

May 3, 2021

Aditya Ranade Ph.D.
Deputy Commissioner
Minnesota Department of Commerce
Division of Energy Resources
85 7th Place, Suite 500
Saint Paul, MN 55101

RE: Minnesota Waste Wise: 2020 Year-End Report for the Energy Smart Alternative Conservation Improvement Program (CIP), Docket No. E, G002/CIP-16-115.03 & Docket No. G008/CIP-16-119.01

Dear Deputy Commissioner Ranade:

Minnesota Waste Wise respectfully submits the following 2020 activity report for the Energy Smart Alternative Conservation Improvement Program (CIP).

Leveraging the Minnesota Chamber of Commerce's strengths and resources as the largest business advocacy organization in Minnesota and our partnerships with local business organizations, we have made great strides during this very trying year in our outreach in the business community. We have worked diligently to assist businesses as they navigate the COVID-19 pandemic and social unrest.

Thank you for the opportunity to continue assisting Minnesota businesses with energy efficiency and increasing participation in utility conservation improvement programs.

Sincerely,

Robert Friend

Executive Director

Robert Friend

Minnesota Waste Wise Foundation



184 on-site assessments **8** virtual site assessments

141 upgrades

2,767,028

estimated kWh saved

5,172 estimated dekatherms saved

\$244,780.91 Year 1 cost savings



EXECUTIVE SUMMARY

The year of 2020 was unprecedented for everyone in different and often challenging ways. From the start of the COVID-19 pandemic that closed businesses and changed the way we did our jobs to the social unrest following the killing of George Floyd, 2020 presented serious and considerable challenges.

Facing new uncertainties and difficulties, Energy Smart remained steadfast in supporting the business community in any way we could. Once the stay at home order was put in place by Governor Walz, we reached out to over 2,000 businesses to offer support strategies including utility bill analysis, virtual consultations, and increased our grant contributions for energy improvements from 20% to 50% of the project cost (after rebates).

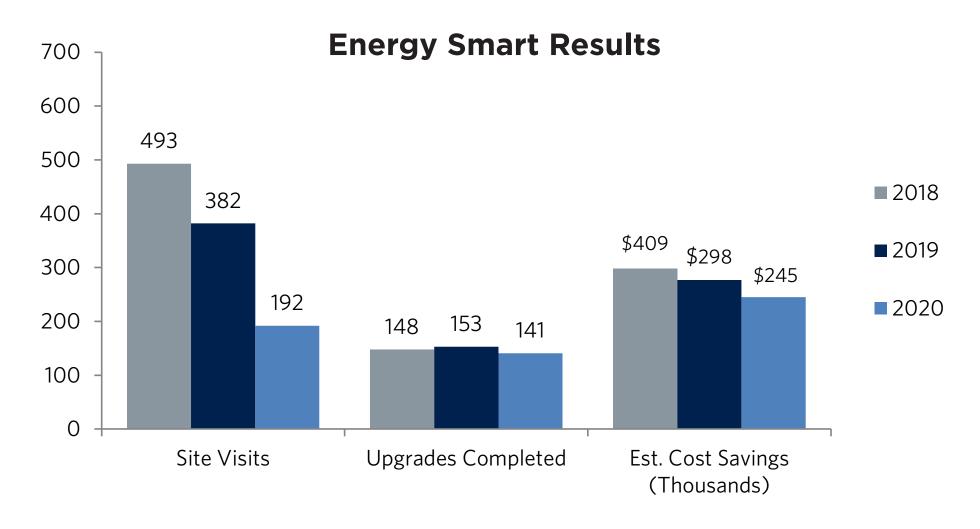
We also continued our partnership with Lake Street Council to assist businesses affected not only by the pandemic, but also by the immediacy of the social unrest. Energy Smart helped businesses access enhanced utility incentives, secure grants, and implement efficiency projects at a time when cost-saving measures were as crucial as ever.

As we look at our accomplishments in 2020, we conducted 192 site visits in 86 cities across Minnesota, short of our site visit goal but still an achievement in the midst of the stay at home order and an upended business community. While our on-site activity was down, we did increase our follow up communications to past and new participants by 17.5% to Xcel Energy customers and 19% to CenterPoint Energy customers. These connections gave us the opportunity to adopt new ways of offering assistance, and we continued to support businesses in new and flexible ways.

