



SHAKOPEE REQUEST FOR QUALIFICATIONS RESPONSE

CONTENTS

Company Background	2
Xcel Energy – Vision, Mission and Values.....	3
Strategic Priorities.....	3
1. Lead the Clean Energy Transition.....	4
2. Enhance the Customer Experience	5
3. Keep Customer Bills Low	9
Professional experience.....	11
Qualifications of staffing.....	11
Organization, size, structure, and financial strength	11
Resources available in the region to assist in emergencies like weather situations	12
Identification of municipalities or other public agencies that the firm has provided similar services to	13
Compensation structure.....	14
Appendix A: Energy Efficiency Programs	
Appendix B: Renewable Energy Programs	
Appendix C: Economic Development Programs	
Appendix D: Partners In Energy	
Appendix E: Awards and Recognition	
Appendix F: Communities Served	

September 17, 2020

Mr. Michael Kerski
Director of Planning & Development
City of Shakopee
485 Gorman Street
Shakopee, MN 55379

Dear Mr. Kerski:

Xcel Energy is pleased to submit this document as a response to the Request for Qualifications (RFQ) released by the City of Shakopee dated Sept. 1, 2020 seeking statements of qualifications from public electric companies to assist City staff with electric system operations.

For nearly 50 years, Xcel Energy has been proud to serve electric customers in the City of Shakopee such as Rahr Corporation, Anchor Glass, CertainTeed and Valleyfair. And with more than 110 years of experience and expertise serving customers across the State of Minnesota, we are very excited for the opportunity to partner with the City of Shakopee. We have confidence that our collaboration will yield exceptional results for residents, constituents and customers, with shared goals centered on reliability, affordability and transparency.

As the state's largest electric company, Xcel Energy serves more than 1.3 million electric customers in 426 communities and 55 counties across Minnesota. We are proud of our deep strengths in many areas including energy operations, storm restoration, engineering, construction, long-range planning, capital programming, staffing, rate analysis and development, infrastructure management, energy efficiency, economic development, renewable energy, regulatory management, emergency response, cybersecurity, community relations and customer service.

In addition to our current role of energy provider and partner with the City of Shakopee, it is important to note the other ways Xcel Energy makes a meaningful impact in the city in the areas of economic impact, community stewardship, volunteering and philanthropy. Last year, Xcel Energy spent more than \$785 million in purchasing goods and services in Minnesota, with \$1.9 million spent with suppliers in Shakopee. In addition, the Xcel Energy Foundation invests in the communities we serve every year, including more than \$1.8 million in grants to Minnesota nonprofit organizations in 2019.

This is a transformative time in the energy industry, and we are proud to be leading the clean energy transition with a steadfast focus on affordability for our customers. Our proven track record includes a robust portfolio of award-winning energy efficiency products and services and nearly 15 years as one of the nation's top wind energy providers.

In addition, Xcel Energy recently became the first electric company in the U.S. to announce a 100% carbon-free electricity vision by 2050. This was an industry-changing step that catalyzed numerous other U.S. energy companies to follow our lead and announce similar goals. We firmly believe that through innovation, leadership and partnerships we can achieve this goal while keeping energy prices affordable and maintaining the safety and reliability our customers depend on. Together with the City of Shakopee, we can build the future.

Once again, Xcel Energy appreciates this opportunity to respond to your Request for Qualifications. We look forward to further discussions with you and your team.

Sincerely,



John Marshall
Xcel Energy – Director of Community Relations MN, ND & SD

COMPANY BACKGROUND

Xcel Energy is a Fortune 300 U.S. electric and natural gas company that has served the State of Minnesota for more than 110 years and customers in the City of Shakopee for over 40 years. Headquartered in Minneapolis, Xcel Energy operates in eight states and provides a comprehensive portfolio of energy-related products and services to 3.7 million electricity customers and 2.1 million natural gas customers.

Xcel Energy serves approximately 150 customers in Shakopee that are mostly large commercial and industrial customers including Rahr Malting, Anchor Glass, CertainTeed and Valleyfair, to name just a few. We also provide natural gas service to parts of Shakopee. With respect to power plants, we own and operate the Blue Lake Generating Facility in Shakopee which generates roughly 560 MWs peak. We recently leased 30 acres of land on our plant property to the city at no cost, to support the development of a new mountain bike park, which will be an exciting amenity for the community. We also own and operate two substations and significant transmission infrastructure in the city of Shakopee and pay about \$147,000 in property taxes to the city each year.

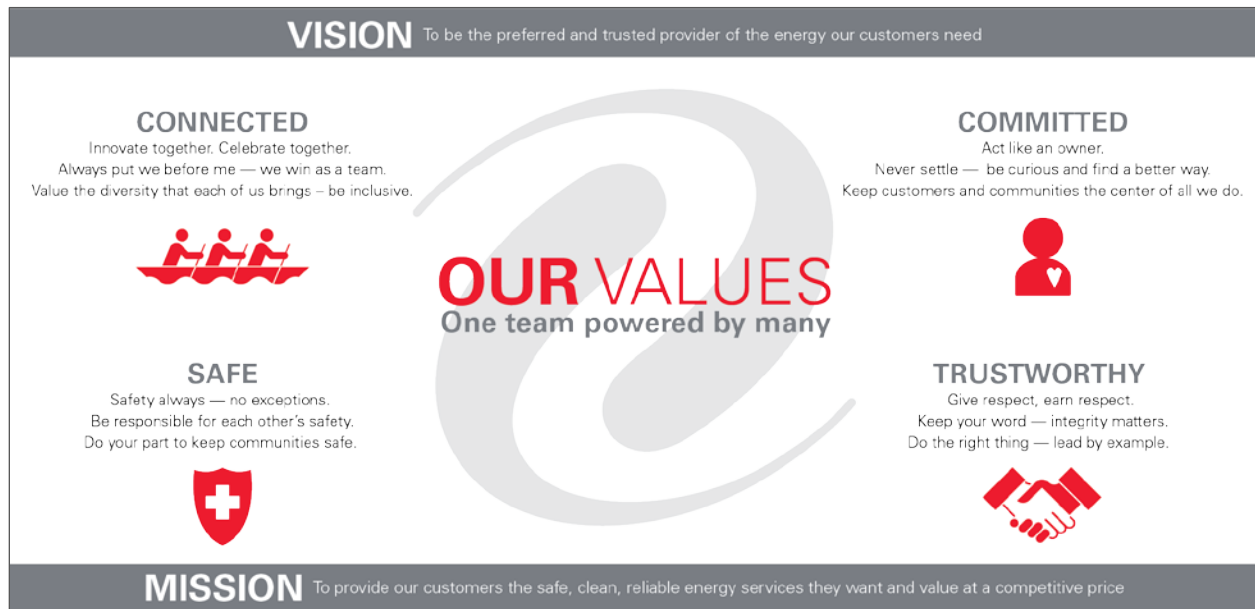
Xcel Energy is regulated by the Minnesota Public Utilities Commission (MPUC) in the area of retail rates, services, disposition of assets, mergers, etc. The MPUC also reviews and approves integrated resource plans for meeting future energy needs, and it certifies the need and siting for generating plants greater than 50 MW and transmission lines greater than 100 KV in Minnesota. We are regulated by numerous other regulatory bodies including the Federal Energy Regulatory Commission (FERC), Midwest Independent System Operator (MISO), Minnesota Pollution Control Agency (MPCA), Minnesota Department of Natural Resources (DNR), the Environmental Protection Agency, (EPA) and the Nuclear Regulatory Agency (NRAC), to name just a few. We understand what it means to be regulated and fully transparent and have experienced staff in all parts of the company whose responsibility is to ensure compliance with all applicable laws, rules and regulations.

XCEL ENERGY – VISION, MISSION AND VALUES

Our *vision* is to be the preferred and trusted provider of the energy our customers need.

Our *mission* is to provide our customers the safe, clean, reliable energy services they want value at a competitive price.

Our *values* reflect our core beliefs – who we are, how we conduct our business and the importance of our customers. They guide us in our work and in our interactions with each other. A summary of our vision, mission and values can be found below.



STRATEGIC PRIORITIES

Xcel Energy has three strategic corporate priorities that drive our company. They include:

1. Lead the Clean Energy Transition
2. Enhance the Customer Experience
3. Keep Customer Bills Low

1. LEAD THE CLEAN ENERGY TRANSITION

In late 2018, Xcel Energy became the first energy company in the nation to announce a bold vision to produce 100% of its electricity from carbon-free sources by 2050. Since making this industry-leading announcement, numerous other utilities across the country have declared similar goals, indicating growing industry and customer interest in driving toward a carbon-free future.

For more than a decade, Xcel Energy has pursued a successful strategy to cost-effectively transition to clean energy, and we are proud that we have already achieved a 44% reduction in carbon emissions compared to 2005 levels. We have made great progress toward our interim goal of reducing carbon emissions 80% by 2030. We're halfway to target and expect to achieve that goal through the early retirement of coal plants, adding more wind and solar, extending the license of our carbon-free Monticello Nuclear Generating Station, using natural gas to ensure system stability and reliability and by expanding energy efficiency programs.

We have dedicated staff with extensive energy modeling experience that evaluates our existing infrastructure and develops short- and long-range electric strategic plans for our system. Most recently, these teams worked to develop our proposed [Upper Midwest Energy Plan](#), which is our roadmap to significant carbon reductions over the next decade.

When these plans are approved by regulators, Xcel Energy will build or contract to build infrastructure identified in the plan. As a professional energy company operating for more than a century, Xcel Energy has a seasoned engineering team with experience in analyzing, planning, and building infrastructure. We are constantly evaluating our infrastructure to determine system needs, such as new power plants, substations and transmission and distribution facilities. We have built numerous Minnesota power plants (Blue Lake, Black Dog, High Bridge, Riverside, Alan S. King, Sherco and more) and other infrastructure projects such as the construction of new wind farms, transmission lines or rebuilding existing transmission. We have experience in constructing new substations (e.g. Pomeroy Lake Substation, First Lake Substation) in addition to experience in all other utility infrastructure. In addition, we own and operate thousands of miles of above ground and underground distribution lines. We continually invest in our infrastructure to ensure that we deliver the most reliable and efficient energy to our customers in our eight-state region. We monitor our grid 24 hours a day, seven days a week to ensure consistent reliability and the ability to immediately react should any issues arise.

