life cycle, and greater load capabilities.		PROPERTY OF STREET			
Me and the second						T	-		Summary - Increas	Separate and the separate sepa	
Alternatives: Unfunded Program:	Transmississ fines	that mould be sale	14 4/		des Abia	Performance	-	Capital Cost	O&M Cost	Other Costs	Business Risk Score
Untunded Program:	program have 1) hi	that would be rebu gh loss conductor, o orated materials, or y.	or 2) deteriorated	d wood stru	uctures, or 3)	Med-High probability of a line overload, line failure, or injury/fine within the next 1-10 yrs.	\$				8
Alternative 1: Brief name of alternative (if applicable)	Describe other opt	ions that were cons	idered			describe any incremental changes in operations	\$		\$ -	\$ -	O
Alternative 2: Brief name of alternative (if applicable)	Describe other opt	Describe other options that were considered						See 1	\$ -	\$ -	0
Alternative 3 Name: Brief name of alternative (if applicable)	Describe other opt	ions that were cons	idered			describe any incremental changes in operations	\$	*	\$	\$ -	0
Program Cash Flows							_	TO WITH THE PARTY OF THE PARTY			
	Capital Cost	O&M Cost	Other Costs	-	proved		Ass	ociated Ers (list a			
Previous		\$ -	\$ -	\$	in the second			2310	2549		
2014			\$ -	\$	11,446,742			2423	2457	2556	
2015		****	\$ -	\$	21,412,946		_	2574	25xa	2576	2582
2016	The state of the s		\$ -	\$	24,536,134			2577	2575		
2017	The second second		\$ -	\$	18,102,393						
2018 Tota		\$ -	\$ -	\$	6,500,000 81,998,215	}					
	1 201	26			***	1 2222					
ER	2014	2015	2016		2017	2018			Mandate Excerpt (
2310	\$ -	\$ 25,000	\$ 1,000,000			\$ -	\$	1,025,000		tation of the law or	
2549	\$ -	\$ -	\$ -	\$		\$ -	\$	7 200 000	rete	rence number if po	ossible
2550 2557	\$ 3,700,000		\$ - e pop opo	\$	-	\$ -	\$	7,200,000			
2423	\$ 2,500,000	\$ 25,000	\$ 900,000		2,000,000	\$ -	\$	925,000	la la		
2457	\$ 2,500,000		\$ 2,500,000		2,000,000	\$ - \$ -	5	9,500,000			
2556	\$ 25,000		\$ 4,500,000		5,750,000	\$ 2,500,000	\$	12,775,000			
2564	\$ 2,346,742	\$ 3,947,144	\$ 4,050,558	\$	5,750,000	\$ 2,500,000	\$		Additional Justifica	ations:	
2574	\$ 350,000		\$ 4,050,556	\$		\$ -	\$	350,000		rve: Specific transm	ission lines require
25xa	\$ 330,000	\$ -	\$ -	\$		\$ -	\$	330,000			capacity due to load
2576	\$.	\$ -	\$.	\$	25,000	\$ 2,000,000	\$	2,025,000		anagement: Specific	
2582	\$ -	\$ -	\$ 25,000		2,000,000	\$ 2,000,000	5	2,025,000	Security of the second	to reduce potential	
2577	\$ 25,000	\$ 7,815,802	\$ 8,060,576		8,302,393	\$ -	\$	24,203,771	require repullu	reduce potential	position in qualif 1 takes.
2575	\$ -	\$ 7,813,802	\$ 6,000,370	S	25,000		\$	2,025,000			i i
0	\$ -	\$ -	\$ -	\$	23,000	\$ 2,000,000	\$	2,023,000			
0	\$ -	\$ -	\$ -	Š		\$ -	\$	VI			
Total	\$ 11,446,742	\$ 21,412,946	\$ 24,536,134	\$	18,102,393	\$ 6,500,000	\$	81,998,215			
Resources Requirements:					1881 778		· ·		In the second of		unestro pendi
Internal Labor Availability:	Low Probability	Medium Probability	☐ High Probability	100.00		YES - attach form			red labor boxes	should be checked to	indicate if the
Contract Labor:	☑ YES	□ NO:		Enterprise Tech:						oners have been contains of how likely staff	cted and to provide will be provided

- 45	Tim.	eras	-	-	
-	SF BIS	r u	3	EE.4	щ

(Pl Measure:	Fill in the name of the KPI he			11/150	1 1
	Fill in the name of the KPI he	re		1 Hara	H/22/2012
1.2			Prepared signate	ure	11/22/2013
***	#REF1				(*)
1	#REF!			11	
	#REF!		Reviewed signate	m An	
0.8			Reviewed Signati	Director/Mana	ager
1900					
0.6					
			Other Party Review signate	ure	
0.4			(if necessary)	Director/Mana	ager
			0.0000000000000000000000000000000000000		
0.2		This graph is to provide a place to direct			
		the KPI benefit. Providing a graph is			
0		recommended to help communicate what the project is intended to			
	1	accomplish.			
be comple	eted by Capital Planning Group				
Rationale for	decision			Review Cycles 2012-2016	i eraan
			Date	Template	
			Date	remplate	

Functional Group: Electric Transmission / Distribution

Business Case Name: Segment Reconductor and FDR Tie Program

ER No: ER Name:

Distribution - Spokane North & West
 Distribution - CdA East & North
 Distribution - Pullman & Lewis Clark

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$14,1151

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	1,473									3	270	450	750
2014	2,653	3	3	3	3	3	3	3	3	3	3	3	2,520
2015	3,074	50	50	669	50	50	669	50	50	669	50	50	669
2016	2,702	50	50	575	50	50	575	50	50	575	50	50	575

Business Case Description:

Distribution planning has identified a number of thermal constraints on the system where "segment reconductor" work is warranted to mitigate thermally overloaded conductor. In addition, a number of urban feeder tie additions are required to meet the Company's 500 Amp feeder plan also known as the "feeder and one-half" plan. This work is planned and coordinated with assistance from the five (5) Area Engineers in Spokane, Big Bend, Colville, Coeur'd Alene, and Pullman. Annual spend varies from year-to-year but the operational premise is constant: mitigate thermally overloaded conductor, mitigate known or emerging voltage issues, and establish FDR tie points in compliance with the Company's 500A Feeder Plan.

Offsets:

O&M offsets associated with this business case may occur in the future, however, they are not quantifiable at this time.

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.



Investment Name:	Segment Recor	ductor and FDR	Tie Pgm	1									
Requested Amount	4,000,000 (varia			Ass	essments:								
Duration/Timeframe	On-going	Year Program		Fina	ancial:	MH - >= 9% &	<12	% CIRR					
Dept, Area:	Engineering				itegic:	Reliability & Ca					MI.		DESIGNATION OF THE PARTY OF THE
Owner:	Rosentrater/Jam	es		-	erational:	Operations rec			erforn	at current	levels	3	AVALUATE DE
Sponsor:	Don Kopczynski			-	iness Risk:	ERM Reductio							
Category:	Program				gram Risk:	Moderate certa			-				1.71
CONTRACTOR OF THE PARTY OF THE	n/a			Ass	essment Score:	84		Annual Cost	Summ	ary - Increas	e/(De	crease)	
Recommend Program Desc	S. 10 S.					Performance		Capital Cost	0	&M Cost	(Other Costs	ERM Risk Score
Distribution planning has id reconductor!" work is warra urban feeder tie additions a "feeder and one-half" plan. Engineers in Spokane, Big B year but the operational pro or emerging voltage issues, Plan.	nted to mitigate the re required to mee This work is planne end, Colville, Coeur emise is constant: 1	ermally overloade it the Company's 50 ed and coordinated 'd Alene, and Pulln mitigate thermally	d conductor. In a 00 Amp feeder pla I with assistance I nan. Annual spen overloaded condi	dditio an also from d vari actor,	on, a number of the known as the the five (5) Area es from year to mitigate known	Investments necessary to maintain current operations and to extend the life of current assets.	\$	3,100,000					4
NAME OF THE OWNER OWNER OF THE OWNER OWNE								Annual Cost	Summ	ary - Increas	e/(De	crease)	
Alternatives:				Щ	-1101	Performance	1 1	Capital Cost	Printer and the last of the la	&M Cost	-	Other Costs	ERM Risk Score
Unfunded Program:	Unfunding segmer overloaded condu- distribution system		significantly comp	promi	se the electric	n/a	\$		\$		\$	•	25
Alternative 1: Brief name of alternative (if applicable)	Describe other opt	ions that were con	sidered			describe any incremental changes in operations	\$		\$		\$		4
Alternative 2: Brief name of alternative (if applicable)	Describe other opt	ions that were con	sidered			describe any incremental changes in operations	\$		\$		\$		0
Alternative 3 Name: Brief name of alternative (if applicable)	Describe other opt	ions that were con	sidered			describe any incremental changes in operations	\$		\$		\$		0
Program Cash Flows						Associated Ers (liet o	tt anntingblet.					
5 years of costs						Current ER	iist a	2514		2545	_	2510	
E SCHOOL ELECTRICA	Capital Cost	O&M Cost	Other Costs		Approved	Cullenter	Con		CDA	2515	_	2516	al State of the
	Suprem Cost	Odin Cost	Julier Costs	1	Approved		Spo	kane & West	CDA	x cast	Sout	h Region	
2012	\$ 4,605,000		\$ -	\$	3,605,000		-						
2013	The second secon		\$ -	\$	3,285,229				_				
2014	\$ 3,900,000		\$ -	\$	3,455,000	1							
2015	\$ 4,220,000		S -	5	3,875,000	1							
2016			5 -	S	3,500,000	1							
2017	\$ 3,475,000			5	3,475,000	1							
2018				S	4,000,000	1							
Total	\$ 28,000,000	\$ -	s -	\$	25,195,229	1							

ivianuate excerpt (ir appli	cable):						
			Part .				
Additional Justifications:							
Cable replacement, are tar represents the collective e	geted efforts to m	aintain or improve re	liability, this prog	gram specifically iden	tifies thermal, voltage,	and FDR tie issues amo	is such as WPM, PCB transformers, Worst Feeders, URD ingst 345 individual electric circuits. This program rely.
Resources Requirements:	(request forms and	d approvals attached)					
Internal Labor Availability: Contract Labor:	Low Probability YES	☐ Medium Probability ☑ NO	High Probablity	Enterprise Tech: Facilities: Capital Tools: Fleet:	YES - attach form YES - attach form YES - attach form YES - attach form	✓ NO or Not Required	Check the appropriate box. The internal and contract labor boxes should be checked to indicate if the resource owners have been contacted and to provide a general sense of how likely staff will be provided (this does not require a firm commitment).

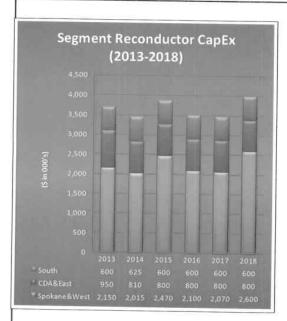


Key Performance Indicator(s) Expected Performance Improv KPI Measure: Dx System Capacity Increase Dx System 500A Plan Compliance



Prepared signature 11-11-13 Reviewed signature Director/Manager

Other Party Review signature (if necessary) Director/Manager



ROX 751 - Reconductor (see 2414) Mica Peak Cnv to URD Deer Lake Xing COB 12F2 Green Bluff Tie LOO 12F2 Deer Lk Narrows Xing COB 12F1 Recond Midway 1 Mi DEE 12F2 Bear Lk-Antler Tie DEE 12F2 Recond to LOO 12F1 SOT 522/523 Recond- 6A WAS781 - Interset Poles LL - Cnv OH to UG (USFWS) LIB 12F2 - Henry Rd Tie CHE 12F1-12F4 Tie on Bowdish U District FDR Tie Trent Ave DEE 12F2 - Recond 2/0 ACSR LIB 12F1-EFM 12F2 Rocky Hill Tie BKR 12F2 - Tie to EFM 12F1 3HT 12F7 Tie U District Loop BKR 12F2 Recond 2/0 CU on Mission EFM 12F1 - State Ln Bridge - Conv OH/UG 9CE 12F4 Recond 336 9CE 12F2 - Tie to Chester 12F2 SLK 12F1 - Recond 2.1 mi C&W 12F4 - Tie to 3HT 12F7 9CE 12F3 Thierman/Mission Rcd 1 mi BKR 12F1 - Liberty Lk 12F2 on Mission CHW12F2 - Angel Pk Recond 0.75mi (BRN2F1 Tiber Lk 12F2 4.5 mi GlF 34F1 - CHW 12F3 FDR Tie CLV 34F1 - Kelly Hill Rbld CHW 12F2 - Flowery Trail Recond GIF 34F1Midline GRN 12F2 Recond 4.1 Mi Old Kettle Rd CHW 12F4 Recond near Ctnwd Road CLV 12F4 Recond 1.6 mi KET 12F2 - Chg FDR Voltage to 13.2 kV DVP 12F2 - Recond 5 miles Hwy 2 SPG 761 - Recond Small CU LIN 711 - Convert to 25 kV - tie Rox751 LIB 12F3 Rcd W Side Lib Lk NW 12F3 tie INT THE STREET OF THE INC. W. SIGE LID LA NAW LEFS HE IN LEFT STREET OF THE INC. T NOTITIVE ORD THE PROPERTY UP WAS LET FLET HE WILLIAM HE OF FLET E WILLIAM ORD DES 1210-DEC 1217-DEC 1217-LINE NOTICE OF THE PROPERTY OF THE PR 475 W, Recloser DEE 12F1 Improve tie Lib 12F2 Criv to UH/UG at Mica Pk SUN 12F4 - Reconductor 2/0 @ SIA SUN 12F2 - Replace Sw 475 W, Recloser DEE 12F1 Midline (protection req.) SUN 12F4 replace midline 249R SIP 12F3 to BKR (Central Premix) Lib 12F1 - EFM 12F2 Rocky Hill Tie BKR 12F3 Recond 2/0 ACSR 1 mi CLV Area Switched Banks CHW 12F3 - ARD 12F2 FDR Tie (5 mi UG) LF34F1 - Midline CLV 34F1 Midline OSB 521 - Recond/Viper for Coeur Mine OLD - Dx Tie Recond DAL 131 Recond 1.5 mi DAL 131 - Recond 0.5 mi (lakeshore) DAL 133 - Add 1-ph 3.1 miles PF 213 - Recond 1.2 mi Riverbend Pk HUE 142 - Extend 3ph 0.5 mi DAL 134- Coldwater Ck Loop BLU 321 Recond 3 mi (Silver Beach) LKV 343 - Conv 6 mi to UG PVW 241 - Ext 1 mi BLU 321- Recond 1.2 mi PIN 442- Recond 1 mi WAL 544-Recond for Star Mine OGA 611 - Recond 1.5 mi PIN 441 Reconductor FDR Tie SAG 741 - Recond Lignite 9200 ft FNP 4521. River Xing & Reloc at Studener OLD 721 - create UG loop for Ind Pk RAT 233 - Recond Hwy 41 to 2/0 ACSR PVW 243 - Cap Bank Riverbend Comm PF 213 - Recond McGuire Road BLU 321 - Rbld & UG near Tony's Rest CDA 125- Recond #6 Crapo Dalton & 17th CDA 124-Recond NIC Loop HOL 1206 -Recond 3700' SLW 1358 Extend ORO 1281 TEN 1253 - 1 mi recond & regs CFD 1210 - Recond #6 CU PAL 312 - Add Phase MOS 515 tie to 512 CFD 1211-ext 556 trunk 2miles DRY 1209-rebuild 5mi towards Silcott LOL 1359 - 2-3miles of lateral rbld.
PDL1201 tie to PDL 1208 PDL 1203 - 3ph loop, so portion TEN 1255 - recond .75 mi at 5th & Cedar TEN 1257 - 1 mi latera. rbld ORO 1281 - 1 mi recond at sub WSU Steam plant - cable & conduit CFD 1211-Regs at 1.5 miles GRV 1273-Regs at Orogrande and E City SWT 2403 - Cap bank at Lapwai WIKI 1279 - extend 2 ph Huy 95 & Denver GRY 1273 regs at of hwy NLEW13 - addt river xing DRY 1208 tie to PDL 1202 - Fair & 13th SLW 1348 tie to SLW 1358 - 25th & 8th IFG Integration TEN 1256 - midline TEN 1257 tie to LOL 1266 ORO 1281-midline KOO 1299-midline JPE 1287-midline KAM-KOO tieline LEO 611-U/B with M115-N Lew Recond SPU Bishop Blvd URD Inc Cap.

on		Review Cycles 2012-2016
	Date	Template
		CASC I AME IN THE SECOND SECOND

Functional Group: Electric Transmission / Distribution

Business Case Name: Downtown Spokane Electric Network

ER No: ER Name:

2058 Spokane Electric Network Increase Capacity

2237 Metro FDR Upgrade

2251 Post St-Improvement/Upgrades

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$9,2001

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	1,413							115	177	189	549	192	192
2014	2,300	191	191	191	191	191	191	191	191	191	191	191	191
2015	2,300	191	191	191	191	191	191	191	191	191	191	191	191
2016	2,299	192	192	192	192	192	192	192	192	192	192	192	192

Business Case Description:

Avista owns and maintains an underground electric network that serves the core business district of downtown Spokane. The network is unique to Avista's electric distribution and requires specialized material, equipment, tooling, and training to perform maintenance repair, planned replacement, and capacity growth projects. The scope of annual capital replacements and additions includes: 10,000 feet of secondary cable, 5,000 feet of primary cable, 15 manholes, and 5 vaults/vault roofs.

Offsets:

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.



Investment Name:	Spokane Elec. N			1											
Requested Amount Duration/Timeframe	\$2,300,000 annu n/a	Ally Year Program		Assessme Financial:		MH - >= 9% & <12% CIRR									
Dept, Area:	Engineering	real Flogram		Strategic:		Life Cycle Programs									
Owner:	Rosentrater/Jame	es		Operation		Operations red			erform	at current	levels				
Sponsor:	Don Kopczynski			Business			on >5 and <= 10								
Category:	Program			Program	Risk:	High certainty			iule an	d resources	3		TO THE PERSON		
Mandate/Reg. Reference:	n/a			Assessme	ent Score:	97	7	Annual Cost	Summ	ary - Increas	e/(Decreas	e)			
Recommend Program Desc	ription:					Performance	0	Capital Cost	08	&M Cost	Other	Costs	Business Risk Score		
Avista owns and maintains a downtown Spokane. Topoli specialized material, equipn replacement, and capacity includes: 10,000 feet of sec roofs. Electric revenues ass	ogy in the Network in nent, tooling, and tr growth projects. The condary cable, 5,000	is unique to Avista aining to perform r e scope of annual c feet of primary cal	electric distributi naintenance repa apital replaceme ble, 15 manholes	on and req air, planned nts and add , and 5 vau	uires I ditions	Investments necessary to maintain current operations and to extend the life of current assets.	\$	2,300,000	\$	315,000	- IID		6		
Alternatives:				equitation is		Performance	-	Annual Cost	_	&M Cost	Other		Business Risk Score		
Unfunded Program:			D14	Mar			-	Capital Cost	\$	sivi Cost	\$	Costs	25		
Omunded Program:	Unfunding Network loss system function		es zero Pivi activ	iues and an	reventual	n/a	\$		>		•		2		
Alternative 1: Brief name of alternative (if applicable)	Describe other opti	ons that were cons	idered			describe any incremental changes in	\$		\$		\$		6		
16 11 2 2 1 6						operations describe any	\$								
Alternative 2: Brief name of alternative (if applicable)	Describe other opti	escribe other options that were considered							\$		\$		0		
Alternative 3 Name: Brief name of alternative (if applicable)	of alternative (if						\$		\$		\$		0		
	***************************************					• · · ·					0.				
Program Cash Flows						Associated Ers ((list al	ll applicable):							
5 years of costs						Current ER		l r'arrille		2058		2237			
	Capital Cost	O&M Cost	Other Costs	Ap	proved	-	-		CapX	Repl.	Metro PII	C	Post St PILC		
2012	\$ 2,150,000	\$ 315,000	\$ -	\$	2,150,000		-	The same	10	7					
2012	THE RESERVE OF THE PERSON NAMED IN COLUMN 1	\$ 315,000		\$	2,300,007		1								
2014		\$ 315,000	\$ -	\$	2,300,000										
2015		\$ 315,000	\$ -	\$	2,300,000	1									
2016		\$ 315,000	\$ -	5	2,300,000	1									
2017		\$ 315,000	IN ON THE REAL PROPERTY.	\$	2,300,000										
2018	\$ 2,300,000	\$ 315,000		\$	2,300,000										
Total	\$ 15,950,000	\$ 2,205,000		\$	15,950,007	J									
Mandate Excerpt (if applications WUTC tariff sche	able): edules are associa	ited with custome	r classifications	s in downto	own Spokar	ne. NESC/WAC	gove	ern public and	l worke	er safety.					
Additional Justifications:							1		46-19-25						
Service to the core business enforcement, city governm Resources Requirements: (ent, banking, legal, c	commerce, and ret	all sectors of the		CONTRACTOR CONTRACTOR	her urban or rura	il area	is. This reflects	the imp	portance of o	ontinuous	service to	o hospitals, law		
Internal Labor Availability: Contract Labor:	☐ Low Probability ☐ YES	☐ Medium Probability ☑ NO	High Probability	Enterpris Facilities: Capital To Fleet:		YES - attach form YES - attach form YES - attach form YES - attach form		☑ NO or Not Requ ☑ NO or Not Requ ☑ NO or Not Requ ☑ NO or Not Requ	ired ired	labor boxes resource ov a general se	should be co	hecked to een conti likely staf	nternal and contract indicate if the acted and to provide f will be provided mittment).		