In closing, 2020 was a challenging year, but through the passion and dedication of the Energy Smart team, we lent a helping hand to hundreds of businesses. We are proud of what we accomplished this year, and this report summarizes the new and lasting impacts made and the results achieved over the course of the year. We also encourage you to read the client success stories included in the report. These narratives go beyond the numbers and provide a true measure of energy efficiency's vital role in people's lives. We feel fortunate to be a part of this important work!

RESULTS

2018-2020



Note: Natural gas cost-savings estimates are not included in this chart

RESULTS

Upgrades Internal Upgrades Internal Estimated Program Estimated Program kWh Saved Cost/kWh Dekatherms Cost/Saved Dekatherm



RESULTS

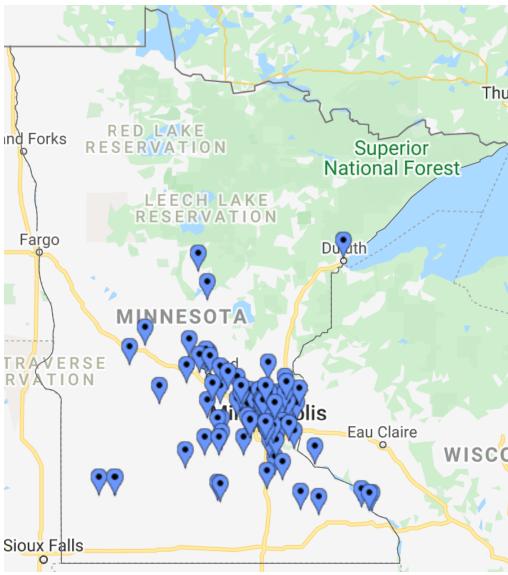
In 2020 Energy Smart helped 362 businesses in Minnesota conserve energy. We offered the technical support that informs and motivates clients to proceed with upgrades. We also addressed financial barriers and helped organizations secure the utility rebates for which their projects qualified.

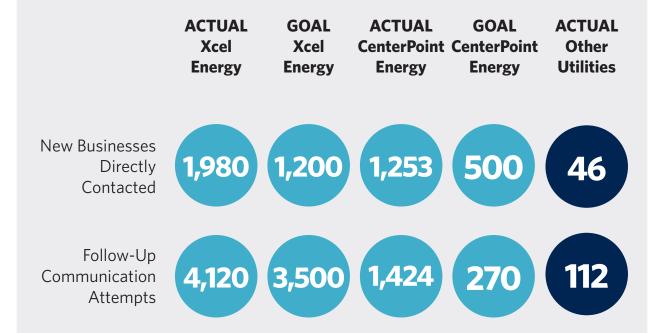
A total of 1,109 services were provided to businesses located across 97 cities throughout the state. Minnesota Chamber of Commerce members continued to

receive services regardless of their service area.

Albertville	10	Hamburg 1	
Andover	1	Hanover 20	
Annandale	16	Hastings 3	
Arden Hills	6	Holdingford 6	
Balaton	14	Hopkins 2	
Becker	3	Hugo 5	
Big Lake	6	Inver Grove Heights 3	
Blaine	7	Isanti 1	
Bloomington	9	Jenkins 3	
Brainerd	5	Jordan 9	
Brooklyn Center	3	Lakeville 20	
Brooklyn Park	15	Lester Prairie 11	
Burnsville	2	Lino Lakes 1	
Champlin	3	Little Canada 3	
Chanhassen	8	Mahtomedi 1	
Clear Lake	5	Mankato 4	
Cokato	2	Mantorville 1	
Columbia Heights	2	Maple Grove 54	
Coon Rapids	18	Maple Lake 2	
Cottage Grove	1	Maplewood 5	
Crystal	6	Marine on Saint Croix 2	
Dennison	1	Medina 6	
Duluth	4	Mendota Heights 7	
Eagan	1	Minneapolis 256	
Edina	12	Minnetonka 12	
Excelsior	14	New Brighton 2	
Faribault	8	New Germany 6	
Farmington	1	New Hope 9	
Forest Lake	2	North Mankato 1	
Fridley	14	Northfield 4	
Gibbon	1	Osakis 15	
Glenwood	3	Osseo 33	
Goodview	5	Plymouth 4	
Green Isle	1	Red Wing 5	