2. ENHANCE THE CUSTOMER EXPERIENCE

Our second strategic priority is enhancing the customer experience. Every day, customers and communities are expecting more from their energy companies. That includes new products and services, mobile and online tools, information about energy sources, electric vehicles and more. An innovative spirit drives our approach to transforming the customer experience. We strive each day to be the preferred energy provider for our customers. We have kicked off plans to transform the customer experience and have completed foundational work in several areas. We are empowering customers by providing choices that meet their evolving needs and interests and make it easy to do business with us. Below are just a few examples of how we are working to enhance the customer experience.

Mobile Applications

We have a mobile application customers can use to manage their accounts, report outages and monitor their monthly energy use. Customers can also report outages and sign up for notifications on their outage status via phone, email or text message. We have real-time outage maps online that allow customers to track outages in their area. More than 625,000 customers have downloaded our mobile application by the end of 2019. We are committed to continuous improvement of the customer experience through the internet and phone applications.

Energy Efficiency

Xcel Energy boasts a comprehensive portfolio of energy efficiency programs to help our business and residential customers save energy and money. We have been recognized as having one of the largest and most effective program offerings in the country. Five of our energy efficiency programs are recognized as being among the country's best by the American Council for an Energy-Efficiency Economy (ACEEE). We are continually evaluating the effectiveness of our existing programs and are constantly developing new programs to offer our customers. Our experience in this area would allow us to review and assess possible additional programs that the municipal utility could offer its customers. A summary of our energy efficiency programs can be found in Appendix A.

Renewable Programs for Customers

Customers' energy expectations continue to evolve, and Xcel Energy is committed to providing the options and solutions they want and value. We continue to expand our renewable energy production and offerings, and further develop and promote demand side management and conservation programs. We currently offer Renewable Connect and Windsource, which allow customers to support renewables without needing to add expensive on-site equipment. Windsource is one of the largest voluntary renewable

energy programs in the country. We also offer many other solar programs that allow customers whose facilities can support on-site solar to participate in renewable generation. More than 200,000 customers participated in renewable programs in 2019. A summary of our renewable programs available to customers can be found in Appendix B.

Advanced Grid Intelligence & Security Initiative

Xcel Energy's Advanced Grid Intelligence and Security Initiative is among the most transformative undertakings in our company. The Advanced Grid is an extensive, multi-year project to enhance the electric power grid with a series of new capabilities that will improve outage restoration, provide customers real-time data to better manage their energy use and give employees new tools to more effectively work with customers and efficiently manage and protect the grid.

Foundational work to transform the grid is underway in Colorado and Minnesota. Early learnings from Colorado were used to develop a proposal that is currently under review by the Minnesota Public Utilities Commission. Colorado customers began to see benefits from Advanced Grid with the installation of the Advanced Distribution Management System in 2020.

Advanced Grid communications technology will greatly minimize the number of consumers affected by an outage by utilizing automatic restoration technology. The smaller number of customers who lose power should expect faster restoration times as the Advanced Grid will better isolate the issue so our employees can start and complete repairs sooner. Employees will utilize new tools to help them balance the system and more efficiently distribute power. One new technology, called Integrated Volt Var Optimization, will help reduce energy consumption from the first customer adjacent to a substation to the last customer at the end of the line, saving customers money. The Advanced Grid system is designed to integrate several layers of cyber protection to ensure reliability and protect customer data.

Smart Meter Infrastructure

A key component of the Advanced Grid Initiative is the implementation of smart electric meters. These systems are made up of state-of-the-art hardware and software that measure customers' energy usage at regular intervals, providing them with better data on their energy consumption. As part of building an Advanced Grid, Xcel Energy will replace current electric meters with smart meters. By providing two-way communications, these meters will allow Xcel Energy to control our electric distribution systems more efficiently, improve service reliability and offer customers more options for managing their electric use. Find a summary of the benefits of smart meters [here](#).

Flex Pricing Pilot

Related to our Advanced Grid initiative, we will be launching a Flex Pricing Pilot in Minnesota this year. Participants in the pilot have had smart meters installed, which will give participants a new way to save on their energy bill. With Flex Pricing, electricity prices vary depending on the time of day. That means customers' bills will depend on how much electricity they use and also on when they use it. The pilot aims to benefit all customers, and it will inform future electricity pricing in Minnesota. Shifting energy use to off-peak hours helps us better manage our energy grid, reduce fossil fuel use, and use more renewable energy. If we avoid spikes in electricity demand, we could avoid building new power plants in the future, lowering costs for everyone.

These new smart meters developed by our strategic partner Itron — an industry leader — will leapfrog existing technology and pave the way for customers to better understand and control their energy usage and save money. Itron meters, for example, may have the ability to show customers exactly how much money they can save by running their appliances at night after peak demand has declined instead of right after supper when electricity prices are higher.

Automated Meter History

While we have some transformative initiatives planned, we have always been ahead of the curve. For example, many years ago we were among the first energy companies in Minnesota to invest in wireless meters. The company entered into an agreement with Cellnet in 1996 to automate meter reading in the Twin Cities metro area using a fixed network automated meter reading system (AMR), and we extended the contract in 2006 to include all territories in Minnesota. The meters communicate over radio frequency (RF) with Cellnet and the information is then passed to the company for billing purposes. Approximately 98% of meters in Minnesota are read by the Cellnet system (1.3 million electric and 450,000 gas meters). The Cellnet system provides a daily read of consumption for the customer to view on the MyAccount portal online, giving them more granular insight into their energy usage. It also provides a higher read rate than the previous manual meter reading, reducing estimated bills and improving customer satisfaction. The use of the automated system also provides benefits in carbon reduction, almost eliminating the need for manual meter readers to drive to the meters, and improved safety for employees.

Electric Vehicles (EVs)

As part of our clean energy leadership, we are taking big steps in the development and implementation of electric vehicle programs to increase the number of electric vehicles on the road. In August 2020, Xcel Energy announced our vision to drive toward powering 1.5 million electric vehicles across our service areas by 2030. As a result of

this vision, EVs would make up 20% of all vehicles on the road in those areas, more than 30 times the number today, helping save customers billions of dollars in fuel costs, while significantly cutting carbon emissions from transportation. [Here is a link to our EV Vision announcement.](#)

Recently, Public Utilities Fortnightly named Xcel Energy's electric vehicle program in Minnesota as the Smartest Transportation Electrification Project. The program aims to help make it easy for Minnesota customers to make the switch to driving electric. A link to [Public Utilities Fortnightly can be found here.](#)

Economic Development

We offer additional programs to partner with communities to grow jobs and capital investment. Our economic development programs focus on establishing real estate options for business attraction and expansion projects. They increase speed to market and use multiple marketing channels to promote available buildings or sites within our communities to potential customers. Buildings or sites undergo a rigorous review with Schneider Strategy Consulting LLC to verify their marketability and outline process to attract businesses and capital investment. The partnership between Xcel Energy, Schneider Consulting, developers/landowners, industry leaders and economic development organizations assures that our program follows robust and credible certification protocols. Xcel Energy will provide marketing and promotional support to certified buildings and sites on our website and marketing materials, including developing a marketing brochure. We also develop customized presentations for national site selectors and prospect proposals and promote certified building and sites at national trade shows and industry events. We have had great success with these programs. In 2020, to date, we have had 11 project wins, equating to \$490 million in capital investment and 1,735 jobs. Recent project wins include Air Gas, Up North Plastics, Birdseye Foods and Karcher North America and more. This is a service we currently offer in our service territory in Shakopee. A summary of our Economic Development programs can be found in Appendix C.

Partners In Energy – A Program for Cities, Counties & Communities

Another community program offering is Partners in Energy (PIE). This program supports communities we serve by helping them develop energy plans. Each community has its own unique energy needs and priorities, and Partners in Energy services are tailored to complement each community's vision. We help the city identify local energy priorities and then develop a path that leverages all resources available to their community. By working with residents, businesses and even their own government facilities, communities can save money, promote renewables and drive toward greenhouse gas reduction goals. We've teamed up with experts in community planning, energy

consulting and facilitation. Together, we guide communities to help form teams within the community to play a role in developing its Energy Action Plan by establishing energy objectives and strategies designed to help the community achieve its goals. The work done through Partners in Energy is all about each community's individual needs. Through Partners in Energy, we provide resources to better enable those efforts. After we work to support the development of the city's energy plan, we'll support implementation for the first 18 months. [Here are examples](#) of the support we can provide. This program was recognized by the ACEEE as one of the country's best energy efficiency programs. Please see the following links for the Partners in Energy [Summary Document](#), [Frequently Asked Questions](#) and [Information Sheet](#). An overview of the Partners in Energy services and results is shown in Appendix D.

Community Giving

We also enhance the customer experience by supporting our communities through a number of philanthropic initiatives. In 2019, our Foundation awarded \$1.8 million to 119 organizations in Minnesota. The Foundation has four focus areas including Arts and Culture, Economic Sustainability, Education and Environmental Stewardship. We provide sponsorships and donations to various organizations.

In Shakopee, we are members of the Shakopee Chamber of Commerce and have sponsored numerous events through the Chamber, including being the "Powered By" sponsor for Rhythm on the Rails in 2019 and 2020 (which has been moved to 2021 due to COVID-19). We recently participated in a groundbreaking for the Xcel Energy Mountain Bike Park that will be located on our Blue Lake Generating Facility property in addition to city property. We leased 30 acres of property at no cost to the city to support the bike park.

3. KEEP CUSTOMER BILLS LOW

Our third strategic priority is energy affordability. Keeping bills low is a top priority for both Xcel Energy and our customers and in Minnesota, the average monthly Xcel Energy residential customer electricity bill is 24% below the national average.

We are focused on the impact our operations, regulation and legislation have on customer energy bills. Our objective is to successfully make the clean energy transition while keeping customer energy bills low, at or below the rate of inflation. We have an experienced utility rate staff who has developed a large array of rate structures that our customers can take advantage of to lower their bill. [This link](#) details rate structures we can offer our customers.

