

Exhibit JCL-2
BHP Future Track Workforce
Revenue Requirements
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Line No.	State	Job Function	Bargaining Unit	Avg Annual Wage Adj for Productivity	Loading Less Compensated Absences	Fully Loaded Annual Salary	BHP Ownership % / CAM %	SWP Program Avg Annual Labor Cost	Total Labor Cost of SWP Advanced Hire	Training & Transition Period Req'd (in yrs)	Average Annual Cost of SWP Advanced Hire	Training Cost per Hire Ahead
1 2 3 4 5	SD	Construction	Non Union	\$ 46,240	69%	\$ 78,145	100%	\$78,145	\$156,291	2.0	\$78,145	\$5,000
6 7 8 9 10 11	SD	Electrician	BHP Local 1250	\$ 40,149	58%	\$ 63,436	100%	\$63,436	\$190,308	3.0	\$63,436	\$8,500
12 13 14 15 16 17	SD	Line Mechanic	BHP Local 1250	\$ 42,386	58%	\$ 66,970	100%	\$66,970	\$200,910	3.0	\$66,970	\$2,213
18 19 20 21 22	WY/SD	Unit Operators	BHP Local 1250	\$ 44,351	58%	\$ 70,075	38%	\$26,628	\$40,000	1.5	\$20,000	\$760
23 24 25 26 27 28	WY	Instrument	Non Union	\$ 48,932	69%	\$ 82,695	38%	\$31,424	\$94,273	3.0	\$31,424	\$4,180
29 30 31 32	SD	Energy Services Techs	BHP Local 1250	\$ 36,478	58%	\$ 57,635	100%	\$57,635	\$57,635	1.0	\$57,635	\$2,000
33 34 35 36 37	WY	Plant Maintenance	BHP Local 1250	\$ 29,321	58%	\$ 46,328	38%	\$17,605	\$26,407	1.5	\$13,203	\$760
38 39 40 41	SD	Information Technology	Non Union	\$ 32,526	65%	\$ 53,668	21%	\$11,270	\$11,270	1.0	\$11,270	\$1,575
42 43 44 45 46	SD	Meter Technicians	BHP Local 1250	\$ 48,336	58%	\$ 76,370.90	100%	\$76,371	\$152,742	2.0	\$76,371	\$6,000
47 48 49 50		Other Positions		\$ 45,760	65%	\$ 75,504.00	30%	\$22,651	\$22,651	1.0	\$22,651	\$1,540