Richfield	6
Richmond	2
Robbinsdale	4
Rochester	2
Rockford	6
Rogers	79
Rollingstone	3
Roseville	19
Saint Anthony	4
Saint Cloud	34
Saint Joseph	9
Saint Michael	1.
Saint Paul	86
Sartell	-
Sauk Rapids	9
South Saint Paul	-
Spicer	9
Spring Lake Park	
St Louis Park	
Stillwater	19
Tracy	1
Vadnais Heights	(
Waite Park	(
West Saint Paul	4
White Bear Lake	7
White Bear Township	
Winona	1
Woodbury	14
Wyoming	





OUTREACH RESULTS

Energy Smart made new contacts with 2,014 businesses in 2020 an increase from our 2019 contacts. The creation of our newsletter in March 2020 was part of the reason we saw an increase. Every business that we have assisted, past and present, was contacted and offered support in any way we could. Energy Smart continued its strong partnership with the Xcel Energy Business Solution Centers (BSC) in Wisconsin and Colorado, handling 33 referrals from the BSC and visiting all businesses referred. This was a decrease from previous years, likely due to the effects of the pandemic. Energy Smart also saw a decrease in our site visits with Partners in Energy and the City of Minneapolis Energy Technical Assistance Program (ETAP) as both programs were put on hold due to the pandemic. We anticipate continuing those relationships as we work through 2021.

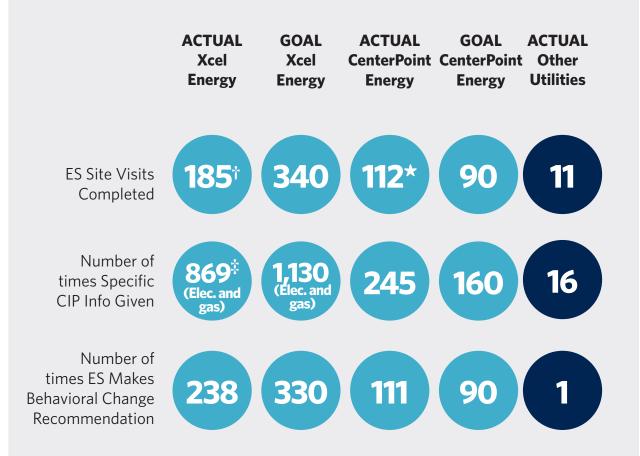
At the start of 2020, we used a call center to assist in scheduling site visits, as we have done in previous years, but stopped once we began working remotely. As a result of the calling campaign, we conducted 40 site visits and completed 10 upgrades. With businesses struggling with impacts from COVID-19 and social unrest, we felt it was more meaningful to conduct outreach ourselves and engage with businesses directly. This allowed us to collaborate more with local business organizations, contractors, the Minnesota Chamber of Commerce, and our partner program Waste Wise. As a result of these partnerships, we conducted 85 site visits and accomplished 63 upgrades.

SERVICE RESULTS

In 2020, Energy Smart staff conducted 192 site visits, eight of which were virutal site assessments. The program fell short of the Xcel Energy and CenterPoint Energy site visit goal. This was again due to COVID-19 shutting down businesses for much of 2020. For businesses that were able to remain open and host Energy Smart visits in-person or virtually, our staff continued the strategy of identifying all opportunities for energy efficiency upgrades. We also continued the process of providing written reports outlining our recommended energy efficiency improvements based on the businesses needs and priorities. On average, Energy Smart staff recommended between one and three energy efficiency improvements per business. Site visit follow-up also continued in an effort to keep businesses engaged and encourage implementation.

Energy Smart's data show that, on average, three CIP services were provided to each business visited. The top five service areas in 2020 were HVAC and refrigeration (HVAC-R), lighting rebates, Saver's Switch, food service, and compressed air improvements. Staff also referred 7 businesses to CEE's commercial programs, 26 businesses to Xcel Energy's Turn Key program* and 6 business to the CenterPoint Energy's Natural Gas Energy Analysis program.

(*Businesses referred to the program, not completed audits)



† Of the 185 Xcel Energy visits, 7 were conducted virtually at the request of the customer due to social distancing concerns.

*Of the 112 CenterPoint Energy visits, 4 were conducted virtually at the request of the customer due to social distancing concerns. 108 were also Xcel Energy electric customers, and two were served by an electric utility not under contract with Energy Smart.