Our service territories benefit from favorable conditions for renewable resources. Strong wind and high solar generation capacity factors lower the lifetime cost of these

resources. This, coupled with renewable tax credits and avoided fuel costs, enables us to invest in more renewable generation, in which the capital costs are largely or completely offset by fuel savings. We call this our “Steel for Fuel” strategy. Steel for Fuel not only expands the company’s renewable portfolio but allows delivery of carbon-free energy without raising customer bills through replacement of fossil fuel generation with fuel-free wind and solar.

Xcel Energy works hard to keep long-term expenses relatively flat without compromising reliability or safety. We accomplish this objective by continually improving processes, leveraging technology, proactively managing risk and maintaining a workforce prepared to meet the needs of our business today and tomorrow.

The RFQ calls for maintaining current rates for at least 24 months. Customers will continue to be municipal utility customers and will have the same rate structure as they currently have.

PROFESSIONAL EXPERIENCE

The Offeror should describe its experience, including history and experience of the utility or firm including the names of individuals that will be working for the city for electrical services.

Xcel Energy is well qualified to manage an electric company. The information we have included in this RFQ demonstrates the depth and breadth of industry experience and expertise. We meet and exceed in the experience required as a part of the RFQ. As mentioned below, we have not finalized the individual(s) who will be in place for the management team but will have a candidate identified at the time of negotiation if selected.

QUALIFICATIONS OF STAFFING

The Offeror should describe the qualifications of staffing to be assigned to the utility for the city.

At this time, we have not finalized the individual(s) who will be in place for the management team. At the time of negotiation, if selected, we expect to have specific information on the candidate(s) who will have several years of industry experience in a variety of capacities.

ORGANIZATION, SIZE, STRUCTURE, AND FINANCIAL STRENGTH

Xcel Energy is a major U.S. regulated electric and natural gas delivery company headquartered in Minneapolis, Minnesota (incorporated in Minnesota in 1909). The Company serves customers in eight mid-western and western states, including portions of Colorado, Michigan, Minnesota, New Mexico, North Dakota, South Dakota, Texas and Wisconsin. Xcel Energy provides a comprehensive portfolio of energy-related products and services to approximately 3.7 million electric customers and 2.1 million natural gas customers through four utility subsidiaries (i.e., NSP-Minnesota, NSP-Wisconsin, PSCo and SPS). Along with the utility subsidiaries, the transmission-only subsidiaries, WYCO (a joint venture formed with CIG to develop and lease natural gas pipelines, storage and compression facilities) and WGI (an interstate natural gas pipeline company) comprise the regulated utility operations. The Company's significant nonregulated subsidiaries are Eloigne, Capital Services and Nicollet Holdings.

Xcel Energy is a Fortune 300 Company and possesses the financial strength to manage Shakopee's electric utility. Highlights include:

- 2019 revenues of \$11.5 billion
- 2019 net income of \$1.4 billion
- 2019 assets of \$50.4 billion
- 2020 market capitalization of \$37.1 billion
- 18,730 MW of generation
- 108,238 miles of electric transmission lines
- 207,524 miles of distribution lines

In addition, we have strong investment grade credit ratings as seen in the chart below from our investor presentation:

Strong Credit Metrics*

STRONG FINANCIAL PROFILE

Plan	2020	2021	2022	2023	2024
FFO/Debt	~17%	~17%	~17%	~17%	~17%
Debt/EBITDA	4.9x	4.9x	4.8x	4.8x	4.7x
Equity Ratio	41%	41%	41%	41%	41%
Hold Co Debt/Total Debt	24%	24%	24%	24%	24%

Credit Ratings	Moody's	S&P	Fitch
Xcel Energy Unsecured	Baa1	BBB+	BBB+
NSPM Secured	Aa3	A	A+
NSPW Secured	Aa3	A	A+
PSCo Secured	A1	A	A+
SPS Secured	A3	A	A-

* Credit metrics are based on five-year capital plan and do not reflect rating agency adjustments

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Additional information on our financial strength can be found in our 2019 10-K report found [here](#). Highlights of the awards and recognition the company has received are shown in Appendix E.

RESOURCES AVAILABLE IN THE REGION TO ASSIST IN EMERGENCIES LIKE WEATHER SITUATIONS

The electric power industry has a strong track record of maintaining high levels of reliability. At times, however, hurricanes, earthquakes, storms, and other natural disasters occur that cause significant damage to the energy grid, creating widespread

power outages. Following these events, electric companies must respond safely, swiftly, and efficiently to restore service to affected customers. Utilities maintain mutual aid agreements and routinely assist each other when these disasters cause massive destruction resulting in widespread, lengthy power outages. The utility requesting aid reimburses the utility whose crews are sent to help. Utilities are reimbursed on cost only; investor owned utilities (IOUs) do not make a profit as a contract utility. Xcel Energy sends crews after assessing its own situation and ensuring it has adequate resources to respond to routine and emergency power outages in its own service territories.

There are several mutual aid regions in the United States. Xcel Energy belongs to the Midwest Mutual Assistance Group (MMAG) which draws from many investor-owned utilities in that region. Often resources are needed beyond the regional mutual assistance group to which the utility belongs. For example, Xcel Energy recently sent crews to Louisiana to help restore damage from Hurricane Laura.

Municipals typically have their own mutual aid networks. If a municipal needed resources beyond its own mutual aid assistance group, they could receive mutual assistance from the MMAG if they have an agreement in place with MMAG in advance. If we were managing the utility, we would support them, joining the MMAG for additional resources. If the municipal utility needed additional resources like trucks, construction equipment or crews and had not joined MMAG yet, Xcel Energy would be able to provide these resources as long as our customers remain whole for the costs.

IDENTIFICATION OF MUNICIPALITIES OR OTHER PUBLIC AGENCIES THAT THE FIRM HAS PROVIDED SIMILAR SERVICES TO

Xcel Energy serves 426 communities and 55 counties across MN. A listing of communities, townships and counties can be found in Appendix F.

We're strongly committed to the communities we serve and our relationship with them is of the utmost importance. In Minnesota, every community we serve is assigned a Community Relations Manager, whose primary purpose is to work closely with local governments and community leaders. Our relationship work is extensive and fundamental to all aspects of our business and operations. From negotiating franchise agreements to community-level outages communications to working on complex permitting approvals and spurring growth, everything stems from authentic and collaborative relationships. Larger communities such as Shakopee will also have an Account Manager assigned to work closely with the city. This Account Manager will work with the city to identify all energy efficiency and demand side management programs that the city could be taking advantage of.

COMPENSATION STRUCTURE

The compensation structure will be negotiated in good faith with the City, depending on the specific management team we will have in place with costs intended not to exceed historic norms. Any position(s) filled will include capable professional(s) with proven industry experience who will also be able to consult with and rely upon the expertise of the broader Xcel Energy enterprise.



Appendix A



IT PAYS TO SAVE ENERGY

GUIDE TO XCEL ENERGY REBATES,
INCENTIVES AND PROGRAMS FOR
RESIDENTIAL CUSTOMERS IN MINNESOTA

Table of Contents

Types of energy you use.....	2
Types of programs you may want	2
Step 1: Start with a Home Energy Squad visit	3
Step 2: Choose your programs	4
Programs based on your plan	5–11
Whole-house improvement.....	5
Cooling	6–7
Heating	8–9
Home efficiency.....	10
Home Lighting.....	10
Refrigerator Recycling	10
New home construction.....	11
Renewable energy	11
Income-qualified energy saving services.....	12
Billing and payment choices.....	13
Step 3: Apply for rebates	14

Save energy and money your way

If you're making home improvements, shopping for new appliances, or looking for ways to reduce your carbon footprint—you probably know that energy efficiency and renewable energy products and improvements can help lower your energy costs and carbon emissions.

We offer a number of energy efficiency and renewable energy programs and rebates to give you more choices, flexibility and control over your energy.

Three steps toward greater home efficiency:

Step 1: Start with a Home Energy Squad visit.

Step 2: Pick the programs you need and make the improvements

Step 3: Apply for the rebates.

Visit **xcelenergy.com** for detailed information.

Local, state or federal tax credits may also be available for energy-efficient home improvements. Ask your tax advisor or visit **energystar.gov**.

Types of energy you use

Before you get started, you'll need to know what type of energy we provide for use in your home. Knowing this will help you determine what programs are right for you. If you're not sure, look on your energy bill or call us at **800.895.4999**.



Electric: This symbol indicates a program designed for our electricity customers.



Natural Gas: This symbol indicates a program designed for our natural gas customers.

Types of programs you may want

We're all interested in efficiency for different reasons. From talking with customers like you, we can put those reasons into some general categories:



Cash Back: This symbol indicates a program where we give you cash back for purchasing energy-saving products.



Increase Comfort: This symbol indicates a program designed to help you increase your home's comfort.



Renewable Energy: This symbol indicates a program that uses or promotes renewable energy. And remember, in addition to using clean, renewable energy, anytime you reduce your energy use you are reducing emissions.



Approved contractor: This symbol indicates a program that requires you to use an Xcel Energy approved contractor to install the equipment or make the improvement. We have a whole list to choose from at **xcelenergy.com**.



Account Management: This symbol indicates billing, payment and account management programs.

STEP 1:

Start with a Home Energy Squad visit

Home Energy Squad

Program benefits

- Qualified professionals install energy-efficient products in your home; you pay the cost of the trip charge—we'll pick up the cost of labor to install them.

Description of eligibility



Home Energy Squad service: Cost \$70*

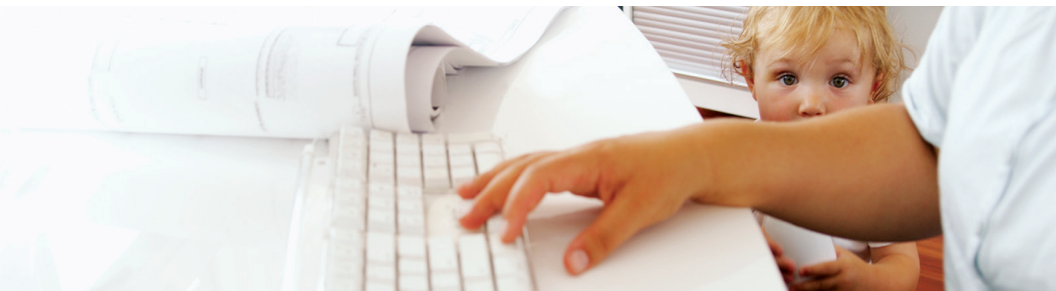
Available items include:

- LEDs
- Programmable thermostat
- Weatherstrip external doors
- High-efficiency showerheads
- Program pre-existing thermostat
- Water temperature assessment and setback
- Bathroom and kitchen faucet aerators

Home Energy Squad Enhanced service: Cost \$100* – Includes items listed above, plus a Standard Audit. (See Step 2 for more information.)