Key Performance In	dicator(s)	
Expected Performance II	nprovements	
KPI Measure:	Plan to Actual	



signature Prepared 11-11-13 signature Director/Manager

Other Party Review signature

(if necessary)

3 Work Plan Actual (conductor feet, equipment counts)

Director/Manager



	Scdry/Svc	Primary		Vaults	
	Cable	Cable	XFMR	нн/мн	Lights
JAN	0	0	1	0	0
FEB	1488	200	0	0	0
MAR	0	0	0	1	3
APR	0	1904	0	2	1
MAY	355	1315	4	5	0
JUN	80	1378	0	1	0
JUL	366	2626	1	0	2
AUG	0	2587	1	3	1
SEP	1614	138	2	0	0
ОСТ	0	0	0	3	0
NOV					
DEC					
TOTALS	3903	10148	9	15	7





e completed by Capital Planning Group ationale for decision		Review Cycles 2012-2016		
	Date	Template		

Functional Group: Electric Transmission / Distribution

Business Case Name: Storm Related Electric Transmission and Distribution Capital Project

ER No: ER Name:

2051 Electric Transmission Plant-Storm2059 Failed Electric Dist Plant-Storm

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$13,6001

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	2,984							216	330	776	1,019	315	329
2014	3,300	401	306	261	240	230	218	209	300	229	267	310	327
2015	3,400	412	314	269	249	238	226	216	311	236	275	319	335
2016	3.500	425	323	277	256	245	233	222	319	243	283	329	346

Business Case Description:

This program will replace cross arms, poles and structures as required due to storms, fires on distribution and transmission lines.

Offsets:

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

Investment Name:	Storms			1								
Requested Amount	\$		3,300,000									
Duration/Timeframe	On-Going	Year Program		Financial:	Medium - >= 5	% &	<9% CIRR					
Dept, Area:	Operations	NAME OF TAXABLE PARTY.		Strategic:	Reliability & Ca	apac	city				1	
Owner:	Al Fisher			Operational:			execution to p	erfo	orm at current l	evels	150000	
Sponsor:	Don Kopczynski			Business Risk:	ERM Reductio	n >1	15					
Category:	Program			Program Risk:	Moderate certa	ainty	around cost, s	sche	dule and reso	urces		
Mandate/Reg. Reference:	n/a			Assessment Score:	98				mmary - Increas		lose	
Recommend Program Desc				prosessment score.				Jui				
		eterretures as secul	and don to store	Boss on Board Area	Performance	_	Capital Cost	-	O&M Cost		er Costs	Business Risk Sco
This program will replace or and transmission lines.	ossarms, poies and	structures as requi	red due to storms	s, fires on distribution		\$	3,300,000	\$		\$		4
Alternatives:					I note the second			Sur	mmary - Increas			
THE RESERVE THE PERSON NAMED IN COLUMN TWO IS NOT THE PERSON NAMED IN COLUMN TWO IS NAMED IN COLUMN TWO I	lie i i			14	Performance	-	Capital Cost	-	O&M Cost		er Costs	Business Risk Sco
Status Qua :		liable system, incre		ms and fire, Avista will to repair, and	n/a				77	\$		25
Alternative 1: Brief name of alternative (if applicable)		eplace crossarms, p stribution and trans		res as required due to		\$	3,300,000	\$		\$,	4
			et antice service	mentalisti dan yang p	District Street	40		100	shappy so let	CALLED		
Alternative 2: Brief name of alternative (if applicable)						\$		\$		\$		0
Alternative 3 Name: Brief name of alternative (if applicable)						\$		\$		\$		0
	-					_						
Program Cash Flows 5 years of costs					Associated Ers (Current ER	list a		-				
5 years or costs					Current ER	-	2051	-		1773	Will be	
	Capital Cost	O&M Cost	Other Costs	Approved	HE MINES		2059					
2012			\$ -	\$ 3,300,000								
2013	\$ 3,400,000	\$ -	\$ -	\$ 3,400,000								
2014	\$ 3,300,000	\$ -	\$ -	\$ 3,300,000								
2015	\$ 3,400,000	\$ -	\$ -	\$ 3,400,000								
2016	\$ 3,500,000	\$ -	\$ -	\$ 3,500,000	1							
2017	\$ 3,500,000			\$ 3,500,000								
2018				-								
Total		\$ -	\$ -	\$ 3,500,000 \$ 23,900,000	-							
Mandate Excerpt (if applic	able):									Van e		注意意
Additional Justifications:												
	request forms and c	pprovals attached) ☑ Medium Probability	High Probability	Enterprise Tech:	☐ YES - attach form		☑ NO or Not Requ	uired				internal and control indicate if the

Key Performance Inc				
Expected Performance In KPI Measure:	rill in the name of the KPI here			7
KPI Weasure:	Fill in the name of the KPI here			
	The first family of the North Control	Prepared signature		fourtheless afan & Fisher
				7 /000000000000000000000000000000000000
		Reviewed signature		Alan Sticket
		Reviewed signature		Director/Manager
				C Director/Manager
		Other Party Review signature		700.000.000.000.000.000.000.000.000.000
		(if necessary)		Director/Manager
	This space is to be used for photographs	, charts, or other data that may be useful	in ev	vaulating the Program
To be completed	by Capital Planning Group			
Rationale for de	cision			Review Cycles
		And the second second		2012-2016
		Date		Tomologo
Desirate Sound		Date	-	Template
			1	
The court was at		P. S. P. Land Brown and St. Physics of the Contract of the Con		THE REPORT OF PARTY OF THE PROPERTY OF
			10.89	

Exhibit No. DCG-21 Dockets UE-150204/UG-150205 Page 269 of 344 Exhibit No.__(DBD-5) Attachment No.__ETD-15

AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: Electric Transmission / Distribution

Business Case Name: Substation - 115 kV Line Relay Upgrades

ER No: ER Name:

2217 Spokane-CDA 115 kV Line Relay Upgrades

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$3,1501

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	350											350	
2014	950				325			75		250		50	250
2015	900			125	125		100	125	100		125	125	75
2016	850		150	125			125	200	125			125	

Business Case Description:

The 115 kV Transmission line relaying in the greater Spokane-Couer d'Alene area needs to be upgraded. Per System Protection's revised memo dated 10/25/07, the relaying and communications must be upgraded to eliminate false trips and mis-coordination of relays as well as the requirement to trip lines quickly enough to avoid system transient instability, which could lead to cascading outages. The first two years of the project completed the installation of fiber optic communications to all the required substations. Year Two marked the beginning of relay upgrades in the Spokane area, and the remainder of the project will complete the relay upgrades as planned.

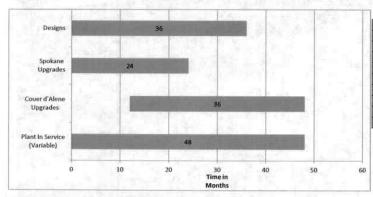
Offsets:

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

Capital Investment Business Case



Investment Name:	Substation - 115 kV Line Relay Upgrades									
Requested Amount	\$7,274,676	Assessments:								
Duration/Timeframe	7 Year Project	Financial:	Medium - >= 5	% &	<9% CIRR					
Dept, Area:	T&D - Substation Engineering	Strategic:	Reliability & Ca	apac	ity	1				
Owner:	Heather Rosentrater	Operational:	Operations req			erfo	rm at current l	evel	s	
Sponsor:	Don Kopczynski	Business Risk:	ERM Reductio	n >0	and <= 5					
Category:	Project	Project/Program Risk:	High certainty	arou	ind cost, sched	ule	and resources			
Mandate/Reg. Reference:	n/a	Assessment Score:	79		Cost Sur	nıma	ry - Increase/(I	Decr	ease)	The state of the s
Recommend Project Descri	iption:		Performance		Capital Cost	Г	O&M Cost	T	Other Costs	Business Risk Score
Per System Protection's re upgraded to eliminate fals quickly enough to avoid sy years of the project compl substations. Year Two mai	ne relaying in the greater Spokane-Couer d'Alene area vised memo dated 10/25/07, the relaying and commune e trips and mis-coordination of relays as well as the red stem transient instability, which could lead to cascadin eted the installation of fiberoptic communications to a ked the beginning of relay upgrades in the Spokane ar he relay upgrades as planned:	nications must be quirement to trip lines ng outages. The first two Ill the required	Improved comm., relay operation, & avoidance of potential large system outage problems.	\$	7,274,676	\$		\$		1
	Control of the Contro		Promotion	0	Cost Sur	nma	ry - Increase/(E	ecn	ease)	
Alternatives:			Performance		Capital Cost	Г	O&M Cost	-	Other Costs	Business Risk Score
Status Quo:	Under certain operating conditions and fault scenari- the greater Spokane-Couer d'Alene area is susceptib transmission outages. Existing protection schemes a operate quickly enough to prevent these scenarios fr	le to potentially large and equipment cannot	n/a	\$	100,000	\$	500,000	\$	500,000	6
Alternative 1: Brief name of alternative (if applicable)	Describe other options that were considered		describe any incremental changes in operations	\$		\$		\$		0
Alternative 2: Brief name of alternative (if applicable)	Describe other options that were considered		describe any incremental changes in operations	\$		\$		\$		0
Alternative 3 Name: Brief name of alternative (if applicable)	Describe other options that were considered		describe any incremental changes in operations	\$		\$		\$		0



Construction	casn	Flows	(CWIP)

	- 13	Capital Cost	O&M Cost	0	ther Costs	1 16	Approved
Previous	\$	2,624,675	\$ 	\$		\$	2,624,675
2012	\$	1,000,000	\$	\$		\$	1,000,000
2013	\$	1,250,000	\$	\$		\$	400,001
2014	\$	1,250,000	\$	\$	-	\$	1,000,000
2015	\$	1,000,000	\$	\$		\$	1,000,000
2016	\$		\$	\$		\$	750,000
2017	\$		\$	\$		\$	500,000
2018	\$	to sent	\$ 21	\$		\$	The second
Future	\$	1 - V	\$ -	\$	1001	\$	-
Total	\$	7,124,675	\$	\$		\$	7,274,676

Milestones (high level targets)

January-09 Start Communications Infrastructure - Spokane January-10 Start Communications Infrastructure - Couer d'Alene January-10 Start Relay Upgrades - Spokane December-10

Complete Communications Infrastructure Continue Spokane Area Relay Upgrades

January-13 Start Couer d'Alene Area Relay Upgrades December-16 Complete Spokane Area Relay Upgrades December-17 Complete Couer d'Alene Area Relay Upgrades

Associated Ers (list all applicable):	2217					
Mandate Excerpt (if applicable):	Obligation to serve: M	intain a reliable sy:	stem that meets cus	stomer demand a	and reliablity standards	

Additional Justifications:

January-11

This project is already in construction.

Additional documentation is available upon request including System Protection Documentation, Proposed Schedules and Priorities, Internal Substation Memos, meeting notes, etc.

Exhibit No. DCG-21 Dockets UE-150204/UGB-150205 Attachm**enge\127**.1_o**E3D**415.2

Capital Investment Business Case

AWISTA

Internal Labor Availability: Contract Labor: Key Performance Indicator Expected Performance Improver KPI Measure:	Low Probability YES (s)		☑ High Probability	Enterprise Tech: Facilities: Capital Tools: Fleet:	YES - attach form YES - attach form YES - attach form YES - attach form	▼ NO or Not Required	Check the appropriate box. The internal and contract labor boxes should be checked to indicate if the resource owners have been contacted and to provide a general sense of how likely staff will be provided (this does not require a firm committment).
			arti	Prepared Reviewed Reviewed	War.	Heather Rosen	ager - Substation Engineering strater, Director - ENSO rs, Director - GP\$S
			000	old Control & Meter Panels	New Li	cessor-based SEL relays using the fiberoptic network	ently completed. New relays are ng high-speed communications via
Old Electromechanic Relays							
To be completed by Ca Rationale for decision	pital Planning	Group					view Cycles 2012-2016
					Date		Template

Functional Group: Electric Transmission / Distribution

Business Case Name: Substation - Asset Mgmt. Capital Maintenance

	0 1
ER No:	ER Name:
2210	System-Working Space
2215	System - Replace High Voltage Breakers
2252	System - Replace/Install Relays
2253	System - Upgrade Meters
2260	System - Upgrade Surge Protection
2275	System - Rock/Fence Restore
2278	System-Replace Obsolete Reclosers
2280	System - Replace Obsolete Circuit Switchers
2293	SCADA - Install/Replace
2294	System - Batteries
2336	System - Replace Dist Power Xfmrs
2343	System - Replace/Install Substation Structures
2397	System - Install/Replace Borderline Metering
2425	System - High Voltage Fuse Upgrades
2449	System - Replace Substation Air Switches
2481	System-Replace/Install Capacitor Banks
2492	System-Install Autotransformer Diagnostic Monitor
2493	System-Replace/Upgrade Voltage Regulators
2505	System-Replace Current & Potential Devices

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$16,4001

Transfer to Plant Amounts (\$000s - System):

Beacon ST YD-Oil Contain

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	1,786							36	672	518	58	415	88
2014	4,100	220	345	162	363	1,537	220	100	392	262	406	87	
2015	4,100	220	345	162	363	1,537	220	100	392	262	406	87	
2016	4.100	220	345	162	363	1.537	220	100	392	262	406	87	

Business Case Description:

This program installs, replaces, or upgrades substation apparatus via Asset Management planning or emergency replacements. All obsolete, end-of-life, or failed apparatus are covered under this program. Apparatus includes panel houses and associated equipment, high voltage breakers, relays, metering, surge arresters, rock and fence, low voltage breakers/reclosers, circuit switchers, SCADA systems, batteries and chargers, power transformers, high voltage fuses, air switches, capacitor banks, autotransformer diagnostic equipment, step voltage regulators, and instrument transformers.

Offsets:

2273

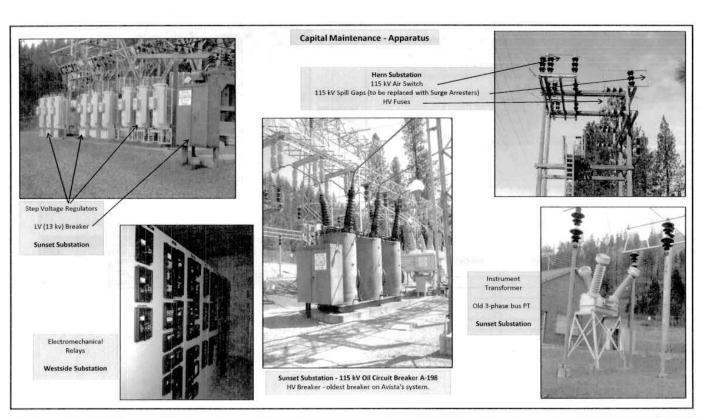
¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

Investment Name:	Substation - Ass	set Mgmt. Capita	al Maintenance									
Requested Amount Duration/Timeframe	\$4,100,000	Year Program		Assessments:			an arms					
Dept, Area:	T&D - Substation	The second secon	F 60.0	Financial: Strategic:	Medium - >= 5 Life Cycle Prog			-		- 100		
Owner:	Heather Rosentra			Operational:			execution to p	arfor	m at current le	ovole		
Sponsor:	Don Kopczynski			Business Risk:	ERM Reductio			CITO	in at current is	eveis		
Category:	Program	100		Program Risk:			and cost, sched	ule a	and resources		3.5	
Mandate/Reg. Reference:	n/a			Assessment Score:	89				mary - Increas		rease)	
Recommend Program Desc	ription:				Performance		Capital Cost		O&M Cost	-	ther Costs	Business Risk Score
This program installs, replace					Renew asset life	\$	4,100,000	\$		\$	-	2
emergency replacements. Apparatus includes panelho rock and fence, LV breakers transformers, HV fuses, air regulators, and instrument	ouses and associated /reclosers, circuit sy switches, capacitor	f equipment, HV bi witchers, SCADA sy	reakers, relays, me stems, batteries a	etering, surge arresters and chargers, power	of life							
-		V		and the series of the series			Annual Cost	Sum	mary - Increase	e/IDec	reasel	
Alternatives:					Performance	-	Capital Cost		O&M Cost	_	ther Costs	Business Risk Score
Unfunded Program:	Maintain (to the be Repair or replace e not be possible du customer outages	quipment on emer e to obsolescence.	gency basis only.	Some repairs would	n/a	\$	500,000	\$	1,000,000	\$	500,000	12
Alternative 1: Brief name of alternative (if applicable)	Describe other opt	ions that were con	sidered		describe any incremental changes in operations	\$		\$		\$	2.7	0
Alternative 2: Brief name of alternative (if applicable)	Describe other opt	ions that were con	sidered		describe any incremental changes in operations	\$		\$		\$		0
Alternative 3 Name: Brief name of alternative (if applicable)	Describe other opt	ions that were con	sidered		describe any incremental changes in operations	\$		\$		\$		0
Program Cash Flows	Chill Solve				Associated Ers (list a	ili annlicable)		arrivino e		185	
5 years of costs	The State of the S				2210		2215		2252		2253	2260
	Capital Cost	O&M Cost	Other Costs	Approved	2275		2278		2280		2293	2294
					2326		2336		2343	1	2397	2425
2012	The second secon		\$ -	\$ 4,100,000			2481		2492	MI	2493	2505
2013	\$ 4,100,000	\$ -	\$ -	\$ 4,100,020	_							
2014	\$ 4,100,000	\$ -	\$ -	\$ 4,100,000	-							
2015	\$ 4,100,000	\$ -	\$ -	\$ 4,100,000	-							
2017	\$ 4,100,000	2	\$ -	\$ 4,100,000	-							
2018	The state of the s	7919 1 T		\$ 4,100,000								
Total	\$ 28,700,000	\$ -	\$ -	\$ 28,700,020								
Mandate Excerpt (if applica	ible):				4016							
		in the position										
Additional Justifications: In general, this program is re beyond current levels as ob opportunity to make improv	solete equipment is	often replaced wi	th apparatus of his	gher capacity and/or n	er, it could easily b ewer technology.	e arı	gued that the end rudent, and if tim	d resi	ults of Capital A sources, and fu	Mainter Inding	nance actually allow, we will	Improve operations take every
Resources Requirements: (request forms and a	pprovals attached)						V		ier.		
Internal Labor Availability: Contract Labor:	Low Probability YES	☐ Medium Probability ☑ NO	☑ High Probability	Enterprise Tech: Facilities: Capital Tools:	YES - attach form YES - attach form YES - attach form		✓ NO or Not Requi	red	labor boxes resource ow a general ser	should iners ha ners ha	be checked to i ve been contac	ted and to provide will be provided



Key Performance Indicator(s)

provements			
Meet AM Plan Requirements for all Apparatus			
Maintain or increase annual program spend to		74. 6 00 min	
meet demand	Prepared		
		Mike Magruder, Manage (-)Substation Engineering	
	Reviewed	by the	
		Heather Rosentrater, Director - ENSO	
		010/	
	Reviewed	(Maralla	
		Andy Vickers, Director - GPSS	
	Maintain or increase annual program spend to meet demand	Meet AM Plan Requirements for all Apparatus Maintain or increase annual program spend to meet demand Prepared	Meet AM Plan Requirements for all Apparatus Maintain or increase annual program spend to meet demand Prepared Prepared Mike Magruder, Manager, Substation Engineering Reviewed Heather Rosentrater, Director - ENSO Reviewed



be completed by Capital Planning Group tionale for decision		Review Cycles 2012-2016
	Date	Template

Functional Group: Electric Transmission / Distribution

Business Case Name: Substation - Capital Spares

ER No: ER Name:

1006 Power Xfmr-Distribution2000 Power Xfmr-Transmission2001 Power Circuit Breaker

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$20,8401

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	495							13	88	289	4	100	
2014	3,050					1,103				300	1,497	150	
2015	8,545			250		1,150				240	400	6,505	
2016	2,565			250	100	950		300	300	250	165	250	

Business Case Description:

This program maintains our fleet of Power Transformers and High Voltage Circuit Breakers. This fleet of critical apparatus is capitalized upon receipt and placed in service for both planned and emergency installations as required. The annual program expenditures may vary significantly in years when an Autotransformer (230/115 kV) is purchased. In years without an Autotransformer purchase, only minor variations will occur based on planned projects as well as replenishing apparatus fleet levels required for adequate capital spares. These are long lead time items so apparatus levels need to be managed.

Offsets:

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.