‡ Of the 869 times that specific CIP information was given on Xcel Energy visits, 783 were related to electric and 86 were natrual gas.

ACTUAL GOAL ACTUAL GOAL ACTUAL Xcel Xcel **CenterPoint CenterPoint** Other **Utilities Energy Energy Energy Energy** Electric Upgrades Completed Natural Gas Audits Completed Natural Gas 23 20 **Upgrades** Completed

UPGRADE RESULTS

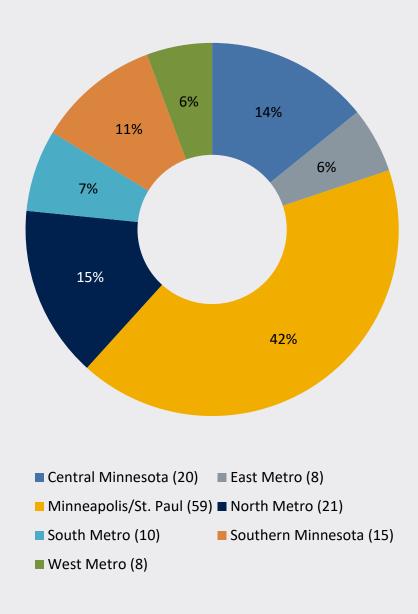
For the sixth year in a row, Energy Smart facilitated more than 100 upgrades. Energy Smart staff verified that 141 rebate-approved energy upgrades were completed. Thirty-four of the confirmed upgrades were natural gas and 107 were electric. These upgrades yielded estimated energy reductions totaling 2,767,028 kWh, 5,221 dekatherms, and produced Year 1 estimated energy cost savings totaling \$244,780. In 2020, Xcel Energy and CenterPoint Energy where able to verify 100% of claimed upgrades. Energy Smart records also indicate that 50 of the upgrades were administered through the CEE One-Stop program.

The top three technology types for upgrades were lighting (71), HVAC and refrigeration (49), fourteen of which were CenterPoint Energy natural gas upgrades, with the rest being Xcel Energy, and food service (10) five each for CenterPoint Energy and Xcel Energy.

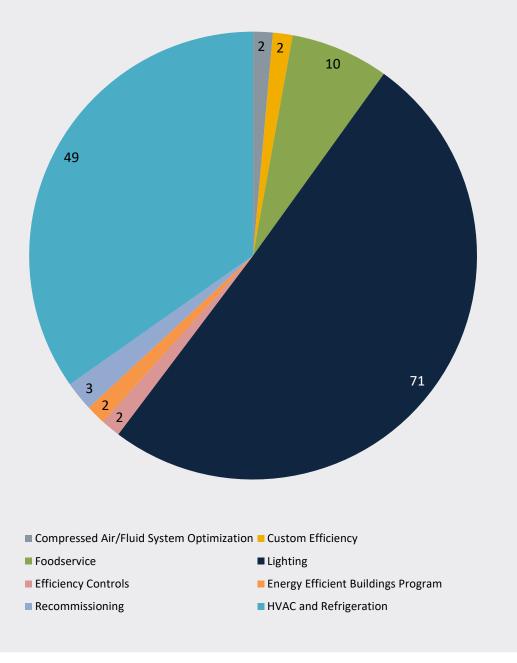
UPGRADE RESULTS

Energy Smart closely tracks the communities where upgrades take place. The three regions with the highest level of upgrades include (1) Minneapolis/St. Paul (2) North Metro, and (3) Central Minnesota. Much of the results in Minneapolis/St. Paul are directly related to our work in Minneapolis with Lake Street Council, and we also achieved results through our continued partnership with the City of Minneapolis and the Minneapolis Green Cost Share. In Greater Minnesota, we saw an increase in our upgrade percentages over the previous year, now up to 23%. We continue to work towards our goal where 40% of our upgrade totals will come from Greater Minnesota by 2023.

Energy Smart Upgrades by Region



Upgrades by Type



UPGRADE RESULTS

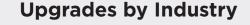
Energy Smart facilitated 141 verified upgrades in 2020. While the majority of upgrades were lighting(50%) and we continued to meet our upgrade goals for Xcel Energy and CenterPoint Energy, lighting projects made up a smaller percentage of total upgrades compared to 2019. This highlights the expansion of Energy Smart's scope of work and ability to assist businesses with all of their energy efficiency needs. HVAC and refrigeration was a step behind lighting, making up 35% of total upgrades and food service was 7% of total upgrades.