*Overall quantities of each measure will vary based on your home's needs. Additional items are available for purchase. Must be an Xcel Energy electric customer and an Xcel Energy or CenterPoint Energy natural gas customer to participate in the Home Energy Squad service.

Visit **Home Energy Squad.net** or call **866.222.4595**.



Why does Xcel Energy pay you to use less energy?

When you use less energy, we avoid building more power plants. Since 1992, our Minnesota customers have conserved enough electricity to enable us to avoid building nearly 12 power plants.



STEP 2:

Choose your programs

Home Energy Audit

A Home Energy Audit gives you a plan to improve the energy efficiency, durability and comfort of your home. You'll learn what's wrong and how to fix it. What's more, audit participants can receive additional help from our free Home Energy Advisor service.

We believe having a plan is so important, we pay up to **70% of the cost*** of this service. An auditor will come to your home to assess your home's energy usage and make recommendations to make your home more efficient. It will take about two hours and can be scheduled at a convenient time for you. Call **800.895.4999** or go online to **xcelenergy.com/HomeEnergyAudit** to get started.

*Prices include the discount.

Audit type	Description	Price
Home walkthrough – Available to all residential customers.	A whole-house visual inspection and basic energy bill analysis.	\$30
Standard audit – Available to all residential customers.	Comprehensive option includes: 1. Home walkthrough: Visible inspection and basic bill analysis. 2. Blower door test: Identifies air leaks 3. Infrared camera scan: Analyzes heating/cooling loss in the home when applicable (weather dependent).	\$60

Programs based on your plan

Whole-house improvement –

If your home needs several energy efficiency projects.

Whole Home Efficiency

Program benefits

- Whole-house improvement program which looks at your home as a system.
- Third party, post-improvement test provides peace of mind.

Description of eligibility



- Standard Audit required to begin program.
- Must have combination Xcel Energy gas and electric service.
- Includes free installation of LEDs, faucet aerators, showerheads, and water heater blankets

Choose one or both of the insulation requirements*	
Attic Insulation	30% of project cost, up to \$300
OR	
Comprehensive Wall Insulation	30% of project cost, up to \$300
Choose additional projects for a minimum of three total improvements*	
Insulation and air sealing	
Air Leakage Reduction (25-29%)	\$150
Air Leakage Reduction (30% and above)	\$200
Wall Insulation (Non-comprehensive)	30% of project cost, up to \$300
High efficiency heating	
95% AFUE Furnace	\$200
96% AFUE Furnace	\$325
97% AFUE Furnace	\$425
84% AFUE Boiler	\$125
90% AFUE Boiler	\$300
95% AFUE Boiler	\$400
EC Motor Furnace Fan (new or existing furnace)	\$125
Programmable Thermostat (install and program)	\$10
High efficiency cooling	
13.0 + SEER AC with Quality Install	\$175
15.0 + SEER; 12.5+ EER AC with Quality Install	\$375
16.0 + SEER; 13.0+ EER AC with Quality Install	\$475

Ductless mini-split heat pump (Minimum 15 SEER, 11 HSPF)	\$200
Water heating	
.67 EF Storage Gas Water Heater	\$100
.70 EF Storage Gas Water Heater	\$175
.90 EF Tankless Gas Water Heater	\$250
ENERGY STAR® appliances	
Clotheswasher	\$ 10
Refrigerator	\$ 15
Items Available for installation at the time of final inspection	
LED bulbs (up to 15)	Free
Faucet Aerators	Free
Efficient Showerheads	Free
Water Heater Blanket	Free

*Certain restrictions and criteria do apply in order to be eligible for these rebates.

Call Center for Energy and Environment (CEE) **866.222.4595**.

Individual programs

If your home only needs one or two projects try these heating and cooling programs.

Central Air Conditioning

Program benefits

- Increases energy efficiency with a new system.
- Maximizes energy savings by focusing on proper installation practices.

Description of eligibility



- Only participating contractors are eligible to offer cooling system rebates. In order to qualify for a rebate, you must select a contractor from the list of participating contractors at xcelenergy.com/ContractorSearch. Equipment efficiency ratings can be found at ahridirectory.net.
- Self installs do not qualify for a rebate.

Rebates with quality installation

13-14.9 SEER	\$150
15 SEER/12.5 EER	\$350
16 SEER/13EER	\$450

Ground Source Heat Pumps

Program benefits

- Increases energy efficiency through high-efficiency cooling equipment.

Description of eligibility



- The unit must provide cooling to the home. Only closed loop ENERGY STAR systems qualify.
- The list of approved equipment is available at ahridirectory.org and/or energystar.gov.

Rebates or incentives

ENERGY STAR qualified with a minimum 14.1 EER	\$150 per ton (5 ton limit)
---	-----------------------------

Ductless Mini-Split Heat Pumps

Program benefits

- Efficiently heat and cool homes or rooms when ductwork isn't an option.

Description of eligibility



- Only ductless mini-split heat pumps qualify; no ducted or cooling-only systems.
- The list of approved equipment is available at ahridirectory.org.

Rebates or incentives

Minimum 15 SEER, 11 EER, 9 HSPF	\$200 per system
---------------------------------	------------------

Saver's Switch®

Program benefits

- Cash back program. Earth-friendly, load management device.

Description of eligibility



- Must have central air conditioning.
- Saver's Switch is installed by Xcel Energy.

Rebates or incentives

- 15% discount on June through September electric energy charges each year you participate.

Visit xcelenergy.com/SaversSwitch or call **800.895.4999**.

Heating and ECM Rebates

Program benefits

- Increases energy efficiency with a new furnace or boiler.
- Electronically Commutated Motors (ECM) that may be included with a new furnace purchase will add to your savings.
- Ongoing monthly savings by targeting one of the biggest energy users in your home.

Description of eligibility



- The list of approved equipment is available at ahridirectory.org.

Rebates or incentives

ENERGY STAR qualified with a minimum 14.1 EER	\$150 per ton (5 ton limit)
---	-----------------------------

Rebates or incentives

Existing home	
95% AFUE Furnace	\$200
96% AFUE Furnace	\$300
97% AFUE Furnace	\$400
84% AFUE Boiler	\$100
90% AFUE Boiler	\$300
95% AFUE Boiler	\$400
New home	
95% AFUE Boiler	\$100
96% AFUE Boiler	\$150
97% AFUE Boiler	\$200
Boiler rebates for new homes are the same as existing homes	
ECM	
ECM with new furnace or as a retrofit to an existing furnace	\$100

Visit xcelenergy.com/HomeRebates or call **800.895.4999**.

Water Heating Rebates

Program benefits

- Increases energy efficiency with a new water heater.

Description of eligibility



- The list of approved equipment is available at ahridirectory.org.
- Standard tank or heat pump water heaters must be ≤55 gallons to qualify.

Rebates or incentives

Standard Tank Medium Draw Water Heater 0.64 UEF	\$75
Standard Tank High Draw Water Heater .68 UEF	\$75
Tankless Water Heater .87 UEF	\$250
Heat Pump Water Heater	\$400
Heat Pump Water Heater with Communications Port	\$500

Visit xcelenergy.com/HomeRebates or call **800.895.4999**.

Insulation Rebates

Program benefits

- Maximizes energy savings by targeting one of the most significant energy improvements you can make in your home.
- Increase savings on heating and cooling costs.

Description of eligibility



- Only participating contractors are eligible to offer insulation rebates. In order to qualify for a rebate, you must select a contractor from the list of participating contractors at xcelenergy.com/ContractorSearch.

Rebates or incentives

- Electric customers must use electricity as their primary heat source to qualify.
- Air sealing & weather stripping – 30% of incremental costs up to \$150
- Attic insulation – 30% of incremental costs up to \$300
- Wall insulation – 30% of incremental costs up to \$300

Home efficiency

Additional programs to help you save energy and money.

Home Lighting

Program benefits

- Increases energy efficiency and savings by offering discounts on ENERGY STAR certified light-emitting diode (LED) bulbs.

Description of eligibility



- Discounts on a variety of LED bulbs. No rebate forms to complete.

Rebates or incentives

- Discounts on LED bulbs through local retailers. Visit the xcelenergy.com/LightingDeals for bulb details and participating retail locations.
- Recycle your used CFLs at participating retailers.

Visit xcelenergy.com/LightingDeals for participating retailers.

Refrigerator/Freezer Recycling

Program benefits

- Energy savings could exceed \$100 per year*
- Recycle metals, plastics and glass; keep harmful coolants and chemicals out of the landfill.



Description of eligibility

- Recycle up to two old, inefficient refrigerators and/or freezers per household per program year.
- Refrigerator/freezer must be a working unit that has been functioning in the home for a minimum of six months to qualify.
- Primary (kitchen) and secondary (garage/basement/other) units are eligible.
- Additional eligibility for participation is required, including but not limited to size restrictions and limitations.

Rebates or incentives

- Free pick-up and recycling.
- \$50 cash back per unit recycled.

Call our partner ARCA at **800.599.5795** or visit xcelenergy.com/Fridge.

*Visit energystar.gov/refrigerators to learn more about energy savings.

High-Efficiency New Homes

If you're buying a new home, be sure it's a high-efficiency home. You'll save money for years to come.

Efficient New Home Construction

Program benefits

- A better built home from day one.
- More comfortable home with healthier indoor air.
- Potential for higher resale value.

Description of eligibility



Rebates or incentives

- Program open to commercial home builders
- Rebates available to participating builders

Call **800.895.4999** or visit **high efficiencynewhomes** for more information or to find a participating builder.

Renewable energy

Now that you've taken steps to make your home more energy efficient, the next step is looking at ways to invest in renewable energy.