Investment Name:	Substation - Cap	oital Spares										
Requested Amount Duration/Timeframe	\$4,720,000	Year Program		Assessments:	Madina	o/ n .	-nov ounn					
Dept, Area:	T&D - Substation			Financial:	Medium - >= 5	4535344	Control of the Contro			1911		
Owner:	Heather Rosentra		1 11 11	Strategic: Operational:	Coperations rec			orfo	m at current le	nuolo		100
Sponsor:	Don Kopczynski	ito:		Business Risk:	ERM Reductio			eno	in at current it	eveis		
Category:	Program			Program Risk:	High certainty			ule a	and resources			
Mandate/Reg. Reference:	n/a			Assessment Score:	89	-	The second secon	-	nmary - Increase	e/(Dec	crease)	T
Recommend Program Desc	ription:				Performance	0	apital Cost	Г	O&M Cost		Other Costs	Business Risk Score
This program maintains our	fleet of Power Tran	sformers and High	Voltage Circuit B	reakers. This fleet of			4,720,000	\$		\$	-	1
critical apparatus is capitalis installations as required. Th Autotransformer (230/115 I variations will occur based o adequate capital spares. Th	ne annual program e kV) is purchased. In on planned projects	expenditures may v years without an A as well as replenisl	ary significantly i Autotransformer hing apparatus fle	n years when an purchase, only minor eet levels required fo		10						
Alternatives:					Dayforman	-		Sun	mary - Increase			n 1 ni 1 c
Unfunded Program:	We will not have vir	tal system canital s	pares required to	maintain our electr	Performance	\$	apital Cost	Ś	O&M Cost	Ŝ	Other Costs	Business Risk Score
omuniced Flogram.	system in the event (reliability), or oblig	t of failures (emerg gation to serve (gro	ency), planned sowth). In addition	ystem improvements		•		ş	500,000	\$	250,000	8
Alternative 1: Brief name	Describe other opti	ions that were con:	sidered		describe any	\$		\$		\$		0
of alternative (if applicable)					incremental changes in operations							E. Leit
Alternative 2: Brief name	Describe other opti	ions that were con:	sidered		describe any	\$	THE STATE OF	\$	E PER INSTRU	\$	7 0 - 1	0
of alternative (if applicable)					incremental changes in operations							
Alternative 3 Name: Brief name of alternative (if applicable)	Describe other opti	ions that were con	sidered		describe any incremental changes in	\$		\$		\$		0
			MARKET STATE	li construction	operations			Ц				
Program Cash Flows					Associated Ers (2004			
5 years of costs	Capital Cost	00000	Other Costs		1006		2000		2001			
7 5 7	Capital Cost	O&M Cost	Other Costs	Approved				-			AND THE	THE RESERVE THE PARTY.
2012	\$ 3,835,000	\$ -	\$ -	\$ 2,535,0	00	2011						
2013	\$ 4,865,000	\$ -	\$ -	\$ 4,980,1						-		
2014	\$ 5,115,000	\$ -	\$ -	\$ 3,550,0	The same of the sa							
2015	\$ 9,045,000	\$ -	\$ -	\$ 8,045,0	CONTRACTOR OF THE PARTY OF THE							
2016	\$ 4,265,000	\$ -	\$ -	\$ 4,265,0	00							
2017	\$ 5,800,000	Division of		\$ 5,800,0	00							
2018		P. C. Line		\$ 3,865,0								
Total		\$ -	\$ -	\$ 33,040,1	to the same of the							
	7-ye	ar average annual	projected spend:	\$ 4,720,0	14							
Mandate Excerpt (if applica	hle):	3	3.17				tan Kan					
Obligation to serve: Long		spares are require	ed to meet syste	em needs and serv	ce expectations	7/1	NAME OF THE OWNER.			-	TO A THE STATE OF	REAL PROPERTY.
		spanos ano nodani			oc expectations.			U	organism to	X ¹ III		
Additional Justifications:					10.1.5							
Transformers and High Volt spares count. This is manag In general, this is a Life Cycl Commodity pricing and mar	ed closely by Substa Program for these	tion Engineering wassets. This Progra	vith annual review am also includes	vs of capital spares a a Reliability and Capa	nd planned needs. city (improved reliat							
Resources Requirements: (request forms and a	pprovals attached)		1000	1 2/2/1	3 g**			al I jugan			
Internal Labor Availability: Contract Labor:	Low Probability YES	☐ Medium Probability ☐ NO	High Probability	Enterprise Tech: Facilities: Capital Tools: Fleet:	YES - attach form YES - attach form YES - attach form YES - attach form		☑ NO or Not Requ ☑ NO or Not Requ ☑ NO or Not Requ ☑ NO or Not Requ	ired ired	labor boxes resource ow a general se	should ners h	be checked to ave been contac	cted and to provide will be provided

Exhibit No. DCG-21

P296666 No. 1502060 150205

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Attachment No. __ETD-17.2



Key Performance Indic				
Expected Performance Impl KPI Measure:	Annual capital spares review and sumn	pary report		
Kri Measure.	Every capital spare will be justified.	ini y report	7	0 000.
		Prepared	Muc	har h. Magnico
		dik e		Mike Magruder, Manager - Substation Engineering
				*** A
			Lhr.	-b -
		Reviewed	No	Heather Rosentrater, Director - ENSO
				realies Noschulater, Director - Livoo
		Other Party Review	signature	
		(if necessary)		Director/Manager
Teles	*			
-	A .	rapl	la	ating The American
		RASIN .	- Territoria	
Bid.	A Bart	M. T.		
阿尔森 金 4.4	The state of the s		101	
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1 Marie 1		经 年 、 和	[22]	一一生的人以及下 177 7月11日至1787日
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\$1/20/98/98/98/98/95				
	n Power Transformers	ER 2000: Transmission Power Transform		ER 2001: Power Circuit Breakers
	nits shown above from Kooskia 115 kV Sub.	Older unit shown above from Westside 2 New unit (and old one next to it) shown by		Older 115 kV Oil Circuit Breakers (above) from Lolo Sub.
New 3-phase unit sho	own below from Idaho Road 115 kV Sub.	Benewah 230 kV Sub.	elow IIoiii	New 115 kV Gas Circuit Breakers (below) from Benewah Sub.
		1-0	11	
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To be completed b	y Capital Planning Group			
Rationale for decision			AND ROLL OF THE	Review Cycles
				2012-2016
			Date	Template

Functional Group: Electric Transmission / Distribution

Business Case Name: Substation - Distribution Substation Rebuilds

ER No:	ER Name:		
2204	System Wood Substation Rebuilds	2562	Grangeville 115 kV Sub - Rebuild
2283	Millwood Sub - Rebuild	2563	Stratford 115kV - Upgrade Bus
2285	Sunset Sub - Rebuild	2565	Ford 115 kV - Rebuild Substation
2317	Lyons & Standard 115 Sub-Increase Capacity	2566	Northwest 115 kV - Rebuild Substation
2341	Ninth & Central Sub - Increase Capacity & Rebuild	2567	Chester 115 kV - Rebuild Substation
2342	Pine Creek 230 Sub-Rebuild Dist/Replace Cap Bank	k 2568	Metro 115 kV - Rebuild Substation
2465	Bronx - 115-21kV	2569	Gifford 115 kV - Rebuild Substation
2502	N. Moscow - Increase Capacity	2306	Appleway Sub - Rebuild
2521	St Maries 634 Cx Fdr	2390	Otis Orchards 115-Replace PCBs & Relays
2522	10th & Stewart Dx Int	2538	College & Walnut Substation Yard Expansion
2533	Pullman Substation - Rebuild	2572	Noxon Construction Sub - Minor Rebuild
2546	Blue Creek 115 kV - Rebuild	2573	Little Fall 115 kV Sub - Rebuild
2547	Lucky Friday 115 kV - Rebuild		

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$25,2151

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	1,241							8	128	15	41		1,050
2014	3,230	6	6	6	6	6	6	1,606	6	581	506	6	486
2015	3,125	33	33	33	183	2,333	33	33	33	33	33	33	308
2016	6,870	17	17	17	17	17	17	2,717	17	1,417	17	2,017	587

Business Case Description:

This program replaces and/or rebuilds existing substations as they reach the end of their useful lives, require increased capacity, or cannot accommodate necessary equipment upgrades due to existing physical constraints. Included are Wood Substation rebuilds as well as upgrading stations to current design and construction standards. Some station rebuilds may be initiated by other requirements, including obligation to serve, growth, and external projects. Examples of substation rebuilds to be completed under this program in the next 5 years are Big Creek & Kamiah (Wood Substation), Millwood (Life Cycle), Turner (Smart Grid Investment Grant), Blue Creek (Productivity), Lucky Friday (Growth), and Pine Creek Distribution (Life Cycle).

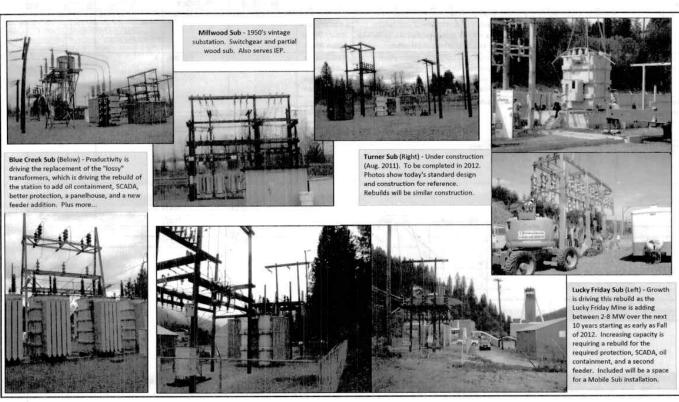
Offsets:

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

Investment Name:	Substation - Dis	tribution Station	Rebuilds	1							
Requested Amount	\$8,168,573			Assessments:							
Duration/Timeframe		Year Program		Financial:	MH - >= 9% &			11,35	2		
Dept, Area:	T&D - Substation Heather Rosentra			Strategic:	Life Cycle Prog	A 1000 TAXABLE			. corta		
Owner: Sponsor:	Don Kopczynski	ater	V2 10 70	Operational: Business Risk:	Operations imp			ent le	veis		
Category:	Program			Program Risk:	High certainty			ule ar	nd resources		
Mandate/Reg. Reference:	Branch Commence			Assessment Score:	105				nary - Increase	e/(Decrease)	1
Recommend Program Descri				prosessment secre.	Performance	1	apital Cost	100	0&M Cost	Other Costs	Business Risk Score
This program replaces and/o	10.00	substations as they	reach the end of	their useful lives	Improved	\$	8,168,573	\$	JOINI COST	S -	1
require increased capacity, physical constraints. Include construction standards. Sor to serve, growth, and extern under this program in the ne (SGIG), Blue Creek (Producti	or cannot accommo ed are Wood Sub re me station rebuilds nal projects (e.g. Sm ext 5 years are Big C	date necessary equivalently as well as up the may be initiated by part Grid). Example Creek & Kamiah (Wo	ipment upgrade: grading stations other requireme s of substation re ood Subs), Millwo	due to existing to current design and ints, including obligatio builds to be completed od (Life Cycle), Turner	performance, upgraded n equipment,				nary - Increas		
Alternatives:	111000000000000000000000000000000000000		*		Performance	C	apital Cost		&M Cost	Other Costs	Business Risk Score
Unfunded Program:	Obsolete and/or hi	gh loss equipment.	deteriorated wo	od structures, and non-	Relatively high	\$	1,000,000	\$	500,000	\$ 250,000	8
	standard construct Some stations may	ion or equipment v	vould remain in s pacity for growth	ervice until failure. or may not be suitable	probability of a						
Alternative 1: Planned	Continuation of no	n-standard constru	ction practices ar	d configurations	Performance	\$	1,500,000	\$	500,000	\$ -	4
Equipment Replacements.	field crews. This w	ould only allow for	minimal improve	rking conditions for ments to the subs ture and equipment.	remains at current levels; min. improve						
Alternative 2: Brief name		ions that were cons		and equipment.	describe any	\$		\$		\$ -	0
of alternative (if applicable)	bescribe other ope	ions that were cons	idered		incremental changes in operations			,			
Alternative 3 Name: Brief name of alternative (if applicable)	Describe other opt	ions that were cons	idered		describe any incremental changes in operations	\$		\$		\$	
Program Cash Flows	Mark Toll		- 45-81	The state of	Associated Ers (THE PERSON NAMED IN				
5 years of costs			1 25 2		2204	_	2283		2285	2341	
	Capital Cost	O&M Cost	Other Costs	Approved	2502	-	2521		2522	2546	
2012	\$ 7,750,000	\$ -	\$ -	\$ 7,750,000	2563 2569		2565 2572		2566 2573	2567	2568
2013		\$ -	\$ -	\$ 5,060,013			2012		2010		
2014		\$ -	\$ -	\$ 5,505,000							
2015		\$ -	\$ -	\$ 6,240,000							
2016		\$ -	\$ -	\$ 8,410,000	***						
2017			7	\$ 12,140,000							
2018				\$ 12,075,000							
Total	\$ 39,000,000	\$ -	\$ -	\$ 57,180,013	X.						
Mandate Excerpt (if applica	ble):	/-year average	projected spend:	\$ 8,168,573							
Obligation to serve: Spec	offic substations m	ay require rebuild	for increased co	apacity due to load gr	rowth.						
Additional Justifications:							Cure.				
This program replaces subst like Lucky Friday, could be st Program Link: Substation tr Program Link: Substation di	tandalone projects i ansmission integrat	under the Mandato ion budget dollars	ry category since \$415k - \$435k) a	we have to meet custo re included in this prog	omer load growth. ram.						
Resources Requirements: (request forms and a	pprovals attached)						100			_8-
Internal Labor Availability: Contract Labor:	Low Probability YES	☐ Medium Probability ☑ NO	High Probability	Enterprise Tech: Facilities: Capital Tools: Fleet:	YES - attach form YES - attach form YES - attach form YES - attach form		☑ NO or Not Requ ☑ NO or Not Requ ☑ NO or Not Requ ☑ NO or Not Requ	ired ired	labor boxes resource ow a general se	opropriate box. The in should be checked to mers have been containse of how likely staff of require a firm comm	indicate if the cted and to provide will be provided



Key Performance In	dicator(s)		
Expected Performance I			
KPI Measure:	Complete 3 rebuilds per year.		_ ^ ^ -
	Complete Metro Sub EPC Rebuild by 2018.		Wichela Magned
		Prepared	
			Mike Magruder, Manager - Substation Engineering
			17
		Reviewed	Much -
		Reviewed	Heather Rosentrater, Director' - ENSO
			Ticalia Noscillator, Director - Erros
			11. 1-1/6.
		Reviewed	(moral de
			Andy Vickers, Director - GPSS
517			



Template
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Exhibit No. DCG-21 Dockets UE-150204/UG-150205 Page 281 of 344 Exhibit No.__(DBD-5) Attachment No.__ETD-19

AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: Electric Transmission / Distribution

Business Case Name: Substation - New Distribution Substations

ER No: **ER Name:** 2274 Tamarack 115Kv Sub-Construction 2322 Downtown West Sub - Property 2443 Greenacres 115-13kV Sub - New Construct 2479 Hillyard 115-13kV Substation 2583 Lewiston Mill Road- Dx Line Integration 2587 Irvin 115-13 kV Sub - Add Distribution Station 2398 Wheatland 115Sub-Const New Sub&2 Feeders

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$4,7401

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	373										273		100
2014	379												379
2015	2,045					2,045							
2016													

Business Case Description:

This program adds new distribution substations to the system in order to serve new and growing load as well as for increased system reliability and operational flexibility. New substations under this program will require planning and operational studies, justifications, and approved project diagrams prior to funding. Planned new substation projects include Tamarack (NE Moscow), Greenacres and Irvin (Spokane Valley), Hillyard and Downtown West (Spokane). Out years include construction for these and design and construction for one new substation per year on average depending on need and justifications.

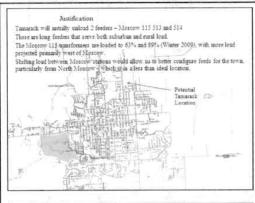
Offsets:

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

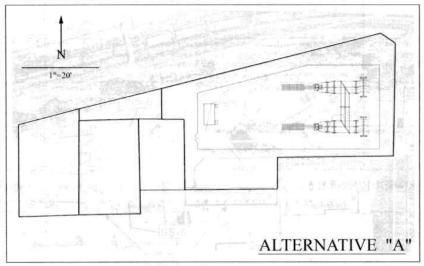
Investment Name:		w Distribution St	tations								
Requested Amount Duration/Timeframe	\$1,430,714	Year Program	- Children	Assessi		Madium >= 5	07.0	cook CIDD			
Dept, Area:	T&D - Substation		CONT. IN.	Financi		Medium - >= 5' Reliability & Ca					
Owner:	Heather Rosentra			Operat					erform at current I	evels	
Sponsor:	Don Kopczynski			Busines		ERM Reductio			onomi di dancii	avois .	
Category:	Program			Program		COLUMN TO SERVICE STREET			ule and resources		
Mandate/Reg. Reference:	n/a			Assessr	ment Score:	80		Annual Cost	Summary - Increas	se/(Decrease)	
Recommend Program Desc	ription:		TOTAL TRANS			Performance	(Capital Cost	O&M Cost	Other Costs	Business Risk Score
This program adds new dist well as for increased system						Improved performance,	\$	1,430,714	\$.	\$ -	1
require planning and operal This documentation will be Tamarack (NE Moscow), Gro Out years include construct average depending on need	tional studies, justifi included with this b eenacres and Irvin (ion for these and de	ications, and appro ousiness case. Plan Spokane Valley), Hi	wed Project Diago ned new substati Illyard and Down	rams prio on projec town Wes	r to funding. ts include st (Spokane).	reliability, operational flexibility; Obligation to Serve.					
								Annual Cost	Summary - Increas	se/(Decrease)	
Alternatives:					Lane A	Performance	-	apital Cost	O&M Cost	Other Costs	Business Risk Score
Unfunded Program:	Control of the Contro	ew substations as ju our obligation to ser		f not be a	ble to	Unable to add load to system; poor system operation.			\$ 250,000	\$ 250,000	9
Alternative 1: Extend Feeders; Increase Substation Capacities	capacity at those so impact is most cert	oution feeders from ubstations would b tainly reduced relia system operation.	e required at a m bility and difficul	ninimum. ty in long	The negative term	Longer outages for more customers; system stress.	\$	1,000,000	\$ 150,000	\$	6
Alternative 2: Brief name of alternative (if applicable)	Describe other opt	ions that were con	sidered			describe any incremental changes in operations	\$		\$	\$	0
Alternative 3 Name: Brief name of alternative (if applicable)	Describe other opt	ions that were con:	sidered			describe any incremental changes in operations	\$		\$ -	\$	0
Program Cash Flows						Associated For II					
5 years of costs						Associated Ers (I 2274	ist all	applicable):	2322	2398	2442
- 75.00- 51.5550-	Capital Cost	O&M Cost	Other Costs	A	pproved	2459		2479	2480		2443
2012	\$ 1,275,000	\$ -	\$ -	\$	250,000						
2013			\$ -	5	775,001				CO - DJ T-410		
2014	\$ 1,400,000		\$ -	\$	1,590,000						
2015	\$ 2,750,000	\$ -	\$ -	5	1,025,000						
2016	\$ 2,000,000		\$ -	5	1,350,000						
2017		The state of the state of		\$	1,725,000						
2018				\$	3,300,000						
Total	\$ 15,645,000	\$ -	\$ -	\$	10,015,001						
		7-year average	projected spend:	\$	1,430,714						
Mandate Excerpt (if applica Obligation to serve: Subs		o be added to the	system as justi	fied for in	ncreased capa	city and operati	onal	reliability requi	irements due to lo	ead growth.	
Additional Justifications: New distribution substation: reliability, incremental distri easily taken out of service be Program Link: Substation tri Program Link: Substation di	bution substation c ecause load can be ansmission integrat	apacity is required. transferred. ion budget dollars	This allows for i	mproved are includ	operational fles	dbility, better sys	tem r	reliability, and e	asier routine maint budgeted for \$3.4	enance scheduling a SM in 2013.	
Resources Requirements: (/	equest forms and a	pprovals attached)									
Internal Labor Availability:	- 0	✓ Medium Probability NO	High Probability	Enterpri Facilities Capital	s: Tools:	YES - attach form YES - attach form YES - attach form YES - attach form		✓ NO or Not Requir	ed labor boxes red resource ow ed a general se	ppropriate box. The in should be checked to mers have been containse of how likely staff of require a firm comm	indicate if the ted and to provide will be provided



key Performance Inc	nicator(s)		
Expected Performance in	nprovements		
KPI Measure:	Energize new subs before need as justified.		
			710 007
		Prepared	Wichael a. Magnide
		essential section of	Mike Magruder, Managel - Substation Engineering
			1/2 - B
		Reviewed	Bre The
			Heather Rosentrater, Director - ENSO
			0 10/
			// ///
			(Marka / / Ta
		Reviewed _	Common C MC
			Andy Vickers, Director - GPSS







Upper Left: Project Diagram and preliminary justification for Tamarack Sub (NE Moscow),
Lower Left: Project Diagram and Scope for Greenacres Sub (Spokane Valley).
These Project Diagrams and associated background information via Distribution Planning studies are a requirement for any new substations to be funded under this Program. Each study will be included with the Business Case for reference.

Above: Shown is a preliminary design for a potential new substation in the University District in downtown Spokane. The property has been secured and as electric load increases in the U-District, this new substation will need to be constructed ahead of the need to ensure we have the required capacity and system reliability. In addition, this new sub will improve overall operational flexibility to serve all of our electric load in the U-District vicinity. Construction could occur in the next 3-10 years depending on the load growth.

e completed by Capital Planning Group ionale for decision		Review Cycles 2012-2016
	Date	Template

Functional Group: Electric Transmission / Distribution

Business Case Name: Tribal Permits and Settlements

ER No: ER Name:

2301 Tribal Permits and Settlements

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$2,5701

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	103							6	6	5	6		81
2014	495	7	7	110	7	7	110	7	7	110	7	7	110
2015	1,430			358			358			358			357
2016	315			79			79			79			79

Business Case Description:

Avista has hydroelectric, transmission, distribution and substation facilities located on the Coeur d'Alene, Colville, Flathead (Salish/Kootenai), Nez Perce and Spokane Tribe Reservations. These facilities are essential components of our energy resource and delivery systems. Avista is required to obtain permits from the Bureau of Indian Affairs (BIA) for its facilities on land held in trust by the federal government for Tribes and/or individual tribal members. Through some of its tribal settlements, Avista obtained the necessary tribal consent and BIA permits for its facilities on tribal trust land. However, Avista needs to renew approximately 700 rights of way permits for other facilities on Trust Land. The original permits were obtained 50+ years ago and the renewal process can be time-consuming (multiple years) and costly. Some of the permits may be in a trespass situation. Avista is actively working with the BIA and the Tribes to file renewal applications and complete the renewal process.