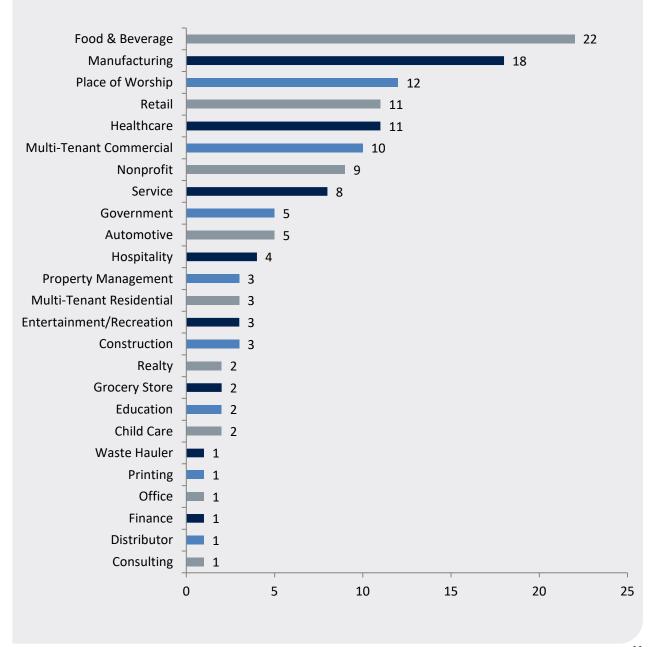
In 2020, Energy Smart staff continued to take great care in confirming utility rebates and energy savings. For the third consecutive year, Xcel Energy and CenterPoint Energy verified 100% of rebated projects that Energy Smart reported having been involved.

UPGRADE RESULTS

In 2020, Energy Smart facilitated upgrades for 25 different types of industries. The top industries were food and beverage (28 upgrades), place of worship (12 upgrades), manufacturing (12 upgrades) and health care (11 upgrades).

The site-visit-to-upgrade conversion rates differed between industries. Healthcare yielded the highest conversion rate at 92% followed closes by other industries seeing some of the largest impacts from COVID: service area (89%), hospitality (80%), entertainment (75%), and food and beverage (74%) This was a key focus area for Energy Smart to assist these industries as they struggled through the ramifications of COVID. This also show Managed properties including Multi-Tenant Commercial/Residential (commercial spaces only) had conversion rates between 60 – 62%. The ability to work directly with property managers and decision makers in these industries facilitated communication and implementation on projects.







MARKETING

Marketing in 2020 has been a challenge with so many businesses struggling with social unrest and the pandemic. While Energy Smart continued to utilize our traditional marketing outlets, we also focused more of our time on doing direct one-on-one outreach to businesses. This allowed us to work with the businesses that were directly impacted by these events. We continued to promote Energy Smart through our partner program Waste Wise. We believe this will be one of our most reliable sources for quality leads moving forward in addition to our connections with business associations and local chambers.

The Minnesota Chamber of Commerce continues to feature Energy Smart through its daily, weekly, and monthly promotional materials that are sent out to all 11,000 Chamber member contacts. In 2021, Energy Smart is working to expand our model of working with businesses organizations, replicating the success of our work with Lake Street Council. This model will be used to conduct outreach in Greater Minnesota, a focus of our new Triannual.

CITY OF BALATON



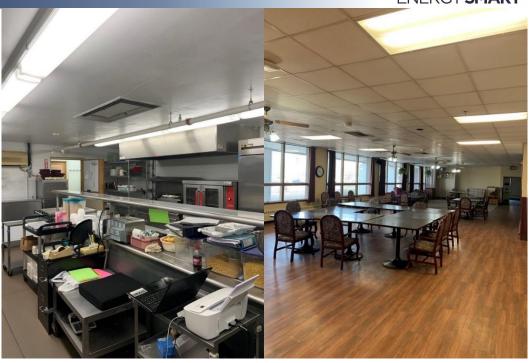
Small town finds big energy savings, grants, and rebates in Southwest Minnesota.

In Summer of 2020, Executive Director of the Balaton Economic Authority Lisa Graphenteen, reached out to Energy Smart interested in energy assessments for two of the City's buildings. One of the buildings was converted from a nursing home to a multi-tenant commercial space and with the City planning to lease more building space to businesses, Lisa needed assistance with energy efficiency upgrades that would help curb utility costs.