Wind and solar energy options

With so many renewable energy options, we can help make it easy for you to find just the right one. Try our renewable advisor at xcelenergy.com/Renewables and answer a few quick questions to find out which option is right for you:

- Renewable*Connect®
- Windsource®
- Solar*Rewards® Community
- Solar*Rewards®
- Income-Qualified Solar*Rewards®
- Net Metering

Description of eligibility



Visit **xcelenergy.com/Renewables** to begin your clean energy future.



Income-qualified energy-saving services

No-cost programs to help you save energy and money.

Income-qualified Home Energy Savings Programs

Program benefits

- Lower monthly energy costs. Improve living conditions.

Description of eligibility



- Based on income and need.

Rebates or incentives

- Our service providers will determine actual services to be provided with a home assessment. Services include, attic and wall insulation and air sealing. Appliance replacements may include natural gas furnace, boiler or water heater, freezer, window air conditioner, and refrigerator. Appliance recycling included.

Metro East –

Call Energy CENTS Coalition: **651.774.9010**

Metro West and Out of State –

Call Sustainable Resources Center, Inc.: **612.870.4255**

Toll-free: **844.870.4255**

Billing and payment choices

We offer many ways for you to take control of your bill. Manage your billing and payment options and choose the programs that fit your lifestyle.

Program Name	Program Benefit	For More Information
My Account 	Online account management all in one place. Track your energy use, receive outage alerts and pay your bill.	Enroll at xcelenergy.com/MyAccount .
Mobile App 	Pay your bill and manage your account on-the-go from the convenience at your fingertips.	Download the app from Google Play or the Apple Store .
Paperless Billing 	Get your bill online and help save the environment by eliminating paper bills.	Enroll online at xcelenergy.com/Paperless .
Auto Pay 	Your monthly energy bill is automatically withdrawn from your checking account on the day it is due.	Enroll online at xcelenergy.com/AutoPay .
Averaged Monthly Payment 	Spreads your energy costs over the entire year at no additional charge.	Budget your bill at xcelenergy.com/AveragedMonthlyPayment .
Custom Due Date 	Set your own billing due date. Works with all other billing and payment programs.	Call 800-895.4999 .

Why does Xcel Energy require that you use a participating contractor for some programs?

To help ensure you receive a quality installation of energy-efficient equipment and materials. This helps to achieve optimal savings throughout the lifetime of your equipment.

STEP 3:

Apply for rebates

Apply online at **xcelenergy.com/digital_application.com**.

In some cases, you must use an Xcel Energy registered participating contractor to be eligible for a rebate, check individual program requirements before purchasing.

Rebate forms for programs that do not require a participating contractor are available at **xcelenergy.com/HomeRebates**.

Start today

Staying efficient is the key to a more comfortable home, lower energy bills and a sustainable, independent energy future. We can help.

Explore program options at **xcelenergy.com/HomeRebates**.

Or call us at **800.895.4999**. We can talk to you about the programs that interest you. If you know anyone who is having trouble paying their energy bill, please urge them to call us before they receive a late-payment notice.

Thank you for your business and your commitment to energy efficiency. Online rebates are available at **xcelenergy.com/digital_application**.

Contractor contact information:

Name _____

Phone _____

Email _____

Additional information _____



Appendix B



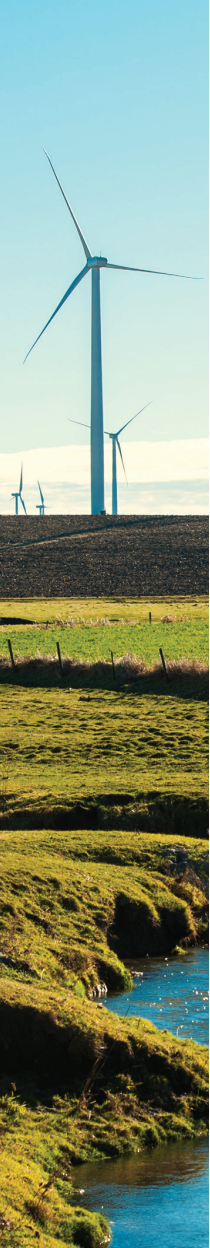
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Renewable
energy at
your fingertips



Discover your renewable energy options





The low-cost, clean and reliable energy you receive from Xcel Energy includes 29 percent renewable energy and is 58 percent carbon free.

If you want even more clean energy, you can choose from several ways to power your home or business with wind and solar sources.

Your renewable energy options

- **Renewable*Connect®**

Subscribe to a blend of local wind and solar energy offering locked-in pricing through long-term contract options. **REC✓ \$**

- **Windsource®**

An easy, low-cost, low-risk way to subscribe to clean wind energy. **REC✓ \$**

- **Solar*Rewards Community®**

Solar gardens (usually owned and run by third parties) sell subscriptions to our customers. Subscribers are paid for the solar energy produced through Xcel Energy bill credits. Contracts and details vary by solar garden and are between you and the garden operator. **REC× \$**

- **Solar*Rewards®**

Install and use your own private on-site solar, earn an incentive for your solar energy and get net metering credits for the energy produced each month. **REC× \$**

- **Solar*Rewards for Income-Qualified Customers**

Starting in 2019, Solar*Rewards has specific incentives set aside for low-income qualified customers. Earn an up-front incentive for energizing your own solar system, earn incentives on your solar production and get net metering credits each month. **REC× \$**

- **Net Metering**

Install and use your own solar and get a credit on your bill for excess solar energy. **REC✓ \$**

What about RECs?

Renewable Energy Credits (RECs) are the currency used to measure the renewable energy produced and used to meet renewable energy goals. When you choose a renewable option that allows you to keep the RECs (**REC✓**), that renewable energy is over and above the renewable energy Xcel Energy would otherwise produce, and it doesn't count toward the company's renewable goals. Since the REC belongs to you, you can claim that you're using renewable energy, or offsetting your energy use with renewables.

If the renewable option you select shifts the REC to Xcel Energy, (**REC×**), all Xcel Energy electric customers share the benefit of the associated renewable energy. When you select one of these options, you cannot actually claim that you've switched to renewable energy or that you've offset your energy use with renewables.

Who pays for renewables?

Renewable choice programs noted with a green dollar sign (**\$**) are designed to be fully funded by only those who participate.

Programs noted in orange (**\$**) include incentives or grid benefits that are funded by all Xcel Energy customers.



**Not sure which clean-energy option is best for you?
Take the quiz to find out at [xcelenergy.com/Renewables](https://www.xcelenergy.com/Renewables).**

Some restrictions may apply and vary by renewable offering.
See full details at [xcelenergy.com/Renewables](https://www.xcelenergy.com/Renewables).

Corporate Economic Development Business Strategy

September, 2020



"Your Business Growth. Our Energy Solutions."

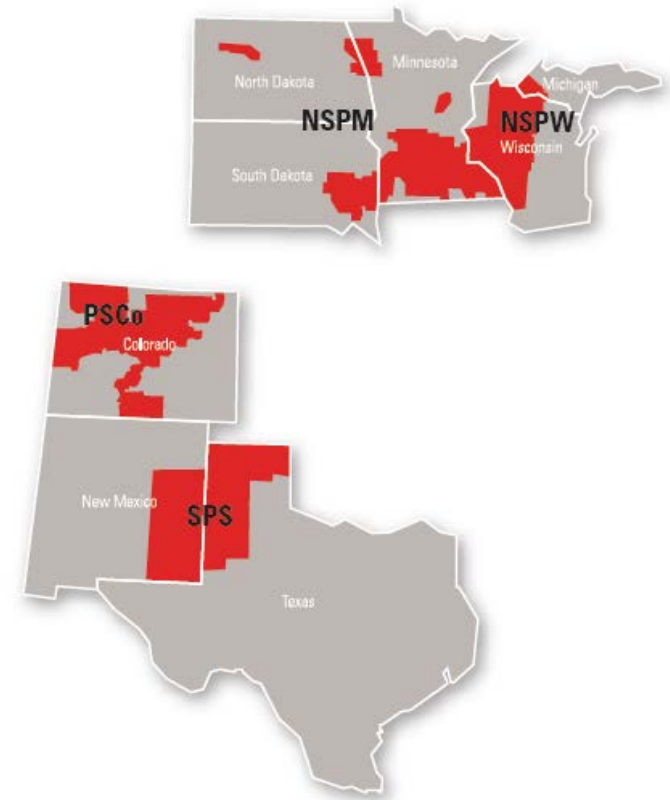
Mission Statement

“Expanding business in the communities we serve, generating capital investment and sustained economic growth.”