Offsets:

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

Capital Program Business Case

Investment Name:	Tribal Permits a	nad Settlements	s												
Requested Amount	\$325,000			2000	essments:	IE-L Francis and supp									
Duration/Timeframe	5 years	Year Program		ancial:	High - Exceeds 12% CIRR										
Dept, Area:	Real Estate for N	lative American F	Relations	ategic: erational:	Reliability & Capacity										
Owner:	Toni Pessemier	Operations require execution to perform at current levels													
Sponsor: Category:	Jason Thackston	ERM Reduction >5 and <= 10													
E 929	Program	257, 25 OFD 400		- DOM:	gram Risk:		around cost, schedule and resources								
Mandate/Reg. Reference: 25 U.S.C. 323 & 357; 25 CFR 169 Assessment Score: Recommend Program Description:					essment Score:	94		Annual Cost	Summary - In	crease	/(Decrease)				
						Performance		Capital Cost	O&M Co	t	Other Costs	Business Risk Score			
Avista has hydro, transmiss Flathead (Salish/Kootenai), components of our energy Bureau of Indian Affairs (Bl and/or individual tribal me tribal consent and BIA pern approximately 700 rights o obtained 50+ years ago and Some of the epermits may be to file renewal applications	Nez Perce and Spok resource and delive A) for its facilities or mbers. through som hits for its facilities of f way permits for ot d the renewal processes in a trespass situation.	rane Tribe Reserval ry systems. Avista I land held in trust ne of its tribal settl on tribal trust land. her facilities on Truss so can be time-constion. Avista is activ	tions. These facil is required to ob by the federal go ements, Avista of However, Avista ust Land. The ori suming (multiple	ities a tain p vernn btaine need ginal p years	re essential ermits from the ment for Tribes d the necessary is to renew ermits were and costly.	Maintaining facilities in existing locations versus costs of having to relocate	\$	325,000	\$		\$	8			
Alternatives:				-		1	\vdash		Summary - In	THE RESIDENCE AND PARTY.	the same of the sa	Palitic resolution was processed.			
	Tue to		Control of the Control			Performance	-	Capital Cost	O&M Cos	t	Other Costs	Business Risk Score			
Unfunded Program:	If permits remain e be in a trespass site exposure. Addition	uation exposing the nal construction w	and poor media route lines.	Lines could be removed from service impacting	\$	10,000,000	\$		\$ 1,000,000	16					
Alternative 1: Relocation of facilities	Relocation of distri facilities off reserva involve unplanned surveys, title repor	ation and onto roa man-hours, fleet a ts, easements and	te property would	Restore service to today's system.	\$	10,000,000	\$			0					
Alternative 2: Brief name of alternative (if applicable)	Describe other opt	ions that were con	sidered			describe any incremental changes in operations	\$	*	\$	- 116	\$ -	0			
Alternative 3 Name: Brief name of alternative (if applicable)	Describe other opt	ions that were con	sidered			describe any incremental changes in operations	\$	-	s	-	\$ -	0			
Program Cash Flows						Associated Ers (list a	all applicable):							
5 years of costs						Current ER		2301							
	Capital Cost	O&M Cost	Other Costs	100	Approved										
2012	\$ 325,000				******		-								
		\$ -	\$ -	\$	325,000		_								
2013		\$ -	\$ -	\$	325,000	1									
2014	The second second second	\$ -	\$ -	\$	500,000	1									
2015		\$ -	\$ -	\$	1,430,000	1									
2016		\$ -	\$ -	\$	315,000										
2017				\$	300,000										
2018	\$ 250,000			\$	250,000										
Mandate Excerpt (if applic 25 U.S.C. 323 (Tribal Tru		C. 357 (Allotted	Lands) and 25 (CFR 1	3,445,000 169 (process)										
Additional turning															
Additional Justifications:															
If Avista is unable to obtain damages and the requirement	its needed rights of ent that it move, at s	way (ROW) across substantial epense,	Tribal Trust, Trib , its lines and faci	al Fee lities	and Allotted lands	s, the financial ris	k to	Avista is significa	int. For examp	le, Avi	sta could be expose	ed to trespass			

YES - attach form

YES - attach form

YES - attach form

YES - attach form

NO or Not Required

NO or Not Required

NO or Not Required

NO or Not Required

Contract Labor:

Resources Requirements: (request forms and approvals attached)

□ NO

V YES

☐ Medium Probability ☐ High Probability Enterprise Tech:

Facilities:

Fleet:

Capital Tools:

Internal Labor Availability: Low Probability

Check the appropriate box. The internal and contract labor boxes should be checked to indicate if the resource owners have been contacted and to provide a general sense of how likely staff will be provided (this does not require a firm committment).

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Exhibit No.__(DBD-5)

Attachment No.__ETD-20.2

AVISTA

/ 11-15-13
11-10-10
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or/Manager
or/Manager

Rationale for decision	Review Cycles 2012-2016						
	Date	Template					
		CONTRACTOR OF THE PARTY OF THE					

Functional Group: Electric Transmission / Distribution

Business Case Name: Worst Feeders

ER No: ER Name:

2414 Sys-Dist Reliability-Improve Worst Feeders

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$7,001¹

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	500									-1	1	500	
2014	1,500											149	1,350
2015	2,000	167	167	167	167	167	167	167	167	167	167	167	167
2016	2	2,000	167	167	167	167	167	167	167	167	167	167	167
167													

Business Case Description:

Initiating in 2009, ER 2414- "Worst Feeders" was proposed by Asset Management to improve the service reliability of the Company's worst performing electric distribution circuits. Many rural feeders significantly exceed the Company SAIFI target of 2.1. This program is coordinated through divisional Area Engineers to identify treatment of these feeders. Work plans may include, reconstruction, hardening, vegetation management, conversion from overhead to underground, enhanced protection, and relocation.

Offsets:

O&M offsets associated with this business case may occur in the future, however, they are not quantifiable at this time.

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

Investment Name:		g Elec Ckts (Wo	rst FDRs)									
Requested Amount Duration/Timeframe	\$2,000,000 on-going	Year Program		Assessments: Financial:								
Dept, Area:	Engineering/Ope		2000000000	Strategic:	Medium - >= 5% & <9% CIRR Life Cycle Programs							
Owner:	Rosentrater/Jam			Operational:	Operations require execution to perform at current levels							
Sponsor:	Don Kopczynski			Business Risk:		ERM Reduction >5 and <= 10						
Category:	Program			Program Risk:			inty around cost, schedule and resources					
Mandate/Reg. Reference:	n/a			Assessment Score:	84	Annual Cos	t Summary - Increas	e/(Decrease)				
Recommend Program Desi	cription:			N-110	Performance	Capital Cost	O&M Cost	Other Costs	Business Risk Score			
Initiating in 2009, ER 2414- reliability of the Company's significantly exceed the Cor Engineers to identify treatn vegetation management, or	worst-performing mpany SAIFI target on ment of these feede	electric distribution of 2.1. This progran rs. Work plans may	circuits. Many r n is coordinated t include, reconst	ural feeders through divisional Are ruction, hardening,	overall system		\$ -	\$ -	12			
Alternatives:					Performance	Capital Cost	O&M Cost	Other Costs	Dusiness Diek Cons			
Unfunded Program:		customer contacts		rastructure ages and nd state government	Ten to twenty rural FDRs whose SAIFI exceeds 10	\$ -	\$	\$ -	Business Risk Score			
50% funding	Funding at \$1,000 feeders.	,000 would restrict	current treatmer	nt to top five worst	annual spend restricted to top five worst feeders	\$ 1,000,000	\$	\$	12			
25% funding	THE PERSON NAMED IN COLUMN TWO IS NOT THE PERSON NAMED IN COLUMN TWO IS NAMED IN COLUMN TW	0 would restrict tree closers, additional f		ced protection only	work plan restricted to enhanced protection	\$ 500,000	\$	\$	0			
					describe any incremental changes in operations	\$	\$	\$	0			
Decrees Cost Flour												
Program Cash Flows 5 years of costs						(list all applicable):						
3 years or costs	Capital Cost	O&M Cost	Other Costs	Approved	Current ER	2414						
	Cupital Cost	Odivi Cost	Other costs	Approved								
2012	\$ 2,000,000	\$ -	\$ -	\$ 1,500,00	0			DISC. DES				
2013			\$ -	\$ 1,500,75	No.							
2014	\$ 2,000,000	\$ -	\$ -	\$ 1,500,00	0							
2015		\$ -	\$ -	\$ 2,000,00								
2016	The second second second			\$ 2,000,00	et all the same of							
2017	The second secon	S -		\$ 2,000,00								
Total			\$ -	\$ 2,000,00 \$ 12,500,75								
Mandate Excerpt (if applic	able):											
Additional Justifications: Any supplementary informa	ation that may be u	seful in describing in	n more detail the	nature of the Program	n, the urgency, etc							
Resources Requirements:	request forms and (approvals attached)										
		-1007				austro-	Check the a	ppropriate box. The	nternal and contract			
Internal Labor Availability: Contract Labor:	Low Probability YES	✓ Medium Probability NO	High Probablity	Enterprise Tech: Facilities: Capital Tools: Fleet:	YES - attach form YES - attach form YES - attach form YES - attach form	✓ NO or Not Requ ✓ NO or Not Requ	labor boxes pared resource ow pared a general se	should be checked to mers have been cont use of how likely staf ot require a firm com	indicate if the acted and to provide f will be provided			



Capital Program Business Case

Key Performance Indicator(s) Expected Performance Improvements

KPI Measure: Monitor SAIFI

signature 11-11-13 signature Director/Manager

Other Party Review signature (if necessary) Director/Manager

		2006	3-2012 S	AIFI			
Feeder	7-yr Rank	7-yr Ave	3-yr Rank	3-yr Ave	%Dif 3yr v. 7yr	1-yr Rank	% Dif
GRV1273	1	21.02	1	13.07		3	23%
DER651	2	10.44	2	8.97		12	41%
GIF34F2	3	7.40	7	6.32		4	-50%
SPI12F1	4	7.19	3	7.47		10	21%
STM633	5	7.18	8	6.08	15%	6	-24%
CHW12F3	6	5.58	14	4.73		24	14%
JPE1287	7	5.37	4	6.82	-27%	30	46%
GIF34F1	8	5.19	17	4.11	21%	11	-32%
VAL12F1	9	5.11	6	6.34	-24%	17	24%
CLV34F1	10	5.01	11	5.29	-6%	5	-61%
ROX751	11	4.97	10	5.34	-7%	118	76%
ODN732	12	4.87	9	6.00	-23%	1	-142%
WEI1289	13	4.70	5	6.78	-4496	53	66%
WAL543	14	4.66	19	4.06	13%	26	0%
VAL12F2	15	3.85	20	3.90	-1%	8	-63%
LF34F1	16	3.85	36	2.77	28%	183	77%
COT2402	17	3.84	25	3.14	18%	96	51%
DER652	18	3.75	38	2.71	28%	213	90%
CKF711	19	3.74	34	2.85	24%	93	45%
KET12F2	20	3.57	41	2.65	26%	38	-19%
RDN12F2	21	3.54	81	1.70	52%	126	29%
BLU321	22	3.50	154	1.03	71%	179	3196
WAL542	23	3.44	63	2.11	39%	59	-3%
SPT4S21	24	3.43	40	2.66	22%	138	57%
MIS431	25	3.43	16	4.29	-25%	15	-18%
WAL545	26	3.37	77	1.77	48%	69	-15%
ORI12F3	27	3.36	31	2.92	13%	34	-12%
SPI12F2	28	3.35	80	1.74	48%	133	33%
OGA611	29	3.27	46	2.50	24%	45	-9%
COVOIT	30	3.24	35	2.79	14%	208	89%

nale for decision		Review Cycles 2012-2016
	Date	Template

Exhibit No. DCG-21 Dockets UE-150204/UG-150205 Page 290 of 344 Exhibit No.__(DBD-5) Attachment No.__ETD-22

AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: Electric Transmission / Distribution

Business Case Name: Spokane Valley Transmission Reinforcement

ER No: ER Name:

2446 Irvin Sub - New Construction

2474 Beacon-Boulder #2 115: Capacity Upgrade

2526 Opportunity 12F2 Cx Fdr

2552 Opportunity 115 kV Switching Station

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$9,9961

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	997							143	109	73	13		658
2014	1,900												1,900
2015	600												600
2016	6,440									4,600			1,840

Business Case Description:

The Spokane Valley Transmission Reinforcement Project includes rebuilding 4.4 miles of the Beacon - Boulder #2 115 kV Transmission Line, constructing the new Irvin Switching Station, rebuilding 1.75 miles of the Irvin - Opportunity 115 kV Tap, installing circuit breakers at Opportunity Substation, and constructing a new 2.2 mile 115 kV transmission line from Irvin to Millwood/Inland Empire Paper. The completion of these projects are required to mitigate existing and future performance and reliability issues of the Transmission System in the Spokane Valley.

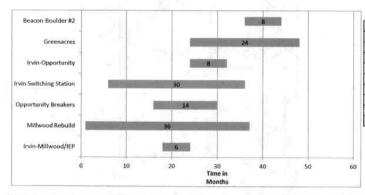
Offsets:

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

Capital Investment Business Case

Investment Name:	Spokane Valley Transmission Reinforcement									
Requested Amount	\$13,736,503	Assessments:								
Duration/Timeframe	5 Year Project	Financial:	Medium - >= 5	% &	<9% CIRR					
Dept, Area:	T&D - Substation & Transmission Engineering	Strategic:	Reliability & Capacity							
Owner:	Heather Rosentrater	Operational:	Operations require execution to perform at current levels							
Sponsor:	Don Kopczynski	Business Risk:	ERM Reduction				The state of the			
Category:	Project	Project/Program Risk:				ule a	nd resource:	S	77 777	
Mandate/Reg. Reference:	n/a	Assessment Score:	78.5				y - Increase/(ease)	-4+-
Recommend Project Descr	iption:		Performance		Capital Cost		O&M Cost	T	Other Costs	Business Risk Score
the Irvin - Opportunity 115 new 2.2 mile 115 kV transn	ssion Line, constructing the new Irvin Switching Station, kV Tap, installing circuit breakers at Opportunity Substa nission line from Irvin to Millwood/IEP. The completion g and future performance and reliability issues of the Tr	tion, and constructing a of these projects are								
				-	Cost Sun	nmar	y - Increase/(Decre	ease)	
Alternatives:			Performance		Capital Cost		O&M Cost		Other Costs	Business Risk Score
Status Quo:	Heavy thermal loading (>90%) is projected to occur on in the near term planning horizon. Presently the Beac Transmission Line cannot be taken out of service to be to operational constraints serving IEP's new synchronic	on - Boulder #2 maintained/rebuilt due	n/a	\$		\$		\$		6
Alternative 1: Partial Transmission System Upgrades	Upgrade existing Transmission System by installing cap rebuilding 115 kV transmission lines with 795 ACSS cor expenditures will be required going forward.		Thermal load reduced in near term planning horizon	\$	9,600,000	\$		\$		4
Alternative 2: Irvin Plan Minus IRV-MIL 115 kV Line	Construct all items in proposed Project except the new line from Irvin to Millwood/IEP. Ability to serve IEP is s		Thermal load reduced in near term planning horizon	\$	9,500,000	\$	of an inche	\$	minel gallació	4
Alternative 3 Name: Brief name of alternative (if applicable)	Describe other options that were considered		describe any incremental changes in operations	\$		\$		\$		0

Timeline



Previous	\$ 40,559	\$	1115	\$ 1000	\$	40,559
2012	\$ 3,700,000	\$		\$ 100	\$	3,700,000
2013	\$ 4,150,000	\$		\$	\$	1,155,944
2014	\$ 2,940,000	\$	-	\$ -	\$	3,400,000
2015	\$ 1,500,000	\$		\$ 	\$	2,625,000
100000000000000000000000000000000000000	 The second second	1.0		 	1100	

Capital Cost O&M Cost Other Costs Approved

201	4	3,700,000	9		19		1.5	3,700,000
201	3 \$	4,150,000	\$		\$	0 4	\$	1,155,944
201	4 \$	2,940,000	\$		\$	-	\$	3,400,000
201	5 \$	1,500,000	\$		\$		\$	2,625,000
201	6 \$		\$		\$		\$	2,815,000
201	7 \$		\$	district to	\$	- 10 to 12 to 1	\$	
201	8 \$	MITTER TO	\$	mel te	\$	*	\$	
Futur	e \$		\$	4	\$		\$	
Tota	1 \$	12,330,559	\$	40	\$	120	\$	13,736,503

Construction Cash Flows (CWIP)

Milestones (high level targets)

January-12	Construct Irvin-Millwood/IEP 115 line
January-12	Rebuild Millwood Sub (not included in Project)
January-12	Build Irvin 115 kV Switching Station
January-12	Install breakers at Opportunity
January-13	Rebuild Irvin-Opportunity 115 kV line
January-13	Construct Greenacres Sub (not included in Project)
January-15	Rebuild Beacon-Boulder #2 115 kV line

December-12 September-13

Complete construction (terminate Irvin end of line when Irvin is completed - 2014) Complete rebuild

December-16

Complete 115 kV Switching Station; Add Distribution later December-14 Complete installation

December-13 Complete rebuild April-15 Complete construction December-15 Complete rebuild

Associated Ers (list all applicable): 1006 2001 2446 2474 2526 2552 Mandate Excerpt (if applicable): With continued load growth, violation of TPL-002, R1 (ability to supply projected customer demands under N-1 contingency conditions) will likely occur.

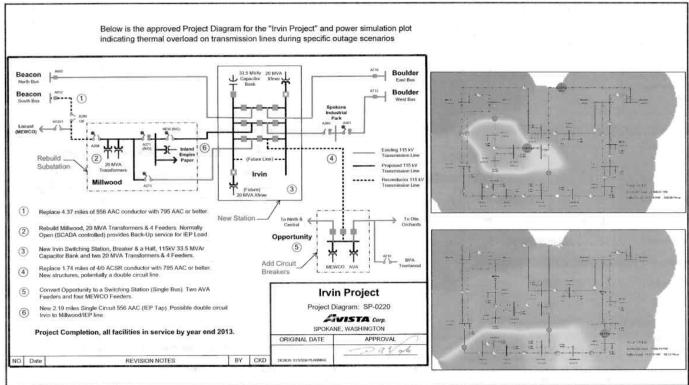
Additional Justifications:

In 2009, The Irvin Project report was reviewed and approved by stakeholders in the Engineering, Operations, and Planning Groups at Avista. A superior project, or collection of projects, was selected to mitigate existing and future performance and reliability issues of the Transmission System in the Spokane Valley. These projects, identified as Option 4a in The Irvin Project, and reiterated in the System Planning Interoffice Memorandum SP-2009-03 – Summary – Irvin (Spokane Valley Transmission Reinforcement) Project are illustrated in Project Diagram SP-0220 – Irvin Project. Further updates are provided in Interoffice Memorandum SP-2011-07 - Spokane Valley Transmission Reinforcement (Irvin Project). All documents are posted on Transmission System Planning SharePoint Site.

Capital Investment Business Case



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e completed by Capital Planning Group ionale for decision		Review Cycles 2012-2016
	Date	Template

Exhibit No. DCG-21 Dockets UE-150204/UG-150205 Page 293 of 344 Exhibit No.__(DBD-5) Attachment No.__ETD-23

AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: Electric Transmission / Distribution

Business Case Name: Clearwater Substation Upgrades

ER No: ER Name:

2571 Clearwater 115 kV Substation Upgrades

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$3,700¹

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013													
2014	2,700									2,200			500
2015	500										500		
2016	500										500		

Business Case Description:

Clearwater 115 kV Substation Upgrades. Several components in this station have reached their life cycle and need to be replaced. Some of the station components are non-standard and relatively unreliable. This project will upgrade the station by adding a 115 kV bus sectionalizing breaker and associated air switches on the section of bus between the two power transformers for better operational flexibility and restoration. This work includes construction of a 115 kV line terminal and relocation of 2 lines, upgrading metering, and adding SCADA. This is very difficult work in this particular station and this customer requires continued operation during construction. The protective relays and associated communication system will be upgraded to improve reliability of service.