Working with Energy Smart, Lisa prioritized the building's lighting first and made future plans to update the aging boiler system. With the help of Xcel Energy rebates administered by Center for Energy and Environment's One-Stop Efficiency Shop and grant dollars from Energy Smart's Business Energy Efficiency Grant program, the City was able to replace the old fluorescent lighting. The City is now focused on finding deeper savings through HVAC upgrades in the new calendar year.

"Staff at Energy Smart and the Center for Energy and Environment were extremely helpful in walking us through the entire process and creating a valuable, easy-to-read energy report," said Graphenteen. "The report provided information that guided our decision making on energy improvements both in the short term and long term."

In total, the City of Balaton utilized \$5,050.33 in Xcel Energy rebates, \$992.83 in grant dollars from Energy Smart, \$3,750 in Clean Energy Resource Team (CERT) funding, and EDA funding of \$362.02. The City expects to save 40,701 kWh and \$4,800 annually with the new lighting upgrade.



HIGHLIGHTS

- 40,701 kWh saved annually
- \$4,800 in first year cost savings
- \$10,155.18 in grants and rebates
- 28 metric tons in avoided CO₂ emissions*

*Estimates of avoided CO2 emissions are calculated using the <u>EPA's Greenhouse Gas</u> Equivalencies Calculator

CORD-SETS INC.

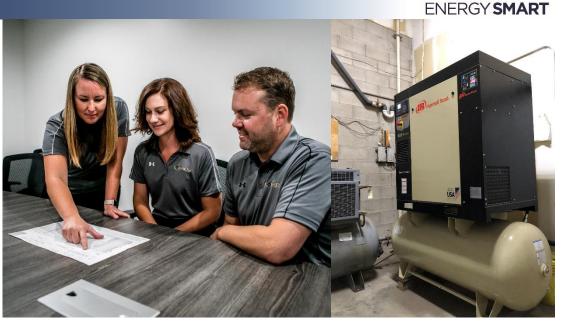
Minnesota Chamber of Commerce

Minneapolis-based company unlocks significant incentives and manufactures huge energy saving overhauls.

After completing a site assessment with Energy Smart in 2018, Cord-Sets Inc. – a Minneapolis manufacturer specializing in, you guessed it – (electrical) cords! – followed through on Energy Smart's recommendations to look at low cost energy saving projects for its 35,000 square foot facility and secured pre-approval for an Xcel Energy rebate funding a compressed air study.

Since implementation of larger capital investments were going to require larger capital incentives, Energy Smart suggested Cord-Sets explore a deeper evaluation of cost-savings opportunities for process equipment, including CenterPoint Energy's Natural Gas Energy Analysis and Xcel Energy's Commercial Streamlined Assessment (CSA). The CSA unlocked a 40% bonus rebate for the next 12 months on all implemented measures identified during the audit. This level of funding helped buy down the up-front capital expense of equipment and subsequently, Cord-Sets rapidly invested in upgrades to its process efficiency including a new injection molder, process chiller and two 15-ton roof top units with added economizers.

"Energy Smart was instrumental in navigating rebate programs offered by both CenterPoint Energy and Xcel Energy. Their staff provided continued assistance to meet rebate specifications and deadlines for grant funding. Having a partner like Energy Smart to carry action items across the finish line is a huge help when juggling the day-to-day operations of the business." — Cord-Sets President Matt Coey



- **152,378** kWh saved annually
- 37.03 kW in demand reduction
- \$5,720.60 in first year cost savings
- \$46,137.65 in grants and rebates
- 108 metric tons in avoided CO₂ emissions*

^{*}Estimates of avoided CO2 emissions are calculated using the <u>EPA's Greenhouse Gas Equivalencies</u> Calculator

FOCUS ARTS



ENERGY **SMART**

FOCI MCGA (Minnesota Center for Glass Arts) and Redesign focus on energy efficiency.

In 2020, nonprofit art center FOCI MCGA (the only public glass center in the Midwest with a full curriculum) relocated to the new Focus Arts Building managed by Seward Redesign, another nonprofit dedicated to improving the Seward and Greater Longfellow neighborhoods of south Minneapolis. Redesign's most ambitious and successful initiative to date is a 3.5 acre transit-oriented development focused on racial and environmental justice and now serves as FOCI MCGA's new home.