Black Hills Power - Strategic Workforce Planning Hire Ahead Program

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Line No.	State	Job Function	Avg. Acquisition Cost per Hire Ahead	Total Cost of 1 SWP Advanced Hire	2013 Headcount	Anticipated Retirees based on Age 62										8 yr Total for Job Function	Hire-Aheads Proposed
						2014	2015	2016	2017	2018	2019	2020	2021				
1	SD	Construction	\$43,292	\$204,582	7	1			1		1				3		
2				Replacement Costs (Not Included):		1										1	
3				Duplicate hire Count:				1		1						2	
4				Duplicate hire Cost yr 1:		\$0	\$0	\$126,437	\$0	\$126,437	\$0	\$0	\$0			\$409,164	
5				Carrying costs yr 2:			\$0	\$0	\$78,145	\$0	\$78,145	\$0	\$0				
6	SD	Electrician	\$8,750	\$207,558	8	2		1			1	1			5		
7				Replacement Costs (Not Included):		0										0	
8				Duplicate hire Count:		1			1	1						3	
9				Duplicate hire Cost yr 1:		\$80,686	\$0	\$0	\$80,686	\$80,686	\$0	\$0	\$0			\$622,673	
10				Carrying costs yr 2:			\$63,436	\$0	\$0	\$63,436	\$63,436	\$63,436	\$0	\$0			
11				Carrying costs yr 3:				\$63,436	\$0	\$0	\$63,436	\$63,436	\$0				
12	SD	Line Mechanic	\$9,392	\$212,515	43	3		1		4	2	2	1		13		
13				Replacement Costs (Not Included):												0	
14				Duplicate hire Count:		4		4	2	2	1					13	
15				Duplicate hire Cost yr 1:		\$314,301	\$0	\$314,301	\$157,151	\$157,151	\$78,575	\$0	\$0			\$2,762,698	
16				Carrying costs yr 2:			\$267,880	\$0	\$267,880	\$133,940	\$133,940	\$66,970	\$0				
17				Carrying costs yr 3:				\$267,880	\$0	\$267,880	\$133,940	\$133,940	\$66,970				
18	WY/SD	Unit Operators	\$0	\$40,760	24	2	1	2	2	4	2	0	1		14		
19				Replacement Costs (Not Included):		2										2	
20				Duplicate hire Count:		1	2	2	4	2	0	1				12	
21				Duplicate hire Cost yr 1:		\$27,427	\$54,853	\$54,853	\$109,707	\$54,853	\$0	\$27,427	\$0			\$489,120	
22				Carrying costs yr 2:			\$13,333	\$26,667	\$26,667	\$53,333	\$26,667	\$0	\$13,333				
23	WY	Instrument	\$17,201	\$115,654	13	2			1		2	2			7		
24				Replacement Costs (Not Included):		2										2	
25				Duplicate hire Count:		1		2	2							5	
26				Duplicate hire Cost yr 1:		\$52,805	\$0	\$105,611	\$105,611	\$0	\$0	\$0	\$0			\$578,269	
27				Carrying costs yr 2:			\$31,424	\$0	\$62,848	\$62,848	\$0	\$0	\$0				
28				Carrying costs yr 3:				\$31,424	\$0	\$62,848	\$62,848	\$0	\$0				
29	SD	Energy Services Techs	\$7,500	\$67,135	4	1			1						2		
30				Replacement Costs (Not Included):		1										1	
31				Duplicate hire Count:				1								1	
32				Duplicate hire Cost yr 1:		\$0	\$0	\$67,135	\$0	\$0	\$0	\$0	\$0			\$67,135	
33	WY	Plant Maintenance	\$0	\$27,167	40	1			1			1	1		4		
34				Replacement Costs (Not Included):		1										1	
35				Duplicate hire Count:				1			1	1				3	
36				Duplicate hire Cost yr 1:		\$0	\$0	\$18,365	\$0	\$0	\$18,365	\$18,365	\$0			\$81,501	
37				Carrying costs yr 2:			\$0	\$0	\$8,802	\$0	\$0	\$8,802	\$8,802				
38	SD	Information Technology	\$3,780	\$16,625	5			1	1	1	2				5		
39				Replacement Costs (Not Included):												0	
40				Duplicate hire Count:			1	1	1	2						5	
41				Duplicate hire Cost yr 1:		\$0	\$16,625	\$16,625	\$16,625	\$33,251	\$0	\$0	\$0			\$83,126	
42	SD	Meter Technicians	\$0	\$158,742	6	1						1	1		3		
43				Replacement Costs (Not Included):		1										1	
44				Duplicate hire Count:						1	1					2	
45				Duplicate hire Cost yr 1:		\$0	\$0	\$0	\$0	\$82,371	\$82,371	\$0	\$0			\$317,484	
46				Carrying costs yr 2:			\$0	\$0	\$0	\$0	\$76,371	\$76,371	\$0				
47		Other Positions	\$6,119	\$30,310	2	2	2	2	2	2	2	2	2		16		
48				Replacement Costs (Not Included):		2										4	
49				Duplicate hire Count:			2	2	2	2	2	2				12	
50				Duplicate hire Cost yr 1:		\$0	\$60,621	\$60,621	\$60,621	\$60,621	\$60,621	\$60,621	\$0			\$363,724	
					Totals:	10	2	0	0	0	0	0	0		72		
					Replacement Costs (Not Included):	7	5	14	12	11	5	4	0			58	
					Annual SWP Program Cost:	\$475,219	\$508,173	\$1,153,355	\$974,743	\$1,239,655	\$878,715	\$455,931	\$89,106			\$5,774,895	

Average per year (based on 8 years): \$ 721,862