Offsets:

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

Capital Project Business Case



Investment Name: Requested Amount	\$3,700,000	Upgrades		Assessments:						
Duration/Timeframe		Year Project		Financial:	7.00%					
Dept, Area:	T&D - Substation	s/Transmission		Strategic:	Reliability & C	apacit	ty			
Owner:	Heather Rosentra	ter		Business Risk:	Business Risk					
Sponsor:	Don Kopczynski			Project Risk:	High certainty	aroun	d cost, sched	ule and resources		
Category:	Project									30
	n/a		10, 10	Assessment Score:	98	3	Annual Cost	Summary - Increas	e/(Decrease)	
Recommend Project Descrip	ption:				Performance	1	Capital Cost	O&M Cost	Other Costs	Business Risk Score
Clearwater 115 kV Substatic and need to be replaced. So project will upgrade the stat	ome of the station o tion by adding a 115	omponents are nor kV bus sectionalizi	n-standard and re ng breaker and a	latively unreliable. Thi ssociated air switches	flexibility,	\$		\$	\$	1
on the section of bus betwe restoration. This work inclu metering, and adding SCAD/ continued operation during be upgraded to improve reli	des construction of A. This is very diffice construction. The p	a 115 kV line termi ult work in this part	nal and relocation icular station and	of 2 lines, upgrading this customer require	The state of the s					
					1 0 4			Summary - Increas	The state of the s	Desta see Plat Cons
Alternatives:	Tr	to a standa bus with	. National Restauration		Performance	\$	2apital Cost 100,000	O&M Cost \$ 50,000	\$ 1,000,000	Business Risk Score
Unfunded Project:		us to operate. A 11 ntirely until the pro	5 kV fault in the soblem can be fixed	station will shut down d. Existing meters are	n/a	3	100,000	\$ 50,000	\$ 1,000,000	6
Alternative 1: Brief name of alternative (if applicable)		agreed upon with	Clearwater Paper	o. The recommended to meet both parties' d with this Project	incremental changes in operations	\$		\$	\$	1
Alternative 2: Brief name of alternative (if applicable)	Describe other opt	ons that were cons	idered		\$	\$ -	0			
Alternative 3 Name : Brief name of alternative (if applicable)	Describe other opt	ions that were cons	idered		operations describe any incremental changes in operations	\$		\$	\$	0
Program Cash Flows		2.56.00								
Desident	Capital Cost	O&M Cost	Other Costs	Approved	1017	Asso		all applicable):		
Previous		\$ -	\$ -	\$ -			2571		LA CHILD GREET	THE CASE
2013			\$ -	\$ 700,000						
2014	\$ 2,000,000	\$ -	\$ -	\$ 2,000,000	res	-				
2015		\$ -	\$ -	\$ 500,000					THAT WEST POWERS	
2016		\$ -	\$ -	\$ 500,000	N .					
2017+	\$ -	\$ -	\$ -	\$ -						
Total	\$ 3,700,000	\$ -	\$ -	\$ 3,700,000	В					
	2012		2000		T			1		
ER	2013	2014	2015	2016	2017+	-	Total	Mandate Excerpt (
571	\$ 700,000	\$ 2,000,000	\$ 500,000	\$ 500,000		\$	3,700,000		itation of the law or	
	\$ -	\$ -	\$ -	\$ -	\$ -	\$		rete	rence number if po	ssible
	\$ -	\$ -	\$ -	\$ -	\$ -	\$	-	8		
	\$ -	\$ -	\$ -	\$ -	\$ -	\$	-7/			
	\$ -	\$ -	\$ -	\$ -	\$ -	\$				
	\$ -	\$ -	\$ -	\$.	\$ -	\$		Property of the second		
	\$ -	\$ -	\$ -	\$ -	\$ -	\$			***	
	5 -	> .	> -	\$ -	5 -	\$	*	Additional Justifica	ations:	
	\$ -	\$ -	\$ -	\$ -	\$ -	\$		Property of		
	\$ -	\$ -	\$ -	\$ -	\$ -	\$		In and a to a		us millestanes
	\$ -	\$ -	\$ -	\$ -	\$ -	\$	-		neet the aggressi	
	\$ -	\$ -	\$ -	\$ -	\$ -	\$			pproval is neede	Committee of the commit
	\$ -	\$ -	\$ -	\$	\$ -	\$		Control of the Contro	can be secured to	
	\$ -	\$ -	\$ -	\$ -	\$ -	\$		procuremen	it. Schedule com	mitments with
	\$ -	\$ -	\$ -	\$ -	\$ -	\$		Clearwa	ater Paper are ch	allenging.
O O O O O O O O O O O O O O O O O O O	\$ -	\$ -	\$ -	\$ -	\$ -	\$				
otal	\$ 700,000	\$ 2,000,000	\$ 500,000	\$ 500,000	\$ -	\$	3,700,000			LANGE BOX
Milestones (high level tar	rgets)		0 0 0 0		1					
March-13	Sub Design Begin	ns	Spring-14	T-line Shoofly Cons	t.		Spring-16	Upgrade Transfo	rmer re	
June-13	UT2 - 34 kV Bkr [Summer-14	115 kV Bus Sect. B			lanuary-00	open	Milestones s	hould be general.
July-13	T-Line Design Be		Fall-14	Commission Tie Bre			lanuary-00	open		gement on project hat progress can
September-13	UT2 - 34 kV Bkr F		Winter-14	Upgrade SCADA			lanuary-00	open	be measured	
Winter-13	115 kV Sub Desig		Spring-15	Upgrade Lolo 2 Rel	ays		lanuary-00	open	the interesting	
Spring-14	115 kV Bay Cons		Fall-15	Upgrade N Lewisto	The state of the s		lanuary-00	open		
Resources Requirements: (Internal Labor Availability: Contract Labor:	request forms and a	pprovals attached) ☐ Medium Probability ☑ NO	☑ High Probability				r Not Required r Not Required			IO or Not Required IO or Not Required

Capital Project Business Case



Key Performance Indicator(s)		' S
Expected Performance Improvements KPI Measure: Fill in the name of the KPI here		1/
Fill in the name of the KPI here	***	A LOCA
1.2	Prepared	Mmagunder Luck
#REF1	Prepared _	Mike Magruder/Ken Sweigart, T&D Substations/Transmission
1		
0.8 — #REF	123 25 E	buch -
	Reviewed _	Heather Rosentrater, Director - ENSO
0.6		0, 11/
0.4	Destaured	(maril La
	Reviewed _	Andy Vickers, Director - GPSS
0.2		
0	Reviewed	
1	(if necessary)	Director
crossing di	n transmission line river eadend structure to be he west (right in photo) to #2 115 kV line terminal lit in substation. Sliding link switc replaced with ga air switches (and sectionalizing br	ches to be ang-operated da a bus existing station.
	MARKET NEEDS	Children of the San By
To be completed by Capital Planning Group Rationale for decision		Review Cycles
nationale to decision		2012-2016
	Date	Template

Exhibit No. DCG-21 Dockets UE-150204/UG-150205 Page 296 of 344 Exhibit No.__(DBD-5) Attachment No.__ETD-24

AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: Electric Transmission / Distribution

Business Case Name: Franchising for Washington State Department of Transportation ("WSDOT")

ER No: ER Name:

7108 WSDOT Highway Franchise Consolidation

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$710¹

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	42											21	21
2014	265			66			66			66			66
2015	195	16	16	16	16	16	16	16	16	16	16	16	16
2016	125	10	10	10	10	10	10	10	10	10	10	10	10

Business Case Description:

Obtain franchise renewals for existing facilities on WSDOT rights of way. We have hundreds of miles of Transmission and Distribution facilities within WSDOT rights of ways. Maintaining our right to be there allows for the continued operation of those facilities without additional negative impact to our ratepayers or the Company.

Offsets:

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.



Investment Name:	Franchising for	WSDOT										
Requested Amount	\$265,000			Assessments:			100000					
Duration/Timeframe		Year Program		Financial:	Medium - >= 5				10000			
Dept, Area:	Environmental			Strategic:	Life Cycle Prog							
Owner:	Rod Price (Mgr) I	Bruce Howard (Di	ir)	Operational:			hat impacted b	y execu	ition	_		
Sponsor:	Marian Durkin			Business Risk:	ERM Reduction >5 and <= 10 High certainty around cost, schedule and resources							
Category:	Program			Program Risk:	and the second second second second second	-			A CONTRACTOR OF THE PARTY OF TH		N. M. C.	
Mandate/Reg. Reference:	n/a			Assessment Score:	81		Annual Cost	Summa	ry - Increas	se/(De	crease)	
Recommend Program Des	cription:				Performance		Capital Cost	0&	M Cost	(Other Costs	Business Risk Score
Obtain franchise renewals Transmission and Distribut allows for the continued op or the Company.	ion facilities within V	VSDOT rights of wa	ys. Maintaining	our right to be there	Present operation s performance will remain	\$	265,000			\$		1
PUNWI							Annual Cost			se/(De	crease)	
Alternatives:					Performance	100	Capital Cost	0&	M Cost	1	Other Costs	Business Risk Score
Unfunded Program:	requiring that we r	elocate our facilitie o WSDOT propertie	es. In addition, w	VSDOT property, thus e will not be able to rve our load or operat	n/a e	\$		\$	•	,	noderate to extreme	9
move facilities to private property	This would involve moving all of the e	2000	nts on, or buying,	private property and	interrupt services to move facilities	\$	Ī	\$	æ	ī	moderate to extreme	1
						\$	-	\$	-	\$		0
						\$		\$		\$		0
Program Cash Flows		-1			Associated Ers ((list a	ill applicable):					
5 years of costs					7108	3						
	Capital Cost	O&M Cost	Other Costs	Approved								
2012		\$ -	\$ -	\$ 250,000)							
2013		\$ -	\$ -	\$ 125,000								
2014	\$ 265,000	\$ -	\$ -	\$ 265,000								
2015	The state of the s	\$ -	\$ -	\$ 195,000								
2016	The second second second	\$ -	\$ -	\$ 125,000								
2017		-	1	\$ 125,000								
2018				\$ 125,000								
Total	The state of the s	\$ -	\$ -	\$ 1,210,000								
Mandate Excerpt (if applic provide brief citation of th	The Control of the Co	n and a reference	e number if pos	šíble				-1/				
Additional Justifications:	6			بلجاجتا		-#-	duri de					
WSDOT will not allow new	facilities to be built i	on franchises that r	nave expired.									
Resources Requirements:	request forms and c	pprovals attached)									
Internal Labor Availability: Contract Labor:	☐ Low Probability ☐ YES	☐ Medium Probability ☐ NO	High Probability	Enterprise Tech: Facilities: Capital Tools: Fleet:	YES - attach form YES - attach form YES - attach form	EC ES	✓ NO or Not Requ ✓ NO or Not Requ ✓ NO or Not Requ ✓ NO or Not Requ	ired ired	labor boxes resource ov a general se	shoul wners ense o	d be checked to have been conti	acted and to provide f will be provided

Attachen 296 to N 644_ETD-24.2



Capital Program Business Case

Key Perfo	ormance Indicator(s)	
	erformance Improvements	3
KPI Meas		
	Fill in the name of the KPI here	
		Prepared signature
2500	WW. deco	
2000	Year	_ (
2000	Hours	1 5
1500	Base Line Project FO Rate	nr. beerg
1500	— Poly. (Hours)	Reviewed signature
1000	Toly, (Hould)	Director/Manager
500		
		284
0	This graph is to provide a place to direct	Other Party Review signature
	the KPI benefit. Providing a graph is	(if necessary) Director/Manager
-500	recommended to help communicate what the project is intended to	
	what the project is interided to	
To be c	ompleted by Capital Planning Group	
Ratio	onale for decision	Review Cycles
Natio		2012 2016

Date

Template

AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: Electric Transmission / Distribution

Business Case Name: Harrington Voltage Conversion from 4 kV to 13 kV

ER No: ER Name:

2289 Harrington Conversion to 13 kV

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$3,000¹

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013													
2014	1,000												1,000
2015	2,000	167	167	167	167	167	167	167	167	167	167	167	167
2016													

Business Case Description:

The Harrington, WA area is the last area Avista serves at the legacy 4 kV voltage. This voltage is obsolete for serving utility distribution systems and we have very limited spare equipment to continue service at this voltage. The substation is very old and the transformer will be difficult and time consuming to replace if it fails. We do not have 4 kV on our mobile substations, so all the customers served by Harrington feeders will be out of service until the transformer is replaced. This could easily be up to 48 hours. There is no reason to delay this needed upgrade to our standard distribution class voltage and equipment. Minor system efficiencies also result.

Offsets:

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

Capital Project Business Case

Investment Name:		ington Upgr	ades													
Requested Amount	\$3,00	00,000		B 1 1	521,00		Assessments:		200000							
Duration/Timeframe			_	r Project			Financial:		7.00%			more.		(Upp	STREET, HEILY GEED	
Dept, Area:		 Substation 		tribution		11-	Strategic:		Reliability & Ca				- Pro-Disk	11.79	the second	
Owner:	Heat	her Rosentra	ater			100	Business Risk:		Business Risk	Redu	iction >5 and <	= 10		75		
Sponsor:	Don	Kopczynski	1/				Project Risk:		High certainty	arour	nd cost, sched	ile and	resources		The second	
Category:	Proje	ect	MILE													
Mandate/Reg. Reference:	n/a						Assessment Scor	re:	87	7	Annual Cost	Summ	ary - Increas	e/(De	ecrease)	1
Recommend Project Descri	ption:			1					Performance			1	&M Cost	Townson in		Destance District
Harrington Voltage Convers voltage is obsolete for servi continue service at this volt	ion. H	larrington is third distribution	n sys	tems and we h	ave very lir	nited	spare equipment (to	Removes long term outage risk for sub failures;	\$	3,000,000	\$	&M Cost	\$	Other Costs	Business Risk Score
consuming to replace if it fa by Harrington feeders will b hours. There is no reason to equipment. Minor system e	ils. W e out o o delay	e do not have of service unt y this needed	4 kV il the upgra	on our mobile transformer is	substation replaced.	ns, so This o	all the customers ould easily be up	served to 48								
Alternatives:						-			Performance				ary - Increase			Destinate District
Unfunded Project:	In.	ARION PLAN			1.01.6					-	Capital Cost		&M Cost		Other Costs	Business Risk Score
Onlanded Project.	Harrii end o	ngton custom	ers to	potentially lo ment is obsole	ng outages	. The	mpany and expos substation has re- estoration costs w	ached	n/a	\$	300,000	\$	100,000	\$	1,000,000	6
Unfunded Project: Cont'd	are o	ver-dutied, m	eanir		t function a	as nee	ng the transforme ded for a fault. Th		describe any incremental changes in operations	\$		\$		\$		1
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2016	\$		5		\$		S		1	-	DECEMBER 1		1000			
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Internal Labor Availability:	Low	Probability	□ M	edium Probability	High Prof	bablity	Enterprise Tech:	□v	ES - attach form	NO or	Not Required	Capita	Tools:	YES - a	sttach form 🗵 NO	or Not Required
Contract Labor:	YES		₹ NO				Facilities:				Not Required	Fleet:				or Not Required

Exhibit No. DCG-21 Dockets UE-150204/UG-150205 Exhibit No.— Page 301 of 344 Attachment No.__ETD-25.2

Capital Project Business Case



Fill in the name of the KFI here Amount	Fill in the name of the KPI here Prepared Mike Magrude/Dave James, T&Lf Substations/Distins/iden	pected Performance In			1 1
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Reviewed Review	Reviewed Review				
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Rationale for decision		Review Cycles 2012-2016
	Date	Template
	Date	remplace

AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: Electric Transmission / Distribution

Business Case Name: Moscow 230 Substation Rebuild

ER No: ER Name:

2484 Moscow 230 kV Sub-Rebuild 230 kV Yard

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$6,4001

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	6,686									6,317	369		
2014	5,853						5	,700					153
2015													
2016													

Business Case Description:

This project, which is presently under construction, completely rebuilds the entire Moscow 230 kV Substation. The new station will include gas circuit breakers for both the 230 kV and 115 kV yards, a new 250 MVA Autotransformer, two 115 kV Capacitor Banks or an additional Autotransformer, a new panel house, and a station configuration that allows for future additions. The primary driver for this project is the capacity of the existing 125 MVA Autotransformer. System planning studies show an imminent thermal overload of the 56 year old unit in the event we have a failure of the Shawnee Autotransformer. Considering these two units serve the entire Pullman-Moscow area, this project is critically important to Avista's ability to serve our customers.

Offsets:

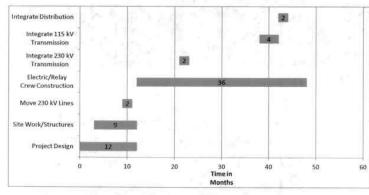
After revenue requirement was finalized, it was determined that offsets do exist for this business case. The new transformer results in loss savings of 720 MWH annually based on average loading. Assuming an avoided energy cost of \$44/MWH, the total 2013 savings is [(720 MWH x \$44/MWH) / (12 months)] * 6 months = \$15,840 system and Washington's allocation is \$10,298. For 2014 and 2015, the calculation includes savings based on twelve months resulting in an offset of \$31,680 system and \$20,575 Washington in each of those two years. These additional offset amounts should have been included in revenue requirements.

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

Capital Investment Business Case

Investment Name:	Moscow 230 Substation Rebuild									
Requested Amount	\$14,612,411	Assessments:								
Duration/Timeframe	5 Year Project	Financial:	Medium - >= 59	% & 4	<9% CIRR					
Dept, Area:	T&D - Substation & Transmission Engr	Strategic:	Life Cycle Prog	rams	3					
Owner:	Heather Rosentrater	Operational:	Operations requ			erfor	rm at current l	evel	s	The state of the s
Sponsor:	Don Kopczynski	Business Risk:	ERM Reduction			200				
Category:	Project	Project/Program Risk:	High certainty a	roun	d cost, sched	ule a	and resources			
Mandate/Reg. Reference:	n/a	Assessment Score:	89		Cost Sun	nma	ry - Increase/(0	ecre	ease)	I
Recommend Project Descr	iption:		Performance	C	apital Cost		O&M Cost	1	Other Costs	Business Risk Score
250 MVA Autotransformer, panelhouse, and a station of project is the capacity of th imminent thermal overload Autotransformer. Consider	n will include gas circuit breakers for both the 230 two 115 kV Capacitor Banks or an additional Auto onfiguration that allows for future additions. The e existing 125 MVA Autotransformer. System plan to f the 56 year old unit in the event we have a failing these two units serve the entire Pullman-Mosca's ability to serve our customers.	transformer, a new primary driver for this ining studies show an ure of the Shawnee	sufficient for demand; sys. reliability and station safety will be improved.							
						nma	ry - Increase/(E	ecre	ease)	
Alternatives:			Performance	C	apital Cost		O&M Cost		Other Costs	Business Risk Score
Status Quo:	Our ability to serve our load under N-1 conditions winter peak. System operations has few alternations		n/a	\$	250,000	\$	100,000	\$	100,000	8
	the existing capacity at Moscow 230 if there is a f Load growth exacerbates this problem		post retail							
Alternative 1: Rebuild with two-125 MVA units (vs. one-250 MVA unit)	the existing capacity at Moscow 230 if there is a f	ailure of the Shawnee unit. Instead of one-250 MVA unit. the recommended option. cost increase, which still	Better operational flexibility;meets requirements	\$	16,000,000	\$		\$		1
two-125 MVA units (vs.	the existing capacity at Moscow 230 if there is a f Load growth exacerbates this problem An option was studied with two-125 MVA units in All other aspects of the rebuild were the same as There are definite benefits to this option but the	ailure of the Shawnee unit. Instead of one-250 MVA unit. the recommended option. cost increase, which still	Better operational flexibility,meets requirements	\$	16,000,000	\$		\$		0





Capital Cost			O&M Cost	Oti	ner Costs	Approved		
\$	5,312,410	\$		\$		\$	5,312,410	
\$	2,900,000	\$		\$	() () ¥ ()	\$	2,900,000	
\$	3,750,001	\$	100 m = 1	\$	-	\$	3,750,001	
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Construction Cash Flows (CWIP)

Milestones (high level targets)

May-11 Design Started

October-11 Structures Complete; Autotransformer delivered

January-12 Electric Crew on Project Full Time

May-12 Entire Design Complete September-13 230 kV Plant in Service July-14

All 115 kV Plant In Service

July-14 December-14 Distribution Station in Service

December-14

115 kV Capacitor Banks in Service Old Station Removed & Salvaged

Associated Ers (list all applicable):

Mandate Excerpt (if applicable):

2484

Obligation to serve: The present Moscow 230 kV Substation is not sufficient for future load service under contingency for the greater Pullman-Moscow area.

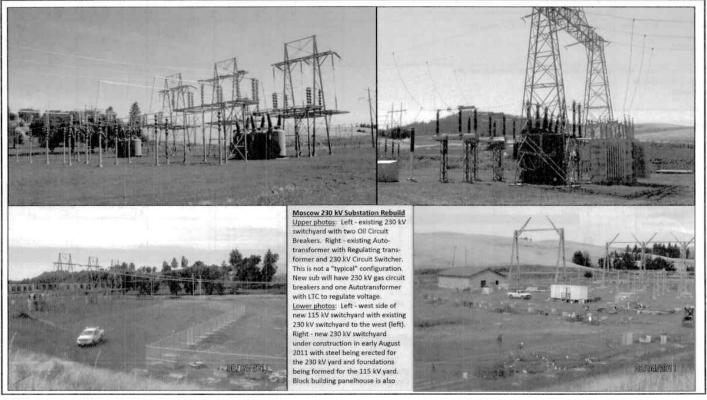
Additional Justifications:

This project is already in construction.

Additional documentation is available upon request including System Planning studies, Project Diagrams, Internal Substation Memos, meeting notes, etc.

Capital Investment Business Case

Resources Requirements:	request forms and	approvals attached)					
Internal Labor Availability: Contract Labor:	Low Probability YES	☐ Medium Probability ☐ NO	☑ High Probability	Enterprise Tech: Facilities: Capital Tools: Fleet:	YES - attach form YES - attach form YES - attach form YES - attach form	NO or Not Required NO or Not Required NO or Not Required NO or Not Required	Check the appropriate box. The internal and contract labor boxes should be checked to indicate if the resource owners have been contacted and to provide a general sense of how likely staff will be
Key Performance Indicator							provided (this does not require a firm committment)
Expected Performance Improves KPI Measure:	nents See Milestones			1			1/3/ /
KPI Measure:	See Milestones				7474	0 .	ZH-SL)
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					Mik	e Magruder/Ken Sweiga	art T&D Substations/Transmission
				Reviewed	Ha	h	
				Reviewed		Heather Rosen	trater, Director - ENSO
						-	
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				Other Party Review	1/00	TON TO	
				(if necessary		Andy Vicker	rs, Director - GPSS
Married Williams						4	-1790S0180
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ionale for decision		Review Cycles 2012-2016
	Date	Template

AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: Electric Transmission / Distribution

Business Case Name: Smart Grid Demonstration Project

ER No: ER Name:

2530 SGDP-Pullman Smart Grid Demonstration Project

3291 Install Gas AMI for Pullman Smart Grid

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$1,4761

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	360							5	7	1	39		309
2014	525	19	19	94	19	19	94	19	19	94	19	19	94
2015													
2016													

Business Case Description:

This Smart grid proposal will bring smart grid technology to electric distribution facilities that serve nearly 14,000 customers in the City of Pullman. Avista expects to realize benefits from smart grid technologies in reduced system losses and lower operating costs. Customers should realize benefits from improved service reliability, improved energy data enabling efficient energy usage, and energy savings from conservation voltage reduction (CVR).

Offsets:

O&M offsets associated with this business case may occur in the future, however, they are not quantifiable at this time.

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

Capital Investment Business Case



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Avista entered into a 5 year contract commitment with the Department of Energy in September 2010, Avista committed to a Demonstration Project of \$39,558,000 and its project partners. Penalities of voiding this contract would include partial cost reimbursement to Battelle, Itron, WSU, and other partners for abandoning the project prior to completion.

Capital Investment Business Case



Resources Requirements: (request forms and	approvals attached)					
Internal Labor Availability: Contract Labor:	☑ YES	✓ Medium Probability NO	☐ High Probability	Enterprise Tech: Facilities: Capital Tools: Fleet:	YES - attach form YES - attach form YES - attach form YES - attach form	NO or Not Required NO or Not Required NO or Not Required NO or Not Required	Check the appropriate box. The internal and contract labor boxes should be checked to indicate if the resource owners have been contacted and to provide a general
Key Performance Indicator Expected Performance Improven						^	sense of how likely staff will be provided (this does not require a firm
KPI Measure:	nems				-	3-11/	committment).
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Figure 1 - Key Performance Indones					45		
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To be completed by Cap Rationale for decision	ital Planning Gr	oup	WW SIESK T				Review Cycles
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AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: Electric Transmission / Distribution

Business Case Name: Transmission - Asset Management

ER No: ER Name:

2057 Transmission Minor Rebuild2254 System 115kV Air Switch Upgrade

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$5,1291

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	546							35	22	42	86	150	210
2014	1,315	93	93	100	100	122	122	122	126	126	126	96	92
2015	1,370	114	114	114	114	114	114	114	114	114	114	114	114
2016	1,425	119	119	119	119	119	119	119	119	119	119	119	119

Business Case Description:

The Transmission Asset Management Business Case covers the follow-up work to the Wood Pole Inspection in ER 2057, and Air Switch Replacements in ER 2254.