Together, the two organizations received over \$55,000 in grant funding from the Minneapolis Green Cost Share and Energy Smart Business Energy Efficiency Grant program to invest in efficiency improvements for HVAC, lighting, and a custom glass furnace. Nearly 90,000 kWh, 22 kW in demand reduction, 265 Dth (dekatherms – natural gas savings), and over \$13,000 in first year cost savings are expected as a result of the efficiency measures.

"We wouldn't have been able to upgrade the glass furnace without the Green Cost Share and Energy Smart grant. The HVAC cost alone was nearly prohibitive. The grant funds made the conversation with the board realistic."

Kelly Nezworksi, FOCI MCGA Executive Director

"Energy Smart made the upgrades possible. Energy Smart is helpful and makes things so easy. It's a big deal."

- Renee Spillum, Senior Project Manager at Redesign



- 89,272 kWh saved annually
- 22 kW in demand reduction
- 265 Dth saved annually
- \$13,195 in first year cost savings
- \$55,394 in grants awarded
- **74** metric tons in avoided CO₂ emissions

^{*}Estimates of avoided CO2 emissions are calculated using the <u>EPA's Greenhouse Gas Equivalencies</u> Calculator

MECO7 & THE VALLEY TROLL



Local home goods store in Glenwood gets 'smart' with lighting, heating, and cooling.

Karina Mork owns and operates MECO7 & The Valley Troll, a local home goods store in Glenwood, Minnesota. In 2019, Karina worked with Energy Smart to learn how she could make her leased downtown store more energy efficient. However, finding that her business needed more room to grow, she relocated the store a couple miles north to a building in need of energy updates. That fall, Energy Smart helped Karina convert the new location's lighting over to LEDs. Seeing the benefits of Energy Smart and its grant program, Karina also decided to upgrade the furnaces and air conditioning units to further reduce her energy footprint and energy bills.

"Working with the Energy Smart program made things easier for us as we worked on updating our building. They assisted in helping us with the right paperwork, visited the property to offer suggestions, and were available to answer questions along the way."

Overall, Energy Smart helped Karina and MECO7 capture \$800 in rebate dollars from Xcel Energy, \$1,200 from CenterPoint Energy, and \$2,112 in grant dollars from Energy Smart's Business Energy Efficiency Grant program. MECO7 anticipates cost savings of \$1,300 a year and annual energy savings of 9,926 kWh and 49 dekatherms of natural gas.

- 9.926 kWh saved annually
- **2.52** kW saved
- **49** dekatherms of natural gas saved annually
- \$1,114 in first year cost savings
- \$1,319 in grants and rebates
- **9.6** metric tons in avoided CO₂ emissions







^{*}Estimates of avoided CO2 emissions are calculated using the EPA's Greenhouse Gas Equivalencies Calculator

PENTAIR FILTRATION SOLUTIONS



Pentair shines a new light on the intersection of environmental health, safety, and energy efficiency.

In the Fall 2018, Environmental Health and Safety Specialist Brett Harker had ambitious plans to optimize Pentair's manufacturing facility. Brett had learned about Energy Smart after finding success with Energy Smart's partner program Waste Wise which helped Brett achieve waste reduction goals. With newfound success on these initiatives, partnering with Energy Smart was a logical next step. "Pentair's priority goal was to upgrade the existing lighting to LED throughout the facility for the reasons of: increased visibility and safety on the manufacturing floor, reduced maintenance expenses for bulb and ballast replacement and of course, energy cost savings", said Harker.

While on-site, Energy Smart identified additional energy conservation opportunities for deeper savings and accompanying utility programs that offered serious incentives. Working with Pentair's Xcel Energy account manager, Energy Smart secured pre-approval for a rebate that would fully fund a compressed air study and recommended Pentair invest in Xcel's Commercial Streamlined Assessment. The latter fast-tracked improvements by providing a 30% bonus rebate for all identified efficiency measures installed within 12 months of the audit, including supply side components identified during the compressed air study as well as lighting upgrades.