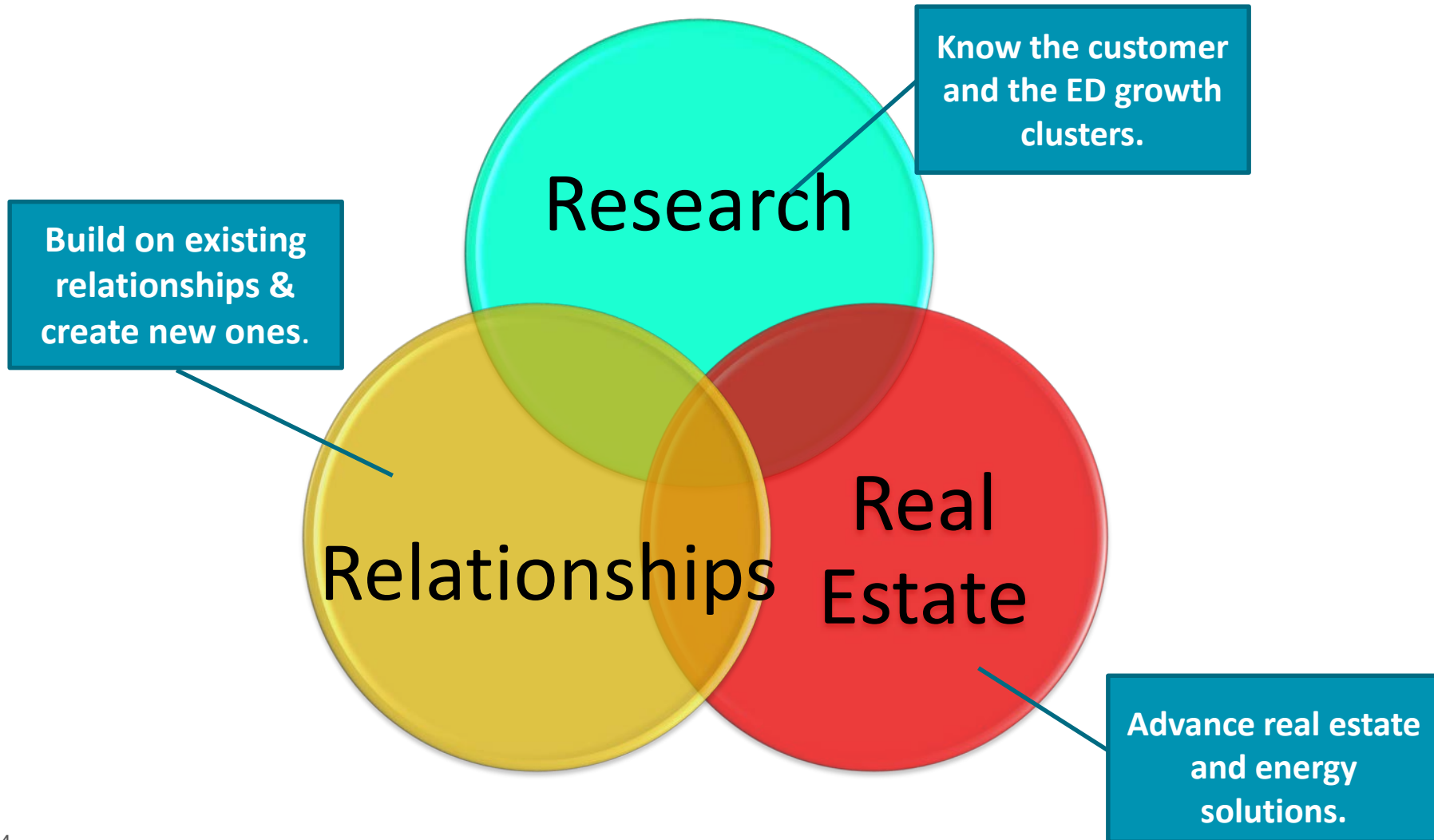


Corporate Economic Development

- Support Local Economic Dev
- Establish a National Presence
- Prospect For New Customers
- Support Existing Customers
- Certified Real Estate Sites



Strategy



Certified Site Initiative

- Competition Increasing for New Business
- 8 State Company
 - Expand national reach
 - Stronger ability to represent MN
- Increase Speed to Market
- Minimize Client Risk

Information Sheet

Corporate Economic Development



CenterPort West



General Site Information

Location	2300 North Loop 335 East (CenterPort Blvd. and Benchmark Road)
Owner	Amarillo Economic Development Corporation, 801 South Fillmore, Suite 205 Amarillo, Texas 79101
Size	74.71 acres in Phase I (WEST)
Zoning	Planned Development (Incorporates Heavy Industrial, Light Industrial, Heavy Commercial and Light Commercial classifications)
Cost	\$40,000 per acre
Highway Access	3 miles to I-40; 8 miles to I-27; 8 miles to US Highway 87; 3 miles to US Highway 287; 1 mile to US Highway
Air Access	6 miles (10 minutes) to Amarillo International Airport
Rail Served	Served by BNSF Railway

Utility Information

Electric Power	115/13.2 kV substation with a 28 MVA transformer carrying 21 MVA of load. All lines are located underground. Multiple voltages and types of service are offered including secondary voltages (277/480 wye) or primary voltages (7620/13200V wye)
Natural Gas	Atmos Energy Corporation. 16-inch high-pressure main delivering 36,382-CFH at ≥ 100 -PSI
Water	City of Amarillo. 12-inch main delivering 80-PSI
Sewer	City of Amarillo. 24-inch main. Pre-treatment requirement COD (BOD) = 300mg/l (per 1 million gallons); TSS = 400 mg/l (per 1 million gallons)
Storm Water	City of Amarillo. CenterPort is subject to a Master Drainage Study filed with the City of Amarillo and has been designed to collect storm water in city-owned and maintained storm sewer
Telecom/Fiber	AT&T fiber cable is the primary delivery medium with an effective bandwidth of 5 T-1



CenterPort Business Park: East



General Site Information

Location	2300 North Loop 335 East (CenterPort Blvd. and Benchmark Road)
Owner	Amarillo Economic Development Corporation, 801 South Fillmore, Suite 205 Amarillo, Texas 79101
Size	105 acres in Phase 2 (EAST)
Zoning	Planned Development (Incorporates Heavy Industrial, Light Industrial, Heavy Commercial and Light Commercial classifications)
Cost	\$40,000 per acre
Highway Access	3 miles to I-40; 8 miles to I-27; 8 miles to US Highway 87; 3 miles to US Highway 287; 1 mile to US Highway
Air Access	6 miles (10 minutes) to Amarillo International Airport
Rail Served	Served by BNSF Railway

Utility Information

Electric Power	115.13.2 kV substation with a 28 MVA transformer carrying 21 MVA of load. All lines are located underground. Multiple voltages and types of service are offered including secondary voltages (277/480 wye) or primary voltages (7620/13200V wye).
Natural Gas	Atmos Energy Corporation. 16-inch high-pressure main delivering 36,3820-CFH at ≥ 100 -PSI
Water	City of Amarillo. 12-inch main delivering 80-PSI
Sewer	City of Amarillo. 24-inch main. Pre-treatment requirement COD (BOD) = 300mg/l (per 1 million gallons); TSS = 400 mg/l (per 1 million gallons).
Storm Water	City of Amarillo. CenterPort is subject to a Master Drainage Study filed with the City of Amarillo and has been designed to collect storm water in city-owned and maintained storm sewer.
Telecom/Fiber	AT&T fiber cable is the primary delivery medium with an effective bandwidth of 5 T-1.

CenterPort East

Site Due Diligence Documentation Available (reports and detail available)

Title Commitment	☒	Archeological and Historic Use Assessments	
Aerial Site Views and Maps	☒	Park Covenants and Restrictions	☒
Park Master Plan	☒	Transportation Access Maps	☒
Utility Service Maps	☒	Geotechnical Study / Soil Survey	☒
Site Dimensions and Configuration	☒	FEMA Flood Plain Designation with Map	☒
Wetlands Map	☒	Air Attainment Status	☒
Phase 1 Environmental Assessment	☒	Endangered Species Assessment	

General Community Information

Community Profile and Demographics	☒	Letters of Support	☒
State and Local Incentives Overview	☒	Business and Industrial Support Services and Amenities Profile	☒

Xcel Energy Contact:

Name:
Stephanie Dybsky
Manager
Corporate Economic Development

Address:
Xcel Energy
1800 Larimer Street
Denver, CO 80202

Email:
Stephanie.J.Dybsky@xcelenergy.com
P: 303.294.2605
C: 303.588.4801

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Economic Development Value Proposition



Energy Efficiency Incentives
+
Competitive Priced Energy
+
Renewable Energy Options
+
Certified Site Availability
=
Customized Energy Solutions

www.economicdevelopment.xcelenergy.com

Your Business Growth. Our Energy Solutions.



Our energy can power-up
your business.

And we're not just talking
about electricity.

Imagine how your business could benefit from rate incentives. Or equipment rebates. Or some of the best energy efficiency programs in the country. And that's only for starters. Truth is, we're deeply committed to economic development in general, and your success in particular. Always delivering ways to stimulate business growth. That's Xcel Energy. To learn more, visit economicdevelopment.xcelenergy.com.



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Certified Site Program

OVERVIEW

The Xcel Energy Certified Site Program supports our mission to partner with communities to grow jobs and capital investment. The program focuses on establishing real estate options for business attraction and expansion projects which will increase speed to market and generate multiple marketing channels to promote to potential customers available sites within our communities. The certification process involves the collection of essential property attributes, ranging from geotechnical assessments to utility and infrastructure capacities. As a result, we develop an inventory of sites throughout the eight states we serve, and advance the promotion of these sites through a range of channels including our internal and external departments, targeted industry groups and economic development organizations. We're offering site certification through consultation with Phil Schneider of Schneider Strategy Consulting LLC and former Chairman of the Site Selector Guild. The partnership between Xcel Energy, Schneider Consulting, developers/land owners, industry leaders and economic development organizations assures that our program follows robust and credible certification protocol.

SUBMISSION PROCESS

Sites can be submitted by an EDO, municipality, developer or land owner. Xcel Energy and our site consultant will perform an initial assessment of the proposed site to verify that it holds key attributes that make it attractive for business development and site selection viability, which will usually involve a site visit. Sites must be in Xcel Energy's service territory (CO, MI, MN, ND, NM, SD, TX, WI). Once the site is identified as a strong fit, Xcel Energy and our site consultant will work with the applicant to develop the data to validate the site. Involved parties will communicate regularly to assure that the information is being shared and evaluated and that the certification process is progressing smoothly. Inquiries regarding Xcel Energy's Certified Site Program can be emailed to Angie Bedolla at Angie.M.Bedolla@xcelenergy.com.

QUALIFICATION

Data required for a certified site provides a site selector and prospect with relevant information needed to seriously evaluate an available site for a relocation or expansion project. The program focuses on sites with attributes such as:

- Zoned for heavy industrial or data center use and adequately sized to attract large users
- Robust electric power service or capacity available from Xcel Energy
- Very good transportation access: highway, air and rail
- No significant environmental or flooding/wetlands concerns

MARKETING AND PROMOTION

Certified sites will receive the following marketing and promotional support from Xcel Energy:

- Xcel Energy website and marketing materials
- Two page marketing brochure
- Customized presentations for national site selectors and prospect proposals
- Promotion at national trade shows and industry events

Certified sites will be listed on Xcel Energy's Economic Development website:

<http://www.economicdevelopment.xcelenergy.com/real-estate>



Ready Site Program

OVERVIEW

The Xcel Energy Ready Site Program supports our mission to partner with communities to grow jobs and capital investment. Our program focuses on establishing real estate options for business attraction and expansion projects which will increase speed to market and generate multiple marketing channels to promote to potential customers available sites within our communities. The program also allows for our community and economic development partners to work with us to promote viable real estate options for properties that do not have all the data necessary for full site certification. These sites still undergo a rigorous review with our site selection consultant, Phil Schneider of Schneider Strategy Consulting LLC and former Chairman of the Site Selector Guild, to verify their marketability and outline processes to attract businesses and capital investment. The partnership between Xcel Energy, Schneider Consulting, developers / land owners, industry leaders and economic development organizations assures that our program follows robust and credible certification protocol.