Offsets:

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

Investment Name:	Trans Asset Ma	n	d.		1_									
Requested Amount	\$1,400,000 Indefinite	Vans Broard			- \$4543355F	essments:	10.000/							
Duration/Timeframe	T&D - TLD Engir	Year Program	n		6555	ancial:	10.00%		1		_			
Dept, Area: Owner:	Heather Rosentr		_		-	itegic: iness Risk:				inagement uction >0 and	E			
Sponsor:	Don Kopczynski	ator			-	gram Risk:		and the second		nd cost, sched		1 resources		
Category:	Program				1 "	=0:500M30MW0.//				acon soneu	and diff			
Mandate/Reg. Reference:	WECC Standard	FAC-501-WE	CC-1		Ass	essment Score:	#NAM	E?		Annual Cost	Summ	ary - Increas	e/(Decrease)	
Recommend Program Desc	ription:						Perform	ance		Capital Cost		&M Cost	Other Costs	Business Risk Score
The Transmission Asset Mai Inspection in ER 2057, and A				w-up work to th	ie Wo	ood Pole	Customer 8.9%		\$	1,400,000	\$	331,000		12
All Control of the Co										Annual Cost				
Alternatives: Unfunded Program:	Without replacing	old and worn o	ut nole	as and cross-as	me o	us sustam will be	Perform: Higher ris		-	Capital Cost	\$	&M Cost	Business Risk Score	
omunica Program.	increasing at risk for	or more failures e number of fai	and n	nore risk of a m and risk of a ma	ajor fi	fire. As time re will increase and	transmis	sion ing a due or m	\$	3,464,530	3	15		
Alternative 1: Brief name of alternative (if applicable)	Replace wood pole significant portion majority of the pol project. This also of the substations conductors would transmission losse	of the transmis les, replace the covers replacing that have reach increase the ca	sion lir transm Trans ed the	ne has reached nission structur smission Air Sw eir end of life.	the e es un tche: or m	end of life for the oder a larger s located outside ajor rebuilds, new	Customer 8.9% and a about 5 events pe	avoids 80	\$	4,205,000	\$	12		
Alternative 2: Brief name of alternative (if applicable)	Describe other opt	tions that were	consid	lered			describe increme changes operatio	ntal s in	\$		\$	21	0	
Alternative 3 Name : Brief	Describe other opt	tions that were	onsid	ered	_		describe		\$		\$		0	
name of alternative (if applicable)							increme changes operation	s in						
Program Cash Flows	Capital Cost	O&M Cos	-	Other Costs	Т	Approved	1		Acce	ociated Ers (list a	all anni	icablo):		
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2014	\$ 1,315,000	\$ 331,	323 \$	\$ -	\$	1,646,823]							
2015	\$ 1,370,000				\$	1,709,455								
2016					\$	1,772,262								
2017	The second second		249 \$		\$	1,780,249								
2018 Total	The second second second second	The second second	-		\$	1,843,420								
Iotai	\$ 7,015,000	\$ 1,737,	209 5	\$	\$	8,752,209	I							
ER	2014	2015		2016	T	2017	2018			Total	Manda	te Excerpt (if applicable):	
2057	\$ 1,431,823	\$ 1,489,	155 \$	\$ 1,547,262	\$	1,555,249	\$ 1,613	,420	\$				is Program is mand	lated under NERC
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Total	\$ 1,646,823	\$ 1,709,			\$	1,780,249	\$ 1,843		\$	8,752,209				8
Resources Requirements: (i Internal Labor Availability: Contract Labor:	request forms and o	-	ed)	High Probability	Ente Facil	erprise Tech: lities: ital Tools:	YES - attac	h form h form h form		✓ NO or Not Requi ✓ NO or Not Requi ✓ NO or Not Requi ✓ NO or Not Requi	red red	labor boxes resource ow a general se	opropriate box. The in should be checked to i mers have been contac nse of how likely staff of require a firm comm	ndicate if the ted and to provide will be provided
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Exhibit No. DCG-21 Dockets UE-150204/UG-150205 Page 311 of 344 Exhibit No.__(DBD-5) Attachment No.__ETD-29

AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: Electric Transmission / Distribution

Business Case Name: Transmission - NERC High Priority Mitigation

ER No: ER Name:

2560 Line Ratings Mitigation Project

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$3,0701

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	1,350												1,350
2014	1,900												1,900
2015													
2016													

Business Case Description:

This program reconfigures insulator attachments, and/or rebuilds existing transmission line structures, or removes earth beneath transmission lines in order to mitigate ratings/sag discrepancies found between "design" and "field" conditions as determined by LiDAR survey data. This program was undertaken in response to the October 7, 2012 North American Electric Reliability Corporations (NERC) "NERC Alert" - Recommendation to Industry, "Consideration of Actual Field Conditions in Determination of Facility Ratings". This Capital Program (ER2560) covers mitigation work on Avista's "High Priority" 230kV transmission lines, including: Benewah-Pine Creek (BI CT203), Cabinet-Noxon (BI AT203), Cabinet-Rathdrum (BI CT202), Hatwai-North Lewiston (BI LT205), Lolo-Oxbow (BI LT202), and Noxon-Pine Creek (BI AT202). Mitigation brings lines in compliance with the National Electric Safety Code (NESC) minimum clearances values. These code minimums have been adopted into the State of Washington's Administrative Code (WAC).

Offsets:

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

Investment Name: Requested Amount	\$2,835,000	NERC High Prior	ity Mitigation	Assessments:					
Duration/Timeframe		3 Year Program		Financial:	Medium - >= 5	% & <9% CIRR			
Dept, Area:	TLD Engineering			Strategic:	Reliability & Ca	Market and the second s	N 10-20-00-00-00		The second second
Owner:	Heather Rosentr	ater	W. C.	Operational:		proved beyond cur	rrent levels		
Sponsor:	Don Kopczynski			Business Risk:		n >10 and <= 15			
Category:	Program			Program Risk:	High certainty	around cost, sche	dule and resource	S	
Mandate/Reg. Reference:	THE RESIDENCE OF STREET, SALES AND ADDRESS OF THE PARTY O	"NERC Alert" w/r	Facility Ratings	Assessment Score:	102	Annual Co:	st Summary - Incre	sse/(Decrease)	
Recommend Program Desc	cription:		Name of the last		Performance	Capital Cost	O&M Cost	Other Costs	ERM Risk Score
This program reconconfigur or removes earth beneath t					Regulatory compliance,	\$ 1,337,500	\$ -	\$ -	1
"design" and "field" conditi		a conjugación de la constantida del constantida del la constantida del la constantida del constantida del la constantida del	The second second		upgraded		1		
response to the October 7,			The second second		facilities,		1		
Recommendation to Indust	try, "Consideration of	of Actual Field Condi	tions in Determin	ation of Facility	greater	L			
Ratings". This Capital Prog	ram (ER2560) cover	rs mitigation work o	n Avista's "High P	riority" 230kV	clearance, and	10	1		
transmission lines, including	g: Benewah-Pine Cr	eek (BI CT203), Cab	inet-Noxon (BI AT	203), Cabinet-	(in some cases)				
Rathdrum (BI CT202), Hatw	rai-North Lewiston (BI LT205), Lolo-Oxb	ow (BI LT202), and	d Noxon-Pine Creek (BI	greater load		1		
AT202). Mitgation brings lir					capabilities.				
clearances values. These co		been adopted into	the State of Was	hington's					
Administrative Code (WAC)									
					1	Annual Cos	st Summary - Incres	se/(Decrease)	
Alternatives:					Performance	Capital Cost	O&M Cost	Other Costs	ERM Risk Score
Unfunded Program:	The unfunded ("do	nothing") approac	h would place Avi	sta at odds with NERC	Relatively high	\$ -	\$ -	\$ -	16
2.53				fines for any outage	probability of	1017 W		100	
	and/or incident co	nnected with line c	learance. Additio	nally, failure to mitigate	fines and legal		1	1	
	would place Avista	in violation of NES	C code standards	and the WAC.	action against			1	
					Avista.				
Alternative 1: Brief name	Describe other op	tions that were con	sidered		describe any	\$ -	\$ -	\$ -	0
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Program Cash Flows						list all applicable):		_	
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Previous	Capital Cost	O&M Cost	Other Costs	Approved					
2012		\$ -	\$ -						-
2012			\$ -	\$ 1,170,000					
2014			\$.	\$ 1,900,000	1				
2015		\$ -	\$ -	\$ -	1				
2016	-	\$ -	\$ -	\$ -	1				
Tota			\$ -	\$ 3,070,000	1				
	1 0,502,500		1	7 3,070,000	16 7				
Mandate Excerpt (if applica	able):								
Regulatory: Specific tran	smission lines rec	quire rebuild for inc	reased line clea	rance, Risk Manager	ment: Specific t	ransmission lines	require rebuild to	reduce potential put	olic injury risks.
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Jester of Mile									
Industry and the v									
Additional Justifications:									
Resources Requirements: (request forms and a	approvals attached)							
Internal Labor Assila Fills	H 20 2 8880	-		Fatanada W. A.			Check the	appropriate box. The in	nternal and contract
Internal Labor Availability: Contract Labor:	Low Probability YES	Medium Probability	High Probability	Enterprise Tech:	YES - attach form	NO or Not Rec	HADDE DOKE	s should be checked to	
CONTROL LADOF:	EI 165	□NO		Facilities:	YES - attach form	NO or Not Rec		wners have been conta	
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Exhibit No. DCG-21 Dockets UE-150204/UG-150205 Exhibit Nage 1289 544

Attachment No.__ETD-29.2

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Exhibit No. DCG-21 Dockets UE-150204/UG-150205 Page 314 of 344 Exhibit No.__(DBD-5) Attachment No.__ETD-30

AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: Electric Transmission / Distribution

Business Case Name: Transmission - NERC Low Priority Mitigation

ER No: ER Name:

2579 Low Priority Ratings Mitigation

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$3,2501

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013													
2014	250												250
2015	500												500
2016	2,500												2,500

Business Case Description:

This program reconfigures insulator attachments, and/or rebuilds existing transmission line structures, or removes earth beneath transmission lines in order to mitigate ratings/sag discrepancies found between "design" and "field" conditions as determined by LiDAR survey data. This program was undertaken in response to the October 7, 2012 North American Electric Reliability Corporations (NERC) "NERC Alert" - Recommendation to Industry, "Consideration of Actual Field Conditions in Determination of Facility Ratings". This Capital Program (ER25xx) covers mitigation work on Avista's "Low Priority" 230kV and 115kV transmission lines. Mitigation brings lines in compliance with the National Electric Safety Code (NESC) minimum clearances values. These code minimums have been adopted into the State of Washington's Administrative Code (WAC).

Offsets:

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

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Investment Name:	NERC Low Prior	ity Mit							
Requested Amount	\$1,500,000			Assessments:					
Duration/Timeframe	PRODUCTION OF THE PARTY OF THE	Year Program		Financial:	9.00%				
Dept, Area: Owner:	TLD Engineering Heather Rosentra	tor		Strategic: Business Risk:	Reliability & Ca	Reduction >10 and	C= 15		
Sponsor:	Don Kopczynski	itei		Program Risk:		around cost, sched			
Category:	Program	DV	13.	. regress toos	r ng n containing	and and accept control	and and resources		
	October 7, 2010 "	NERC Alert" w/r I	Facility Ratings	Assessment Score:	#NAME?	Annual Cos	t Summary - Increas	se/(Decrease)	
Recommend Program Descr					Performance	Capital Cost	O&M Cost	Other Costs	Business Risk Score
This program reconconfigure or removes earth beneath to	es insulator attachn ransmission lines in	order to mitigate r	atings/sag discrep	ancies found between	Regulatory compliance,	\$ 1,500,000	\$ -	\$ -	1
"design" and "field" condition response to the October 7, 2 Recommendation to Industr Ratings". This Capital Progra	2012 North America ry, "Consideration of am (ER25xx) covers	n Electric Reliabilit f Actual Field Condi mitigation work on	y Corporations (N tions in Determin Avista's "Low Pri-	ERC) "NERC Alert" - lation of Facility ority" 230kV and 115k\					
transmission lines. Mitgatio minimum clearances values Administrative Code (WAC).	. These code minim			Annual Section Control of the Contro	(in some cases) greater load capabilities.		Marian III		
							Summary - Increas		
Alternatives:					Performance	Capital Cost	O&M Cost	Other Costs	Business Risk Score
Unfunded Program:	recommendations,	and increase the p mected with line cl	otential for large earance. Additio	sta at odds with NERC fines for any outage nally, failure to mitigate and the WAC.	Relatively high probability of fines and legal action against Avista.	EN W. PEGER N	Manager of the last	MIN - WEN N	16
Alternative 1: Brief name of alternative (if applicable)	Describe other opti	ions that were cons	idered		describe any incremental changes in operations	\$	\$ -	\$ -	1
Alternative 2: Brief name of alternative (if applicable)	Describe other opti	ions that were cons	idered		describe any incremental changes in operations	\$	\$ -	\$ -	0
Alternative 3 Name: Brief name of alternative (if applicable)	Describe other opti	ions that were cons	idered		describe any incremental changes in operations	\$	\$ -	\$ -	0
Program Cash Flows		,							
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Previous		\$ -	\$ -	\$ -		2579			
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ER	2013	2014	2015	2016	2017	Total	Mandate Excerpt		
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Resources Requirements: (Internal Labor Availability: Contract Labor:	Low Probability YES	pprovals attached) Medium Probability NO	High Probability	Enterprise Tech: Facilities: Capital Tools: Fleet:	YES - attach form YES - attach form YES - attach form	✓ NO or Not Req ✓ NO or Not Req	uired labor boxe uired resource o uired a general s	appropriate box. The is should be checked to whers have been conti- ense of how likely staf- not require a firm com-	indicate if the acted and to provide f will be provided
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Exhibit No. DCG-21 Dockets UE-150204/UG-150205 Page 317 of 344 Exhibit No.__(DBD-5) Attachment No.__ETD-31

AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: Electric Transmission / Distribution

Business Case Name: Transmission - NERC Medium Priority Mitigation

ER No: ER Name:

2581 Medium Priority Ratings Mitigation

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$4,987 1

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013													
2014	1,693												1,693
2015	3,294												3,294
2016	2,251												2,251

Business Case Description:

This program reconfigures insulator attachments, and/or rebuilds existing transmission line structures, or removes earth beneath transmission lines in order to mitigate ratings/sag discrepancies found between "design" and "field" conditions as determined by LiDAR survey data. This program was undertaken in response to the October 7, 2012 North American Electric Reliability Corporations (NERC) "NERC Alert" - Recommendation to Industry, "Consideration of Actual Field Conditions in Determination of Facility Ratings". This Capital Program (ER2581) covers mitigation work on Avista's "Medium Priority" 230kV and 115kV transmission lines, including North Lewiston-Shawnee 230kV, Beacon-Bell #4 230kV, Beacon-Bell #5 230kV, Noxon-Hot Springs #2 230kV, Beacon-Boulder #2 115kV, Beacon-Francis & Cedar 115kV, 9th & Central-Otis 115kV, Northwest-Westside 115kV, Dry Creek-Talbot 230kV, Walla Walla-Wanapum 230kV, Benewah-Moscow 230kV, Devils Gap-Stratford 115kV. Mitigation brings lines in compliance with the National Electric Safety Code (NESC) minimum clearances values. These code minimums have been adopted into the State of Washington's Administrative Code (WAC).

Offsets:

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

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Investment Name:	NERC Med Prior	rity Mit]						
Requested Amount	\$2,500,000	Year Program		Assessments: Financial:	9.00%					
Duration/Timeframe Dept, Area:	TLD Engineering			Strategic:	Reliability & Ca	anacity	,			
Owner:	Heather Rosentra			Business Risk:	Business Risk			<= 15		
Sponsor:	Don Kopczynski			Program Risk:	Married Street, Square Street, Squar			ule and resources	P	
Category:	Program		111							
Mandate/Reg. Reference:		"NERC Alert" w/r	Facility Ratings	Assessment Score:	#NAME?	1	Annual Cost	Summary - Increas	se/(Decrease)	
Recommend Program Desc	ription:		The second		Performance	_	apital Cost	O&M Cost	Other Costs	Business Risk Score
This program reconconfigur					CONTRACTOR CONTRACTOR	\$	2,500,000	\$ -	\$	1
or removes earth beneath t "design" and "field" condition					compliance, upgraded					
response to the October 7,					facilities,					
Recommendation to Indust					greater					
Ratings". This Capital Progr	am (ER25xx) covers	mitigation work on	Avista's "Mediur	n Priority" 230kV and	clearance, and				_	
115kV transmission lines, in					·			SHIP HAVE		
230kV, Noxon-Hot Springs #					greater load			The state of the s		
Central-Otis 115kV, Northw Benewah-Moscow 230kV, E					capabilities.	o ba		10 to		
National Electric Safety Cod			집에 20 구에 가는 아이지를 되어 있었다.							
adopted into the State of W										
102							Annual Cost	Summary - Increas	se/(Decrease)	
Alternatives:					Performance	Ca	apital Cost	O&M Cost	Other Costs	Business Risk Score
Unfunded Program:	The unfunded ("do	nothing") approac	h would place Av	sta at odds with NERC	Relatively high	_	-	\$ -	\$ -	16
		[[[[[[[[[[[[[[[[[[[[fines for any outage	probability of					
	Control of the Contro			nally, failure to mitigat	A CHICAGO CONTRACTOR					
lett.	would place Avista	in violation of NES	. code standards	and the WAC.	action against Avista.	8				
Albania North Briston	D					-			-	
Alternative 1: Brief name of alternative (if	Describe other opt	ions that were cons	adered		describe any incremental	\$	39.7	\$ -	\$ -	1
applicable)					changes in					
1.00					operations					ATTENDED TO
Alternative 2: Brief name	Describe other opt	ions that were cons	idered		describe any	\$	-	\$ -	\$ -	0
of alternative (if					incremental	1.00		1250	100.0	8
applicable)					changes in					1
					operations					
Alternative 3 Name: Brief	Describe other opt	ions that were cons	idered		describe any	\$		\$ -	\$ -	0
name of alternative (if					incremental					
applicable)					changes in operations					
Program Cash Flows					Operations	1				
rrogram cush riows	Capital Cost	O&M Cost	Other Costs	Approved	7	Assoc	iated Ers (list	all applicable):		
Previous		\$ -	\$ -	\$ -			2581		1	T
2013		\$ -	\$ -	\$ -						
2014	The state of the s		\$ -	\$ 1,693,000	made .					
2015		-	\$ -	\$ 3,294,000	IX.					1
2016		\$ -	\$ -	\$ -	-					
Total	The second secon	- Contract of the Contract of	s -	\$ 4,987,000	1					
7,0100	1,507,000	1.4	19	4,307,000	20					
ER	2013	2014	2015	2016	2017		Total	Mandate Excerpt	(If applicable):	
2581	\$ -	\$ 1,693,000	\$ 3,294,000	\$ -	\$ -	\$	4,987,000	Regulatory: Spe	cific transmission	
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0	\$ -	\$ -	\$ -	\$ -	\$ -	\$	*	repulia to reduce	potential public in	jury risks.
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0	\$ -	\$ -	\$ -	\$ -	\$ -	\$			urgency, etc.	
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0	\$ -	\$ -	\$ -	\$ -	\$ -	\$				
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Total	\$ -	\$ 1,693,000	\$ 3,294,000	\$ -	\$ -	\$	4,987,000			
	and the second second									
Resources Requirements: (request forms and o	opprovals attached)								
Internal Labor Co-St-Co-		The Charge of the Control of the Con	Dip remandantan in	The contraction of the contract	NAME OF THE PARTY			Check the a	appropriate box. The	internal and contract
Internal Labor Availability: Contract Labor:	Low Probability YES	Medium Probability	High Probability	Enterprise Tech: Facilities:	YES - attach form		NO or Not Requ NO or Not Requ	ired labor boxes	should be checked to	o indicate if the
COMMUNICATION CONTRACTOR CONTRACT	EI IES			Capital Tools:	YES - attach form		NO or Not Requ		wners have been cont ense of how likely sta	acted and to provide
				Fleet:	YES - attach form		NO or Not Requ		not require a firm com	
				56/3552		. 3		teelt lee -	2	
Key Performance Indicator	(s)									

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0.2		This graph is to provide a place to direct				
		the KPI benefit. Providing a graph is recommended to help communicate				
0		what the project is intended to				
	1	accomplish.				
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AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: Electric Transmission / Distribution

Business Case Name: SCADA - System Operations & Backup Control Center

ER No: ER Name: 2277 SCADA Upgrade

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$2,2401

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	133										100	17	17
2014	1,090												1,090
2015	515												515
2016	435												435

Business Case Description:

This program replaces and/or upgrades existing electric and gas control center telecommunications and computing systems as they reach the end of their useful lives, require increased capacity, or cannot accommodate necessary equipment upgrades due to existing constraints. Included are hardware, software, and operating system upgrades, as well as deployment of capabilities to meet new operational standards and requirements. Some system upgrades may be initiated by other requirements, including NERC reliability standards, growth, and external projects (e.g. Smart Grid). Examples of upgrades to be completed under this program are Critical Infrastructure Protection version 5 (NERC requirement), Gas Control Room Management (PHMSA requirement), WECC RC Advanced Applications, and Technology Refresh (network and storage).