"Upon completing the upgrades to lighting and compressed air system, our finance department identified cost savings and we were able to provide a holiday celebration to the staff, after the last year, it was greatly appreciated by all!" — Brett Harker, Pentair Environmental Health and Safety Specialist



- 259,533 kWh saved annually
- 45.65 kW in demand reduction
- \$15,766.46 in first year cost savings
- \$23,847.60 in grants and rebates
- 185 metric tons in avoided CO₂ emissions

^{*}Estimates of avoided CO2 emissions are calculated using the $\underline{\textit{EPA's Greenhouse Gas}}$ $\underline{\textit{Equivalencies Calculator}}$

BUDGET

The Energy Smart budget for 2020 is displayed on this page. The program completed the year on budget.

Below are several notes related to the budget, including:

- (1) Delivery of Energy Smart outreach and program services.
- (2) Fee retained by utility for administration costs associated with the Energy Smart program.
- (3) Expenses associated with continuous evaluation of Energy Smart program.
- (4) Delivery of marketing and public relations efforts promoting CIP and energy efficiency to businesses.



ENERGY SMART STAFF

Robert Friend Executive Director

Chris RustadProgram Manager

Patrick Deal Senior Energy Efficiency Specialist

Kevin Zickert Senior Energy Efficiency Specialist

Michael Atkinson Energy Efficiency Specialist

PROGRAM FUNDERS







CONCLUSION

As we look back at 2020, I am very proud of the work Energy Smart has accomplished supporting businesses as they rebuild and recover from the events of the past year. As we move into 2021, we recognize there is still plenty of work to be done and will continue to serve businesses by combining our proven model for success with some of the new and flexible strategies we learned over the course of the year.

With our expertise in commercial energy efficiency and our thorough understanding of utility offerings, we are able to guide businesses of all sizes to the most effective and impactful energy solutions. We will continue to offer recommendations and services tailored to each business and providing them with the resources, data, advice, and encouragement they need to achieve their goals. We will continue to extend to businesses enhanced financial resources through the Minnesota Chamber of Commerce's Business Energy Efficiency grant program as way of to help offset capital costs they need to bring projects to fruition. We are proud of this commitment and to contribute a modicum of financial support a business' efforts to improve energy efficiency.

We look forward to a new year and doing all we can to assist the business community in achieving its energy goals It is gratifying to serve so many businesses, collaborate with a growing number of partners and programs, and build an increasingly energy efficient and resilient economy in Minnesota.

2020 Energy Smart Program Summary -- Xcel Energy & CenterPoint Energy

	Xcel Energy-	Xcel Energy-	Xcel Energy-	Xcel Energy-	Xcel Energy-	Xcel Energy-			Xcel/CPE
	elc	elc	gas	gas	gen	gen	CenterPoint	CenterPoint	overlap
	goal	actual	goal	actual	goal	actual	goal	actual	n/a
Program Delivery					\$377,688	\$377,688	\$70,000	\$70,000	n/a
Utility Administration					\$21,062	\$21,062	\$875	\$875	n/a
Eval, Labor & Expenses					\$0	\$0	\$0	\$0	n/a
Ad & Promotion					\$22,500	\$22,500	\$2,200	\$2,200	n/a
Incentives					\$0	\$0	\$0	\$0	n/a
Other					\$0	\$0	\$0	\$0	n/a
Total Budget	\$402,750	402,750	\$18,500	\$18,500	\$421,250	\$421,250	\$73,075	\$73,075	n/a
Attributed Energy Savings									
(kWh/Dth)		2,681,157		1,939				3,282	n/a
Contacted					1,200	1,980	500	1,253	1,229
Follow-up					3,500	4,120	270	1,424	531
Site Visits					340	185	90	112	108
Info Given	980	783	150	86	1,130	869	160	245	13
Behavioral Recs					330	238	90	111	106
Upgrades	85	104	5	11			23	20	0
Audits		11*		3					0

* 4 CEE One-Stop Lighting, 7 Turn Key audits

	2020		
	Extension	Utility	EnergySmart
	Decision	Status Rpt	Status Rpt
Xcel Energy-elc	\$402,750	\$397,091	\$402,750
Xcel Energy-gas	\$18,500	\$18,662	\$18,500
Xcel Energy-total	\$421,250	\$415,753	\$421,250
		1% under	
CenterPoint Energy	\$73,075	budget	\$73,075



Minnesota Chamber of Commerce

ENERGY SMART

This report was submitted by the Minnesota Waste Wise Foundation on May 3, 2021.

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