SUBMISSION PROCESS

Ready sites can be submitted by an EDO, municipality, developer or land owner. Xcel Energy and our site consultant will perform an initial assessment of the proposed site to verify that it holds key attributes that make it attractive for business development and site selection viability, which will usually involve a site visit. Sites must be in Xcel Energy's service territory (CO, MI, MN, ND, NM, SD, TX, WI). Once the site is identified as a strong fit, Xcel Energy and our site consultant will work with the applicant to develop the data to validate the site. Involved parties will communicate regularly to assure that the information is being shared and evaluated and that the certification process is progressing smoothly. Inquiries regarding Xcel Energy's Ready Site Program can be emailed to Angie Bedolla at Angie.M.Bedolla@xcelenergy.com.

QUALIFICATIONS

Data required for a ready site provides a site selector and prospect with relevant information needed to seriously evaluate an available site for a relocation or expansion project. The program focuses on sites with attributes such as:

- Zoned for heavy industrial or data center use and adequately sized to attract large users
- Robust electric power service or capacity available from Xcel Energy
- Very good transportation access: highway, air and rail
- No significant environmental or flooding/wetlands concerns

MARKETING AND PROMOTION

Ready sites will receive the following marketing and promotional support from Xcel Energy:

- Xcel Energy website and marketing materials
- Two page marketing brochure
- Customized presentations for national site selectors and prospect proposals
- Promotion at national trade shows and industry events

Ready sites will be listed on Xcel Energy's Economic Development website:

<http://www.economicdevelopment.xcelenergy.com/real-estate>



Ready Building Program

OVERVIEW

The Xcel Energy Ready Building Program supports our mission to partner with communities to grow jobs and capital investment. Our program focuses on establishing real estate options for business attraction and expansion projects which will increase speed to market and generate multiple marketing channels to promote to potential customers available buildings within our communities. These buildings undergo a rigorous review with our site selection consultant, Phil Schneider of Schneider Strategy Consulting LLC and former Chairman of the Site Selector Guild, to verify their marketability and outline processes to attract businesses and capital investment. The partnership between Xcel Energy, Schneider Consulting, developers / land owners, industry leaders and economic development organizations assures that our program follows robust and credible certification protocol.

SUBMISSION PROCESS

Ready buildings can be submitted by an EDO, municipality, developer or land owner. Xcel Energy and our site consultant will perform an initial assessment of the proposed site to verify that it holds key attributes that make it attractive for business development and site selection viability, which will usually involve a visit. Buildings must be in Xcel Energy's service territory (CO, MI, MN, ND, NM, SD, TX, WI). Once the building is identified as a strong fit, Xcel Energy and our site consultant will work with the applicant to develop the data to validate the building. Involved parties will communicate regularly to assure that the information is being shared and evaluated and that the certification process is progressing smoothly. Inquiries regarding Xcel Energy's Midwest region (MI, MN, ND, SD, WI) can be emailed to Kali Judd at Kali.M.Judd@xcelenergy.com. Inquiries regarding Xcel Energy's Southern territory (CO, NM, TX) can be emailed to Angie Bedolla at Angie.M.Bedolla@xcelenergy.com.

RECOMMENDED BUILDING CHARACTERISTICS

Data required for a ready building provides a site selector and prospect with relevant information needed to seriously evaluate an available building for a relocation or expansion project. The program focuses on buildings with attributes such as:

- High-quality buildings with minimum size of 20,000 square feet
- Industrial buildings or data center - appropriate buildings in very good condition
- Robust electric power service or capacity available from Xcel Energy
- Very good transportation access: highway, air (rail not required but rail-served buildings may be preferred)
- No significant environmental or flooding/wetlands concerns

MARKETING AND PROMOTION:

Ready buildings will receive the following marketing and promotional support from Xcel Energy:

- Xcel Energy website and marketing materials
- Two page marketing brochure
- Customized presentations for national site selectors and prospect proposals
- Promotion at national trade shows and industry events

Ready buildings will be listed on Xcel Energy's Economic Development website:

<http://www.economicdevelopment.xcelenergy.com/real-estate>

PARTNERS IN ENERGY

HELPING COMMUNITIES BUILD AN ENERGY FUTURE



PARTNERS IN ENERGY
An Xcel Energy Community Collaboration

Partners in Energy provides the tools and resources to support communities in achieving their energy goals. The program offerings include support to develop an energy action plan or electric vehicle plan, tools to help implement your plan and deliver results, and resources designed to help the communities we serve stay informed and achieve their energy goals.



56
COMMUNITIES
SERVED SINCE 2014



AVERAGE SAVINGS PER COMMUNITY IN 2019

Electricity 5.2 Million kWh

Greenhouse Gas Equivalent to removing 502 cars off the road



TOTAL PARTICIPANTS IN 2019

Energy Efficiency Programs
43,500

Renewable Energy Programs
24,500

Planning support



Implementation support



Additional resources to boost results

In addition to our team, tools and resources, we provide opportunities for you to interact and network with other communities participating in Partners in Energy.



COMMUNITY SUMMITS

Attend in-person events with other communities to share best practices. We provide educational opportunities that feature experts on current energy topics and opportunities to learn from each other.



OFFICE HOURS

Attend monthly webinars that cover trending topics, plus access to and examples of initiatives and activities happening in Partners in Energy communities. Ask questions and share experiences.

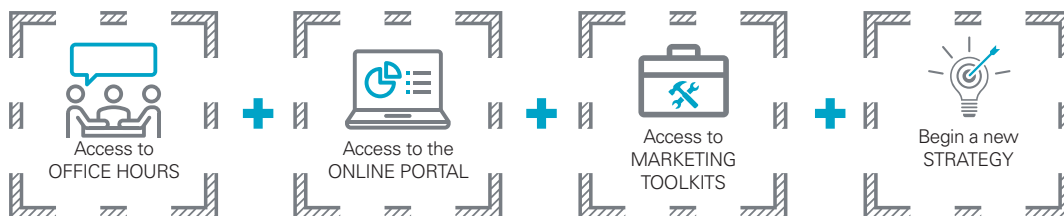


ONLINE PORTAL

Get access to documents related to your community's work, and examples of other community goals, strategies, and collateral. It connects you to a variety of community program materials, a collateral library, toolkits for outreach and education, as well as collaboration forums.

Keeping graduates energized

We invite communities that have participated to stay engaged. Since you've developed a blueprint for your energy future, we have resources to keep your momentum going and keep you up to date with what's new at Xcel Energy.



Join us

Apply in January or July. Applications available at xcelenergy.com/PartnersInEnergy.

Questions: PartnersinEnergy@xcelenergy.com or 800.369.4362.



PARTNERS IN ENERGY
An Xcel Energy Community Collaboration

APPENDIX E: AWARDS AND RECOGNITION

Organization - Award	Description
CR Magazine 100 Best Corporate Citizens	Recognizes outstanding ESG performance among the 1,000 largest U.S. companies, based on research conducted by ISS-ESG.
World's Most Ethical Companies by Ethisphere	Ethisphere, a global leader in defining and advancing the standards of ethical business practices. The listing honors a small number of companies that prioritize ethical behavior and understand the correlation between values-based leadership and overall business success.
Best Places to Work for LGBTQ Equality with a perfect score on the Human Rights Campaign Corporate Equality Index	Corporate Equality Index is a national benchmarking tool that evaluates LGBTQ-related policies and practices among corporations.
Disability:In Disability Equality Index	Disability Equality Index is a comprehensive benchmarking tool for disability inclusion. Companies that score 100 are listed in the best places to work.
Fortune - World's Most Admired Companies	Based on reputational survey by Korn Ferry of executives, directors, and industry analysts on nine attributes including investment value, social responsibility, ability to attract talent and quality of management and products; survey covers 1,000 largest U.S. companies and non-U.S. companies in Fortune's Global 500 database.
Fortune 500	Top 500 U.S. companies based on revenues.
Forbes Global 2000 - the World's Largest Public Companies	International ranking of the world's largest public companies based on based on financial status, including total assets and profits.
Forbes Global 2000 - World's Best Employers	Based on survey of employees who rate their employers by describing how likely they would be to recommend them and identifying companies they admired.

Organization - Award	Description
Forbes - America's Best Large Employers	Based on survey of employees who rate their employers by describing how likely they would be to recommend them and identifying companies they admired.
Forbes - World's Best Regarded Companies	Business and financial magazine.
Utility Dive - Utility of the Year	Selected by Utility Dive; annual awards program.
American Gas Association - Safety Achievement Awards	Industry Association.
Military Times - Best for Vets employer	Based on responses to 91-question survey that evaluates culture, veteran recruiting, veteran policies, and accommodations for members of the National Guard and reserves.
GI Jobs - Top-10 Military Friendly Employer	The Military Friendly® Company survey identifies organizations whose commitment to serving the military and veteran community is comprehensive in scope and meaningful.
American Council for an Energy-Efficient Economy (ACEEE) Exemplary Program Award	ACEEE, a nonprofit research group based in Washington DC, annually recognizes energy efficiency programs based on innovation and effectiveness in helping customers achieve greater energy savings.
Climate Leadership Award	Sponsored by The Climate Registry and Center for Climate Solutions (also formerly EPA); recognizes climate and emission reduction leadership; requires application.
The Climate Registry - All Star Status	Based on quality/thoroughness of greenhouse gas emissions reporting with TCR and third-party verification; requires additional information.
Tree Line USA	Arbor Day Foundation recognizes best practices in utility arboriculture; requires application.
Newsweek Most Responsible Companies Ranking (formerly green ranking)	Annual ranking of 2,000 public companies, based on environmental, social and governance research by Statista.