Offsets:

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

	SCADA - SOO an Average amt 201		r	Assessments:									
Duration/Timeframe		Year Program		Financial:		- >0% and < 5% CIRR ability & Capacity							
	T&D - SCADA - S		S	Strategic:						du, il			
	Brad Calbick/Hea	ther Rosentrater		Operational:	Operations so			y execut	tion				
15-00 L00000000000 A 9	Don Kopczynski			Business Risk:	ERM Reductio	AND ASSESSED.	The second secon	ula and					
	Program	DC.		Program Risk:	High certainty 64	-	Annual Cost			-	lasal		
Mandate/Reg. Reference: Recommend Program Descr	WECC/NERC/FE	RC		Assessment Score:		100	- Control of the Cont	The state of the s			The second second	n 1 n11 n	
		1			Performance	_	apital Cost	1110000000	A Cost		er Costs	Business Risk Score	
This program replaces and/o					Improved	\$	200,000	\$	-	\$		1	
computing systems as they					performance,								
eccommodate necessary eq		A STATE OF THE PARTY OF THE PAR			upgraded equipment,								
oftware, and operating syst standards and requirements					better status &								
NERC reliability standards, g					control, new								
completed under this progra		Constitution of the second	The second secon	Contract to the contract of th	life cycle.								
Control Room Management				700m 90 Al	200								
Refresh (network and storag													
	V. 7.					000	Annual Cost	Summar	y - Increas	e/(Decre	ease)		
Alternatives:					Performance	C	apital Cost	08/	VI Cost	Oth	er Costs	Business Risk Score	
Infunded Program:	Non-compliant ope	rational capabilitie	s and practices w	ould result in negativ	e Severe negative	\$	500,000	\$	500,000	\$	500,000	8	
	audit findings, finar				system								
	equipment would r	emain in service ur	ntil failure. Addit	ional capacity for	reliability and								
	growth may or may	not be suitable fo	r required expans	sions to meet other	compliance								
	(e.g. Regulatory, SG	iIG) needs.			impacts								
	Describe other opti	ons that were cons	sidered		Performance	\$		\$.87	\$	+	0	
of alternative (if					remains at								
applicable)					current levels;								
					min. improve	-				-			
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Director/Manager

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Capital Program Business Case

xpected Performance II	mprovements			4
(PI Measure:	Complete projects ahead of need and compliance targets.		/	
		Prepared	signature //	endy 1. Cells
		Reviewed	signature	-1
		Reviewed	organica 10	Director/Manager

Other Party Review signature

(if necessary)

0000000011501000000 Transmission Operations - Certifled System Operators monitor system conditions round-the-clock. They perform switching operations, maintain system voltage, and respond to abnormal conditions. Constant communication occurs with neighboring systems and regional authorities to assure system reliability. Operators are trained to respond to emergency situations such as black start restoration, load shedding, disturbance response, and activation of the Backup Control Center. Critical Infrastructure Protection -Balancing Authority - To maintain the balance between load, interchange, and generation Numerous protection measures are automated calculations occur every four seconds which determine our megawatt deployed to protect critical systems obligation based on our customer load, contracted purchase & sales, and the system frequency at that instant. Controls are automatically issued to generators to adjust from unauthorized physical and electronic access. NERC standards have generation to meet our obligation. Control algorithms are optimized to minimize 43 requirements regarding protection of critical infrastructure. Onerous audits are performed every 3 years. Potentially significant financial penaltie result from any instances of non-

To be completed by Capital Planning Group

Rationale for decision

Review Cycles

2012-2016

Date

Template

Exhibit No. DCG-21 Dockets UE-150204/UG-150205 Page 323 of 344 Exhibit No.__(DBD-5) Attachment No.__ETD-34

AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: Electric Transmission / Distribution

Business Case Name: Smart Grid Workforce Training Grant - DOE

ER No: ER Name:

7205 Smart Grid Workforce Training

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$1551

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	360									-11	344	13	13
2014													
2015													
2016													

Business Case Description:

Avista is partnering with several utilities and colleges in the region to develop a smart grid workforce training program for a three year period. As a result of this partnership Avista will be upgrading the Jack Stewart Training Center with a substation and distribution training facility for smart grid technology, updating Avista training programs for apprentices, journeymen and pre-line school students to incorporate smart grid technology; and developing several online curriculum offerings to be shared by utilities and colleges in Washington, Oregon, Idaho, Montana and Utah.

Offsets:

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

Exhibit No. DCG-21 Dockets UE-150204/UG-150205 Page 324 of 344 Exhibit No.__(DBD-5) Attachment No.__ETD-35

AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: Electric Transmission / Distribution

Business Case Name: Spokane Smart Circuit – Distribution Management System

ER No: ER Name:

2529 Spokane Smart Circuit

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$8141

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	1,104							3	-1	944	158		
2014													
2015													
2016													

Business Case Description:

At this time, the utility's distribution system has little real time information and is unable to respond to dynamic loading and faulted conditions very quickly. This project will install a Distribution Management System that will allow real time system information to be used to control the distribution system. Intelligent end devices such as capacitor banks, air switches and reclosers will be installed and will provide sensing and control of the distribution circuits. Substations control and communication equipment will be upgraded to allow for the control and aggregation of field data. A wireless mesh network will be installed to provide backhaul from end devices to the substations. The project will automate distribution equipment on 58 feeders and in 14 substations.

Offsets:

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.



ments: idal: igic: ional: ss Risk: /Program Risk ment Score: respond to Management stem. ind will provide aipment will be vill be installed ation	ERM Reduction High certainty 116.1686867 Performance Distribution Automation reducing system losses and outage impacts Performance n/a	apa nprov on > aro	city ved beyond cun 10 and <= 15 und cost, schec Cost Sur Capital Cost 22,000,000 Cost Sur Capital Cost	iule a		(Decrea	Other Costs		susiness Risk Scot 8 usiness Risk Scot 20
gic: ijonal: ijonal: ss Risk: i/Program Risk ment Score: respond to Management sstem. ind will providu jipment will be iiil be installed	Reliability & C Operations im ERM Reductic High certainty 116.1666667 Performance Distribution Automation reducing system losses and outage impacts Performance n/a Distribution Automation reducing system losses describe any incremental changes in operations describe any incremental changes in	capa approve aro 7 \$ \$	city ved beyond cun 10 and <= 15 und cost, schec Cost Sur Capital Cost 22,000,000 Cost Sur Capital Cost	nmar \$	y - Increase/ y - Increase/ O&M Cost	(Decrea	Other Costs ase) Other Costs		8 usiness Risk Sco 20
ional: ss Risk: t/Program Risk ment Score: respond to Management stem. nd will providu sipment will be installed	Operations im ERM Reductic k: High certainty 116.1666667 Performance Distribution Automation reducing system losses and outage impacts Performance n/a Distribution Automation reducing system losses describe any incremental changes in operations describe any incremental changes in	s s	cost Sur Capital Cost Cost Sur Capital Cost 22,000,000	nmar \$	y - Increase/ y - Increase/ O&M Cost	(Decrea	Other Costs ase) Other Costs		8 usiness Risk Scc 20
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respond to Management sstem. Ind will providu Jipment will be installed	Performance Distribution Automation reducing system losses and outage impacts Performance n/a Distribution Automation reducing system losses describe any incremental changes in operations describe any incremental changes in	\$ \$	Cost Sur Capital Cost 22,000,000 Cost Sur Capital Cost	nmar \$	y - Increase/ O&M Cost	(Decrea	Other Costs ase) Other Costs		8 usiness Risk Sco 20
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tions and 59 o	of Distribution Automation reducing system losses describe any incremental changes in operations describe any incremental changes in	\$	22,000,000	\$		\$			
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	incremental changes in	\$							0
				\$	•	\$			0
		Con	nstruction Cash I	Flows	(CWIP)				
	7		Capital Cost	(O&M Cost	To	ther Costs	T	Approved
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	2012	\$	2,146,190	\$	-	\$		\$	2,146,19
	2013	3 5	1,072,228	\$	5	\$		-	
1 1	2014	-		\$		\$		\$	
	2015			\$	3 4 3	\$	-	\$	
	2016	_	8	\$	127	\$		\$	
	2017		-	s		S	-	\$	
	2018			\$	-	\$		\$	
	Future	-		\$		\$		\$	
om	Total	-	22,000,000	5	1	Š	-	\$	
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rnal Labor Availability: tract Labor:	☑ YES	☐ Medium Probability ☐ NO	☑ High Probability	Enterprise Tech: Facilities: Capital Tools: Fleet:	YES - attach form YES - attach form YES - attach form YES - attach form	NO or Not Required	Check the appropriate box. The internal and contract labor boxes should be checked to indicate if the resource owners have been contacted and to provide a general
Performance Indicator						. 1	sense of how likely staff will be provided (this does not require a firm
cted Performance Improver Measure:	Avoided Outage	Hours		1		1	committment).
ricasare.		losses (MWh/Yr)				V \1	T/ /1
000	X			Prepared	signature	1	John Ollason
000 Outage I	Hours						
000 — Energy S	avings	/		7)	1 10	
000 —— Project F	O Rate					b B	
000	/			Reviewed	signature	Dira	ctor/Manager
000	/					Direc	Clonwanager
000							
000	1			Other Party Review	u eignature		
0				(if necessary		Dire	ctor/Manager
000 2009 2010	2011 2012	2013 2014 2015	2016	(
e completed by Ca	pital Planning (Group					
e completed by Ca	pital Planning (Group					eview Cycles 2012-2016
	pital Planning (Group			Date		
	pital Planning (Group			Date		2012-2016
	pital Planning (Group			Date		2012-2016

Exhibit No. DCG-21 Dockets UE-150204/UG-150205 Page 327 of 344 Exhibit No.__(DBD-5) Attachment No.__ETD-36

AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: Electric Transmission / Distribution

Business Case Name: Thornton 230 kV Switching Station

ER No: ER Name:

2545 Thorton 230kv Switching Station-Construction WIND

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$01

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	14								14				
2014													
2015													
2016													

Business Case Description:

This project will design and construct the Thornton 230kV Switching Station in accordance with the LGIA with Palouse Wind, LLC. Per the Agreement, Avista will own, operate, and maintain this switching station and will be responsible for 2/3 of the overall cost while Palouse Wind will be responsible for 1/3 of the overall cost.

Offsets:

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.



nvestment Name:	Thornton 230 kV	/ Switching S	Station										
equested Amount	\$5,000,000			Assessments:									
uration/Timeframe		Year Projec		Financial:	Medium - >= 5	5% 6	& <9% CIRR		-	-			
Area:	T&D - Substation	Engineering		Strategic:	Renewables	nra	ved beyond curr	ont le	viole		-		
.cocor:	Rick Vermeers Jason Thackston			Operational: Business Risk:	ERM Reductio			GIIL IC	34613				
ponsor: ategory:	Project	_		Project/Program Risk:				ule a	nd resources	-	- C - C - C - C - C - C - C - C - C - C		Contract of the Contract of th
landate/Reg. Reference:	And the second s			Assessment Score:	100				y - Increase/(t		ise)		
ecommend Project Descri		-			Performance		Capital Cost		O&M Cost	T	Other Cos	ts	ERM Risk Scor
his project will design and		nton 230 kV Sw	vitching Station in ac	cordance with the LGIA	required to	\$		\$	2	\$		-	1
rith Palouse Wind, LLC. Pe					adequately	1							
nd will be responsible for					isolate the wind	1							
verall cost. Billing informa					farm without								
ctivities are presently und					impacting our								
imited Authorization to Pr		t of liability are	ound this project wil	th the potential for	system and customers	Н							
iwsuit if we cannot meet c	our communent.				Customers								
		ALC: NO					Cost Sun	nmar	y - Increase/(I	ecrez	se)	- 4	
Iternatives:					Performance		Capital Cost		O&M Cost		ther Cos	ts	ERM Risk Scor
atus Quo:	Avista has required	this switching	z station to intercon	nect the Palouse Wind	n/a	\$	The second secon	\$	-	\$	7,000	_	12
				ion without this station									
	so there is no "stat	tus quo." We v	will see litigation if w	re do not meet our		1							
	deadline as outline	ed in the LGIA v	with Palouse Wind, I	LC.									
Iternative 1: Brief name	Describe other opt	ions that were	considered		describe any	\$		\$		\$		1	0
f alternative (if	TOTAL TOTAL				incremental							1 1	
pplicable)					changes in								
					operations	1		-					
Iternative 2: Brief name	Describe other opt	ions that were	considered		describe any	\$		\$		\$		*	0
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pplicable)	The state of				changes in operations								
	n d d		and the same			0				é			0
Iternative 3 Name: Brief ame of alternative (if	Describe other opt	ions that were	considered		describe any incremental	\$		\$		\$			O
pplicable)					changes in								
ррисавтер					operations								
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4	f	_					Total		5,000,000	\$	111111111	-	\$ -
Avista Construction	- 1			10									
Commissioning													
Commissioning													
0	5	1	Time in Months	5 20	25								
Milestones (high level ta	rgets)	The state of the s								THE STREET			A SHALL BE
January-11	Project Started			September-11		111	ite for Structural	100000	k				100
March-11	Preliminary Desig	gn Begins		October-11			Design Transmitt	ed					
	Spend Approval Avista Physical D	onian Transc	nitted	September-12 November-12	Construction C Commissioning		ipieted						
June-11	Developer Begins		inted	December-12	Energize all Fa		ties						
July-11					311111111111111111111111111111111111111								
			2545	4									
July-11 August-11	cable):		2345			_							
July-11 August-11 ssociated Ers (list all appli				requirements of Wash	ington state initi	iativ	/e 1-937						
July-11 August-11 ssociated Ers (list all appli				requirements of Wash	ington state initi	iativ	ve I-937.						
July-11 August-11 ssociated Ers (list all appli				requirements of Wash	I ington state initi	iativ	ve I-937.						
July-11 August-11 ssociated Ers (list all applications)				requirements of Wash	I lington state initi	iativ	ve I-937.		E A				
July-11 August-11 ssociated Ers (list all applicated Excerpt (if app	able):	This does he	elp Avista meet the				ve I-937.						
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July-11 August-11 ssociated Ers (list all applicated Excerpt (if app	able):	This does he	elp Avista meet the				ve I-937.						



Resources Requirements:	request forms and	approvals attached)			- 1 To 1 To 1 To 1			CALL STORY
Internal Labor Availability: Contract Labor:	Low Probability YES	☐ Medium Probability ☑ NO	High Probability	Enterprise Tech: Facilities: Capital Tools: Fleet:	YES - attach form YES - attach form YES - attach form YES - attach form	✓ NO or Not Required	Check the appropriate box. The internal and contract labor boxes should be checked to indicate if the resource owners have been contacted and to provide a general sense of how likely staff will be	0
Key Performance Indicator Expected Performance Improver				100			provided (this does not require a firm	
KPI Measure:		Energized by 12/17/	12.		-		committment).	
				Prepared	signature Wi	charla Mas	gud	
				Reviewed	signature 69	Direct	or/Manager	
				Other Party Review (if necessary		m Conting	or/Manager	
Thornton 2	30 kV Switching	Station - Before (Right) & After	(Below) Site Prep	-			
The photo below show Monday, August 29 to	ys that same site ex begin forming foun nd the Electric/Rela	actly one month later,	August 26, 2011. Ares. Panelhouse is	contractor moved on sit Avista crews moved on sit expected to arrive just				
				*				
				*				
To be completed by Ca Rationale for decision	pital Planning G	Broup					iew Cycles 012-2016	
					Date		Template	

Exhibit No. DCG-21 Dockets UE-150204/UG-150205 Page 330 of 344 Exhibit No.__(DBD-5) Attachment No.__ETD-37

AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: Electric Transmission / Distribution

Business Case Name: Purchase Westside Property

ER No: ER Name:

2531 Purchase Westside Property

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$01

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013	70								70				
2014													
2015													
2016													

Business Case Description:

This business case is for the purchase of property at Westside. The purchase was made for the anticipated reconstruction of the existing 115 kV and 230/115 kV Autotransformer bus arrangement anticipated to being in 2017 or 2018.

Offsets:

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.



Investment Name:	Westside Rebuil	d										
Requested Amount	\$4,200,000			Assessments:								
Duration/Timeframe	3	Year Program		Financial:								
Dept, Area:	T&D - Substation			Strategic:	None							
Owner:	Heather Rosentra	ater		Business Risk:		Reduction - None						
Sponsor:	Don Kopczynski			Project Risk:	High certainty	around cost, sche	dule and resources	3				
Category:	Productivity					-1			-			
Mandate/Reg. Reference:				Assessment Score:	28		t Summary - Increa	se/(Decrease)				
Recommend Project Descri	•				Performance	Capital Cost	O&M Cost	Other Costs	Business Risk Score			
Reconstruct the existing 11			_		Improved	\$ 4,200,000	\$ -	\$ -	0			
transformation at Westside				-	performance,							
breakers failure contingenc	•		Ü									
our present standard of bre												
standard of 250 MVA each.	In addition the Wes	stside 230 kV statio	n physical conditi	on has been identifie		4						
at end of life cycle.					control, new							
					life cycle.			//-				
Ala					Df		t Summary - Increas		Desciones Dielo Comm			
Alternatives:	Outages sausing le	cc of 220/11E kV/+r	ancformer at Pell	or Beacon Stations	Performance	\$ 120,000	O&M Cost \$ 75,000	Other Costs	Business Risk Score			
Unfunded Project:	cause the Westside	e #1 & #2 230/115 ad mitigation may	kV Transformers t	o exceed their facilit ding of load to maint	ain	,	\$ - \$ - 0					
Alternative 1: Brief name	Describe other opt	ions that were con	sidered		describe any	\$ -	\$ -	\$ -	0			
of alternative (if					incremental							
applicable)					changes in							
					operations							
Alternative 2: Brief name	Describe other opt	ions that were con	sidered		describe any	\$ -	\$ -	\$ -	0			
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applicable)					changes in							
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Alternative 3 Name: Brief	Describe other opt	ions that were con	sidered		describe any	\$ -	\$ -	\$ -	0			
name of alternative (if					incremental							
applicable)					changes in							
					operations							
Program Cash Flows	Comited Cont	0014 64	Other Cente			A i-t I F (Ii-I						
Previous	Capital Cost	O&M Cost \$ -	Other Costs	Approved \$ -		Associated Ers (list 253						
2013		\$ -	\$ -	\$ -		255	'					
2013	·	\$ -	\$ -	\$ -								
2015			Š -	\$ -								
2016		\$ -	\$ -	\$ -								
2017	\$ -	\$ -	\$ -	\$ -								
2018	\$ -			\$ 750,0	00							
2019	\$ -			\$ -								
Total	\$ 8,450,000	\$ -	\$ -	\$ 750,0	00							
							_					
ER	2013	2014	2015	2016	2017	Total	Mandate Excerpt					
2531	\$ -	\$ 750,000	1				_	ve: Substation req				
0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	capacity due to s	Spokane area load	growtn.			
0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -						
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0	\$ -	\$ -	\$ -	\$ -		\$ -	Additional Justific	ations:				
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0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		e Spokane Area Regi				
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0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	2014 base cases m	naking the issues an o	operations concern.			
0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -			will overload by 2017			
0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	for an outage of W	estside #2 230/115	kV Transformer.			
0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -						
Total	\$ -	\$ 750,000	\$ 3,500,000	\$ 4,200,0	00 \$ -	\$ 8,450,000						
A ATL 1												
Milestones (high level tar			July 10	Commission A	#2	la 00						
January-14	Sub Design Begin		July-16	Commission Auto	#2	January-00	open	Milestones s	hould be general.			
August-14 January-15	Grading and foun Install Steel,115 k		January-00 January-00	open open		January-00 January-00	open open		gement on project			
July-15	115 kV line cut ov		January-00	open		January-00	•	progress so t	that progress can			
			•	•		•	0 open					
· ·	Commission 115 k	V and Auto #1	January-00	open		January-00	open					
September-15 January-16	Commision 115 k Install 230 kV bre		January-00 January-00	open open		January-00 January-00	open open					
September-15 January-16	Install 230 kV bre	aker and Auto #1	January-00	•		•						
September-15	Install 230 kV bre	aker and Auto #1	January-00	open	☐ YES - attach form	•	open	YES - attach form	NO or Not Required			

ÄVISTA

Capital Project Business Case

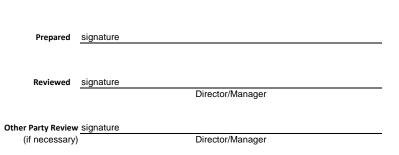
Exhibitation it to to 21 (DBD-5)

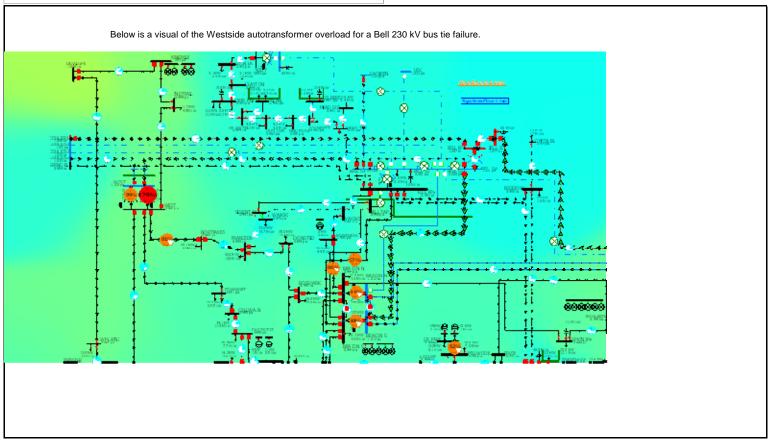
Dockets UE-150204446 http://dechts.com/Page 332 of 344

	1 12011 1 1000001111	1 11110010111111000011111	1 111191111000001111					1 1120 0110011101111	- 1100 OF 1101 HOUGHTON
Contract Labor:	YES	✓NO		Facilities:	YES - attach form	✓ NO or Not Required	Fleet:	=	✓ NO or Not Required



Expected Performance Improvements	
KPI Measure: Fill in the name of the KPI here	
Fill in the name of the KPI here	
1.2	
#REF! #REF!	
0.8 — Poject FO Rate — Poly. (#REF!)	
0.6	
0.4	
0.2	
0 1	





To be completed by Capital Planning Group		
Rationale for decision		Review Cycles
		2012-2016
	Date	Template

Exhibit No. DCG-21 Dockets UE-150204/UG-150205 Page 334 of 344 Exhibit No.__(DBD-5) Attachment No.__ETD-38

AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: Electric Transmission / Distribution

Business Case Name: Customer Prepay

ER No: ER Name:

2585 Customer Prepay

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$2,000¹

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013													
2014													
2015	1,997												1,997
2016													

Business Case Description:

Customer Pre Pay- This project would update customer systems and the AMR interfaces to enable prepay programs. These systems need to be set up so that customer's balance can trigger a disconnect when the customer's balance hits zero. The system also need to alert customers to the low balance prior to disconnect. O&M reductions could occur based on the reduction of collection(s) activities.

Offsets:

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

Capital Project Business Case

AVISTA

Investment Name:	Customer Pre P	av								
Requested Amount	\$2,000,000			Assessments:				- T. (F. 1872)		
Duration/Timeframe	no. years	1		Financial:	0.00%					
Dept, Area:	Energy Delivery			Strategic:	Customer Exp					
Owner:	Heather Rosentra	ater		Business Risk:	Business Risk					
Sponsor	Don Kopczynski			Project Risk:	Low certainty	aroun	a cost, schea	ule and resources		The same of the sa
Category:	Productivity	-		Assessment Score:	14	1	Annual Cort	Summary - Increas	a//Dacrosca)	1
Mandate/Reg. Reference: Recommend Project Descri				Assessment score.				ALL CONTRACTOR OF THE PARTY OF	Other Costs	Business Risk Score
Customer Pre Pay-This proj programs. These systems in customer's balance hits zer disconnect. O&M reduction	ect would update of eed to be set up so o. The system also	that customer's ba need to alert custor	lance can trigger mers to the low b	a disconnect when the alance prior to		\$	2,000,000	\$ 300,000	\$ -	4
					T operations		Annual Cost	Summary - Increas	e/(Decrease)	
Alternatives:					Performance	1	Capital Cost	O&M Cost	Other Costs	Business Risk Score
Unfunded Project:	Utility will still follo for consumption.	ow the existing mod	lel where custom	ers are billed monthly	n/a	\$	*	\$ -	\$ -	12
Alternative 1: Brief name of alternative (if applicable)	advanced meters t	vide a rate schedule o opt into a pre pay require a remote d	program. Requ	ires integration to CSS	Customers prepay for electric usage.	\$	2,000,000	\$ 200,000	\$	4
Alternative 2: Brief name of alternative (if applicable)	Describe other opt	ions that were cons	sidered		describe any incremental changes in operations	\$		\$ -	\$ -	0
Alternative 3 Name : Brief name of alternative (if applicable)	Describe other opt	ions that were cons	sidered		describe any incremental changes in operations	\$		\$ -	\$ -	0
Program Cash Flows	Capital Cost	O&M Cost	Other Costs	Approved	1	Asso	ociated Ers (list	all applicable):	W	
Previous		\$ -	\$ -	\$ -						
2013		\$ -	\$ -	\$ -						
2014	\$ -	\$ -	\$ -	\$ -						
2015	\$ 2,000,000	\$ 100,000	\$ -	\$ 2,000,000)					
2016		\$ 100,000	\$ -	\$ -						
2017+ Total		\$ 100,000 \$ 300,000	\$ -	\$ 2,000,000)					
ER	2013	2014	2015	2016	2017+		Total	Mandate Excerpt (if applicable):	
0	\$ -	\$ -	\$ -	\$ -	\$ -	\$	-			r regulation and a
0	\$ -	\$ -	\$ -	\$ -	\$ -	\$		refer	ence number if po	ossible
0	\$ -	\$ -	\$ -	\$ -	\$ -	\$				
0	\$ -	\$ -	\$ -	\$ -	\$ -	\$				
0	\$ -	\$ -	\$ -	\$ -	\$ -	\$				
0	\$ -	\$ -	\$ -	\$ -	\$ -	\$				
0	\$ -	\$ -	\$ -	\$ -	\$ -	\$		Additional Justifica	tione	
0	\$ -	\$ -	\$ -	5 -	\$ -	Ś			tary information the	at may be useful in
0	\$ -	\$ -	\$ -	\$ -	\$ -	\$	1900		re detail the nature	
0	\$ -	\$ -	\$ -	\$ -	\$ -	\$			urgency, etc.	
0	\$ -	\$ -	\$ -	\$ -	\$ -	\$	-4-		CAN BE ON SET CONSTITUTE	
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0	\$ -	\$ -	\$ -	\$ -	\$ -	\$				
Total Milestones (high level t		\$ -	\$ -	-	15 -	13			United States	
January-00	open		January-00	open		J	January-00	open		
January-00	open		January-00	open			January-00	open		hould be general. gement on project
January-00	open		January-00	open			January-00	open		that progress can
January-00	open		January-00	open			lanuary-00	open		**************************************
January-00 January-00	open open		January-00 January-00	open open			January-00 January-00	open open		
Resources Requirements: (Internal Labor Availability:		approvals attached)	☐ High Probability	Enterprise Tech:	YES - attach form	-	r Not Required	Capital Tools:	YES - attach form	VO or Not Required

Exhibit No. DCG-21 Dockets UE-150204/UG-150205 Exhibit No.__(DBD-5) Attachment No.__ETD-38.2

Capital Project Business Case

AVISTA

Key Performance Inc			
Expected Performance in KPI Measure:	Fill in the name of the KPI here		
	Fill in the name of the KPI here		
1.2	#REF!		11
1	#REF!		
0.8	#REFI Project FO Rate	Prepared signa	ature 1/27
_	— Poly. (#REFI)		/. *
0.6		8 8 10 11 14	Ihren -
0.4		Reviewed signa	Director/Manager
0.2			
0.2		Other Party Review signa	ature
0	1	(if necessary)	Director/Manager
	•		
To be completed	by Capital Planning Group		Review Cycles
Rationale for de	cision		2012-2016
		Red.	
		Date	Template

Exhibit No. DCG-21 Dockets UE-150204/UG-150205 Page 337 of 344 Exhibit No.__(DBD-5) Attachment No.__ETD-39

AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: Electric Transmission / Distribution

Business Case Name: Noxon Switchyard Rebuild

ER No: ER Name:

2532 Noxon 230 kV Substation - Rebuild

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$11,4001

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013													
2014													
2015	8,425									7,900			525
2016	500												500

Business Case Description:

The existing Noxon Rapids 230 kV Switchyard requires reconstruction due to the present age and condition of the equipment in the station. The existing bus is constructed as strain bus (which has suffered a number of recent failures) and is configured as a single bus with a tiebreaker separating the East and West buses. The station is the interconnection point of the Noxon Rapids Hydroelectric development as well as a principal interconnection point between Avista and BPA, and as such is a significant asset in the reliable operation of the Western Montana Hydro Complex. Equipment outages within the Station (planned or unplanned) can cause significant curtailments of the local generation output. Due to the significance of the station, a complete rebuild will require coordination with Avista's Energy Resources Department and neighboring utilities, primarily BPA. The Noxon Switchyard Rebuild Project is proposed to be a Greenfield Double Bus Double Breaker 230 kV switching station to replace the existing Noxon Switchyard.

Offsets:

¹The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

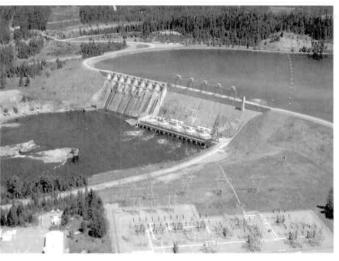
AVISTA

nvestment Name:	Noxon Switchyar	d Rebuild											
lequested Amount	\$24,950,000			Assessments:									
Ouration/Timeframe		Year Project	de andre	Financial:	Medium - >= 5	-	Secretary and the second						
Dept, Area: Dwner:	Heather Rosentral	& Transmission Eng	jineering	Strategic: Operational:	Reliability & Ca Operations req			orfor	m at aureant l	avola) - VIII
ponsor:	Don Kopczynski	.CI		Business Risk:	ERM Reduction			CHOI	in at current	evers			
ategory:	Project			Project/Program Risk:				lule a	nd resources	;			
Mandate/Reg. Reference:	n/a	ly Rive		Assessment Score:	79			20000000	y - Increase/(I	S.Amman severa	se)		
Recommend Project Descr	iption:				Performance	Ca	pital Cost		O&M Cost	10	ther Costs	Business F	Risk Sco
he existing Noxon Rapids	230 kV Switchyard rea	quires reconstruction	due to the pre	sent age and condition	The second secon	\$	24,950,000	-		\$		1	
of the equipment in the sta of recent failures) and is co the station is the interconn nterconnection point betw he Western Montana Hyd ause significant curtailme omplete rebuild will requi titilities, primarily BPA. Thi bouble Breaker 230 kV swi	infigured as a single by section point of the Noveen Avista and BPA, a to Complex. Equipments of the local generate re coordination with a Noxon Switchyard R	us with a tie breaker soxon Rapids Hydro Ele and as such is a signifient outages within the ation output. Due to to Avista's Energy Resou ebuild Project is prop	separating the ectric Dam as wicant asset in the Estation (pland the significance press Departments to be a gr	East and West buses. vell as a principal e reliable operation o ed or unplanned) can of the station, a nt and neighboring	replacing end of life equipment. f Improve		Cost Sur	mmar	y - Increase/(Decrea	se)		
Iternatives:			was to construct the		Performance	Ca	pital Cost	-	O&M Cost	-	ther Costs	Business F	Risk Sco
Status Quo:	Outages caused by	Switchyard will contine equipment failure cou nnection capacity wil	ıld cause curtai	lment of generation	n/a	\$		\$	*	\$		6	-
Alternative 1:	leaves the station as outage possibilities	equipment and strain s a single bus, which o as well as other bus o ctors) would still be re	does not impro onfigurations v	e single contingency		\$	8,500,000	\$		\$		C)
						\$		\$		\$		C)
						\$	n nex	\$		\$		C)
			127-1487-7		Previous		pital Cost	\$	O&M Cost	\$	ther Costs	\$ Appro	oved
			2 1 2	4 500	2012			\$		\$		\$	150,00
			- 1	510 [12	2013	-	400,000	-		\$	1	\$	400,01
			11 12	200	2014	-	2,525,000	_	* .	\$	1110		,525,00
29	2				2015	_	5,475,000	-		\$		-	,475,00
					2016	_	3,000,000	-	The second second	\$		and the second second	,000,00
25					2017 2018		4,200,000			\$		-	,200,00
					Future	-	5,000,000	_		\$		\$,200,00
					Total		24,800,000	-		\$,950,01
						,		1.5		1.7.			
0	0.2 0.4	0.6 Time in Months	0.8	1 1.2									
Milestones (high level ta	rgets)				THE REAL PROPERTY.								
Jan-Dec 2012 Jan-Dec 2013 April-14 April-14 - Dec-15 April-14 - Dec-15 Jan-15 - Dec-15 April-15 - Oct-15	Finalize Scope Op Receive Permit Construct Reactor Upgrade Strain bu	x; Initiate Permitting stions; Process Perm Station & 230 kV C is and bus switches v station; replace old w station	connection in old sub	April-16 - Oct-16 April-17 - Oct-17 April-18 - Oct-18 April-19 - Oct-19 April-20 - Oct-20 April-20 - Oct-20	Construction of Construction of Construction of Construction of Construction of Remove & Salv	new : new : new : new :	station; Line station; Line station; Line station; Line	Cons Cons	struction/Tern struction/Tern struction/Tern	ninatio ninatio	n/BPA Con n/BPA Con	struction	
Associated Ers (list all appl	icable):	2532				DM1							
Mandate Excerpt (if applic	able):								14.10	1			
							PERM.	1	Lus R				W.
	3												
Additional Justifications:													

AVISTA

Resources Requirements: ((request Jorms and	a approvais attachea)					
Internal Labor Availability; Contract Labor:	Low Probability YES	✓ Medium Probability NO	High Probability	Enterprise Tech: Facilities: Capital Tools: Fleet:	YES - attach form YES - attach form YES - attach form YES - attach form	✓ NO or Not Required ✓ NO or Not Required ✓ NO or Not Required ✓ NO or Not Required	Check the appropriate box. The internal and contract labor boxes should be checked to indicate if the resource owners have been contacted and to provide a general
Key Performance Indicator	r(s)						sense of how likely staff will be provided (this does not require a firm
Expected Performance Improven	ments						committment).
KPI Measure:	Complete Reacto	or Yard/minor station	upgrades in 2015	5.	~		community.
	Complete remai	nder of station as tim	e/budget allows.	Prepared	mma	and	Litte (Shi))
				rrepareu		e Magruder/Ken Sweiga	rt, T&D Substations/Transmission
					Milk	e wagi udeimen Sweiga	it, 160 Substations Harismosion
				Reviewed	the	R	
						Heather Rosen	trater, Director - ENSO
				Reviewed	Am	la Vn	
						Andy Vicker	rs, Director - GPSS





Above: recent picture of the Noxon HED and Switchyard Left: Pictures of Noxon Hed and Switchyard shortly after orginal construction - 1956

Planning and Design Scoping Documents are available upon request.

ionale for decision		Review Cycles 2012-2016
	Date	Template

Exhibit No. DCG-21 Dockets UE-150204/UG-150205 Page 340 of 344 Exhibit No.__(DBD-5) Attachment No.__ETD-40

AVISTA UTILITIES 2013-2016 CAPITAL PROJECTS

Functional Group: Electric Transmission / Distribution

Business Case Name: Street Light Management

ER No: ER Name:

2584 Street Light Conversion to LED Fixtures

Approved Business Case Spend Amount 2013-2016 (\$000s - System): \$4,6401

Transfer to Plant Amounts (\$000s - System):

Year	Total	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2013													
2014													
2015	2,320	193	193	193	193	193	193	193	193	193	193	193	193
2016	2,320	193	193	193	193	193	193	193	193	193	193	193	193

Business Case Description:

Street Light Maintenance Program. This program is a 5 year planned replacement of bulbs and 10 year planned replacement of photocells. This alternative has the starter boards running to failure.

Offsets:

The attached business case does not show O&M Offsets, however after further discussion, we anticipate there will be O&M savings in 2015 in the amount of \$488,000 (\$317,249 WA). The offsets occur due to converting 100 Watt street lights from High Pressure Sodium. The savings comes from eliminating the labor, equipment, material, and overhead costs associated with repairing older lights.

¹ The business case amount reflects approved capital expenditures for the years indicated and not transfers to plant.

AVISTA

Capital Program Business Case

Investment Name:	Street Light Ma	nagement		7							1
Requested Amount	\$11,600,000	1 100 100 100		Assessme	nts:						
Duration/Timeframe	5 Years	2015		Financial:		8.46%					
Dept, Area:	Operations			Strategic:		Life-cycle asse	et m	anagement			
Owner:	Al Fisher			Business P	Risk:	Business Risk	Rec	fuction >10 and	d <= 15		
Sponsor:	Don Kopczynski			Program R					schedule and reso	uroos	
Category:	Program			Trogrami	NISK.	Woderate certi	anity	around cost, s	scriedule and reso	urces	
Mandate/Reg. Reference:				Accoramo	at Cassas	108	T.				
Recommend Program Desc				Assessmen	nt score:		1		t Summary - Increa	se/(Decrease)	
						Performance		Capital Cost	O&M Cost	Other Costs	Business Risk Score
Street Light Maintenance P planned replacement of ph	otocells. This alter	am is a 5 year plani native has the start	ned replacement erboards running	of bulbs and to failure.	d 10 year	8.46%					4
Alternatives:								Annual Cost	Summary - Increas	se/(Decrease)	
						Performance		Capital Cost	O&M Cost	Other Costs	Business Risk Score
Unfunded Program: Continue maintaining the street lights as failures occur	to being noticed b	ently maintained ba y an Avista employe lich can put us at ris ssue to issue.	ee. Many street li	ights are ou	t for long	5.62%	\$	21	\$ 732,012	\$ 729,141	16
(E)	estimated 8,500 M \$540,000 per year.	0 Watt Street Light WH per year of en	with LED Fixtures ergy and reduce C	s. This will s D&M spendi	ave an ing by	8.46%	\$	2,320,000	\$ 193,824	\$ (729,141)	4
	Street Light Mainte replacement of but of photocells. This	bs and starterboar	ds and a 10 year p	olanned rep		12.12%	\$		\$ 1,030,000		
Alternative 3:				E-rays	e4						
Program Cash Flows					FULLY						
and an artificial and	Capital Cost	O&M Cost	Other Costs	Appr	oved		Asse	ociated Ers (list	all applicable):		
Previous		\$ -	\$ -	\$			71331	2584	an applicable):		
2013		\$ -	\$ -	\$			_	2304			
2014	(1)	\$ -	\$ -	\$							
2015				10.4	2 220 000		_				
	Land Brown Company	The second second			2,320,000						
2016	The state of the s				2,320,000						9
2017					2,320,000						
Total	\$ 6,960,000	\$ 596,035	\$ (2,485,517)	\$	6,960,000						

AVISTA

Capital Program Business Case

ER	2013	3		2014		2015		2016		2017	Total	Mandate Excerpt (if applicable):
584	\$	-	\$	2,320,000	\$	2,320,000	\$	2,320,000	\$	2,320,000	\$ 9,280,000	
	\$		\$	-	\$		\$	n discount for	\$	43	\$	MODEL OF THE PARTY
	\$		\$	b -9-19	\$	n r ilişəbu	\$	rugunus 📲	\$	11 (1540)	\$	46.347
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	\$	-	\$	ж.,	\$		\$	-	\$		\$	MSC 150 C
	\$		\$	A 10 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	\$	rida •	\$		\$		\$	
	\$		\$	1.8	\$	DUNG!	\$	-	\$		\$	
Application of the last	\$		\$	-	\$		\$	page 4 - In the	\$	500.00	\$	Additional Justifications:
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	\$	-	\$		\$		\$	-	\$		\$	
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	\$		\$		\$		\$		\$	-	\$	
otal	\$		\$	2,320,000	\$	2,320,000	\$	2,320,000	\$	2,320,000	\$ 9,280,000	V P VI
Resources Requirements:	: Low Probab		✓ Med	dium Probability		High Probablity		rprise Tech:	_	ES - attach form	✓NO or Not Requi	labor boxes should be checked to indicate if the
desources Requirements: nternal Labor Availability: contract Labor:	: Low Probab		10.0	dium Probability		High Probablity	Facili	ities: tal Tools:	□Y □Y	ES - attach form ES - attach form ES - attach form ES - attach form	✓NO or Not Requi ✓NO or Not Requi ✓NO or Not Requi ✓NO or Not Requi	labor boxes should be checked to indicate if the resource owners have been contacted and to provide a general sense of how likely staff will be provided
esources Requirements: nternal Labor Availability: ontract Labor: ey Performance Indicato	∴ Low Probab		✓ Med	dium Probability		High Probablity	Facili Capit	ities: tal Tools:	□Y □Y	ES - attach form ES - attach form	✓ NO or Not Requi	labor boxes should be checked to indicate if the resource owners have been contacted and to provide a general sense of how likely staff will be provided
tesources Requirements: nternal Labor Availability: Contract Labor: Gey Performance Indicator xpected Performance Improve	Low Probab YES or(s) ements	lity	☑ Mex	dium Probability			Facili Capit	ities: tal Tools:	□Y □Y	ES - attach form ES - attach form	✓ NO or Not Requi	labor boxes should be checked to indicate if the resource owners have been contacted and to provide a general sense of how likely staff will be provided
desources Requirements: Internal Labor Availability: Contract Labor: Gey Performance Indicato	: □Low Probab ☑YES or(s) ements Monitoring	the ON	✓ Med □ NO	dium Probability	t ligh	its	Facili Capit	ities: tal Tools:	□Y □Y	ES - attach form ES - attach form	✓ NO or Not Requi	labor boxes should be checked to indicate if the resource owners have been contacted and to provide a general sense of how likely staff will be provided
ternal Labor Availability: ontract Labor: ey Performance Indicato	: □Low Probab ☑YES or(s) ements Monitoring	the ON	✓ Med □ NO	dium Probability	t ligh	its	Facili Capit	ities: tal Tools:		ES - attach form ES - attach form ES - attach form	✓ NO or Not Requi	labor boxes should be checked to indicate if the resource owners have been contacted and to provide a general sense of how likely staff will be provided
ternal Labor Availability: ontract Labor: ey Performance Indicato	: □Low Probab ☑YES or(s) ements Monitoring	the ON	✓ Med □ NO	dium Probability	t ligh	its	Facili Capit	ities: tal Tools:		ES - attach form ES - attach form	✓ NO or Not Requi	labor boxes should be checked to indicate if the resource owners have been contacted and to provide a general sense of how likely staff will be provided
esources Requirements: aternal Labor Availability: ontract Labor: ey Performance Indicator spected Performance Improve	: □Low Probab ☑YES or(s) ements Monitoring	the ON	✓ Med □ NO	dium Probability	t ligh	its	Facili Capit	ities: tal Tools:		ES - attach form ES - attach form ES - attach form	✓ NO or Not Requi	labor boxes should be checked to indicate if the resource owners have been contacted and to provide a general sense of how likely staff will be provided
esources Requirements: ternal Labor Availability: ontract Labor: ey Performance Indicato	: □Low Probab ☑YES or(s) ements Monitoring	the ON	✓ Med □ NO	dium Probability	t ligh	its	Facili Capit	ities: tal Tools:		ES - attach form ES - attach form ES - attach form	 ✓ NO or Not Requi	labor boxes should be checked to indicate if the resource owners have been contacted and to provide a general sense of how likely staff will be provided
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Capital Program Business Case Att

This space is to be used for photographs, charts, or other data that may	be useful in evaluating the Program
To be completed by Capital Planning Group	
Rationale for decision	Review Cycles
	2012-2016

Capital Program Business Case

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