Organization - Award	Description
Energy Intelligence Top 100 Green Utilities	Subscriber-based news service; energy analysis and data; provide decision-makers with information on issues and events affecting the global energy complex; annually contact us to verify their analysis.
S&P Global Energy Awards	Annual, international awards event to highlight industry leaders and their achievements in innovation, operations, strategy, etc.
EEI - Emergency Response Awards	Semi-annual recognition for companies who complete outstanding storm restoration efforts. For EEI member companies.

Minnesota



2017 Minnesota Communities Served

G = gas only **E** = electricity only **EG** = electricity & gas (U) = unincorporated

Ada W	Bongards EU	Cokato Township E	Edgerton E	Goodview E	Hugo EG
Aetna Township E	Borup E	Cold Spring E	Edina E	Goodview* G	Humboldt G
Afton EG	Brainerd G	Collegeville Township EG	Edwards Township E	Gordon Township E	Hyde Park Township E
Albany E	Breezy Point G	Collins Township E	Elba E	Grafton Township E	Ideal Township G
Albany Township E	Bridgewater Township E	Collinwood Township EG	Elko New Market E	Granite Falls Township E	Ihlen E
Albertville E	Briggs Lake G	Cologne E	Elkton Township*** G	Grant EG	Independence EG
Alma City (U) E	Brighton Township E	Columbia Heights E	Ellington Township E	Grant Township G	Inver Grove Heights EG
Almelund EG	Brockway Township EG	Columbus G	Ellsworth Township G	Green Isle EG	Iona E
Altan Township E	Brooklyn Center E	Comstock E	Elmer Township E	Green Isle Township EG	Iosco Township E
Altura E	Brooklyn Park E	Concord (U) E	Elmwood Township E	Green Lake Township EG	Irving Township EG
Amador Township EG	Broton E	Concord Township E	Elysian EG	Greenfield E	Isanti G
Anndale E	Brownston E	Coon Rapids E	Elysian Township EG	Greenfield Township E	Isanti County G
Anoka County EG	Brown County E	Corcoran E	Empire Township E	Greenvale Township EG	Jackson Township EG
Apple Valley E	Buffalo EG	Cordova Township G	Essig (U) E	Greenwald E	Jamestown Township E
Arden Hills EG	Buffalo Lake E	Corinna Township E	Evan E	Greenwood E	Janesville E
Ashland Township E	Buffalo Township EG	Cosmos EG	Excelsior E	Grey Cloud Island G	Janesville Township E
Atwater E	Burbank Township E	Cosmos Township EG	Fairfield G	Grey Cloud Island Township E	Jasper E
Averill (U) E	Burnsville E	Cottage Grove EG	Fairview Township G	Grove Township E	Jenkins G
Avon E	Butterfield E	Cottonwood E	Falcon Heights EG	Hadley E	Jenkins Township G
Avon Township E	Byron E	Courtland E	Faribault EG	Hale Township E	Jessenland Twp E
Baker (U) E	Camden Township E	Courtland Township E	Faribault County E	Ham Lake G	Jordan E
Balaton E	Camp Release Township E	Credit River Township E	Farmington EG	Hamburg EG	Kalmar Township E
Baldwin Township G	Canisteo Township E	Crosslake G	Faxon Township E	Hamel (U) E	Kandiyohi County EG
Bancroft Township E	Cannon City (U) E	Crow Lake Township E	Featherstone Township E	Hammond E	Kandiyohi Township G
Bangor Township E	Cannon City Township E	Crow Wing County (U) G	Felton E	Hampton E	Kandiyohi* G
Barclay Township G	Cannon Falls E	Crystal E	Felton Township E	Hampton Township E	Kasota Township E
Barnesville Township*** G	Cannon Falls Township E	Currie E	Fifty Lakes G	Hancock E	Kasson E
Barnesville*** G	Carver E	Custer Township E	Florence E	Hanley Falls E	Kellogg E
Bath Township E	Carver County EG	Dahlgren Township E	Florence Township E	Hanover E	Kenyon Township E
Baxter G	Cass County G	Dakota E	Flowing Township E	Hartland E	Kilkenny E
Bayport EG	Castle Rock Township E	Dakota County EG	Foley EG	Hartland Township E	Kilkenny Township E
Baytown Township EG	Center City EG	Danube E	Forest Lake EG	Hassan Township E	Kimball E
Beauford (U) E	Center Township G	Darwin G	Forest Lake Township EG	Hastings E	Kingston E
Beauford Township E	Centerville EG	Darwin Township G	Fort Snelling E	Hatfield E	Kingston Township E
Becker EG	Champlin E	Dassel EG	Franconia Township EG	Haven Township EG	Krain Township E
Becker Township E	Chandler E	Dassel Township EG	Franklin E	Hawk Creek Township E	La Crescent E
Belgrade E	Chanhassen E	Dayton E	Franklin Township EG	Hawley Township*** G	La Crescent Township E
Belle Creek Township E	Chaska E	Deephaven E	Freeborn County E	Hay Creek Township EG	Lac Qui Parle County E
Belle Plaine E	Cherry Grove Township E	Deerfield Township E	Freedom Township E	Hayfield E	Lafayette E
Belle Plaine Township E	Chester Township E	Delano EG	Freepoint E	Hayfield Township E	Lake City EG
Bellechester E	Chickamaw Beach G	Delhi E	Fridley E	Hazel Run E	Lake Crystal W
Bellevue Township G	Chippewa County E	Dellwood EG	Friendship Township E	Hector E	Lake Edward Township G
Belvidere Township E	Chisago City EG	Denmark Township EG	Frontenac (U) E	Hector Township E	Lake Elmo EG
Belview E	Chisago County EG	Dennison E	Garden City Township E	Helen Township E	Lake Henry E
Benton County EG	Chisago Lake Township EG	Dilworth EG	Garvin E	Helena Township E	Lake Henry Township E
Benton Township E	Circle Pines E	Dodge Center E	Gaylord E	Henderson E	Lake Lillian E
Bergen Township E	Clara City E	Dodge County E	Gem Lake EG	Henderson Township E	Lake Lillian Township E
Bernadotte Township E	Claremont E	Douglas County E	Gibbon E	Hennepin County EG	Lake Shore G
Big Lake EG	Claremont Township E	Dresbach (U) E	Gillford Township E	Hillsdale Township E	Lake St. Croix Beach E
Big Lake Township E	Clarkfield E	Dresbach Township E	Gilmanton Township E	Hilltop E	Lake Township EG
Birch Cooley Township E	Clarks Grove E	Dryden Township E	Glasgow Township E	Hitterdal G	Lake Washington G
Birchwood E	Clay County EG	Dundas EG	Glencoe E	Hokah E	Lake Wilson E
Birchwood Village G	Clear Lake EG	Eagan EG	Glencoe Township E	Holden Township E	Lakeland EG
Bird Island E	Clear Lake Township E	Eagle Lake E	Glenwood E	Holding Township EG	Lakeland Shores EG
Bird Island Township E	Clearwater EG	East Bethel EG	Glenwood Township E	Holdingford EG	Laketown Township E
Blaine EG	Clements E	East Grand Forks* G	Glyndon EG	Holland E	Lakeville E
Blakely Township E	Cleveland EG	East Gull Lake G	Glyndon Township E	Holland Township E	Lakeville EG
Blomkest E	Cleveland Township G	Echo E	Golden Valley E	Hollywood Township E	Lanesburgh Township E
Blooming Grove Township E	Clinton Falls (U) E	Echo Township E	Good Thunder E	Holy Cross Township E	Lauderdale EG
Bloomington E	Clinton Falls Township E	Eden Lake Township E	Goodhue E	Homer Township EG	Le Sauk Township EG
Blue Earth County EG	Coates E	Eden Prairie E	Goodhue County E	Hopkins E	Le Sueur County EG
Blue Hill Township G	Cobden E	Eden Township E	Goodhue County G	Houston County E	LeHillier E
Bombay (U) E	Cokato E	Eden Valley E	Goodhue Township E	Howard Lake E	Lemond Township E

Minnesota

Lent Township EG	Minneapolis—St. Paul International Airport E	Oak Township E	Rock Township E	St. Cloud EG	Waseca County E
LeRay Township E	Minneapolis E	Oakdale EG	Rockford E	St. Joseph EG	Washington County EG
Lester Prairie E	Minneola Township E	Oaklawn Township G	Rockford Township EG	St. Joseph Township E	Washington Lake Township EG
Leven Township E	Minnesota City EG	Oakport Township EG	Rockville EG	St. Lawrence Twp E	Washington Township G
Lexington E	Minnesota Falls Township E	Oakwood Township E	Rockville Township E	St. Louis Park E	Wasioja (U) E
Lilydale EG	Minnesota Lake E	Olmsted County E	Rogers E	St. Martin E	Wasioja Township E
Lime Township E	Minnetonka E	Opole*** G	Rollingstone EG	St. Mary Township E	Watab Township EG
Lincoln Township E	Minnetonka Beach E	Orono E	Rollingstone Township E	St. Mary's Point E	Waterford Township EG
Lindstrom EG	Minnetrista EG	Orrock Township G	Roscoe E	St. Michael E	Watertown EG
Lino Lakes EG	Minnewaska Township E	Osakis E	Roscoe Township E	St. Michael G	Watertown Township EG
Linwood Township EG	Molke Township E	Oshawa Twp E	Roseland (U) E	St. Paul EG	Waterville E
Little Canada EG	Monroe Township E	Osseo E	Roseland Township E	St. Paul Park EG	Waterville Township E
Long Beach E	Montevideo E	Otisco (U) E	Rosemount EG	St. Stephen G	Watkins E
Long Lake E	Monticello E	Otisco Township E	Roseville EG	St. Wendel Township G	Watsonwan County E
Lonsdale E	Monticello Township E	Otsego E	Rosewood Township E	Stacy EG	Watopa Township E
Loon Lake Township G	Montrose EG	Ottawa Township E	Royalton G	Stanton (U) E	Watson E
Loretto E	Moorhead E	Otter Tail County G	Ruthon E	Stanton Township E	Waverly EG
Louisville Township G	Moorhead Township EG	Owatonna E	Sabin E	Starbuck E	Wayzata E
Lowry E	Moorhead* G	Owatonna Township E	Sacred Heart E	Stearns County EG	Weaver (U) E
Lura Township E	Morgan E	Oxford Township G	Sacred Heart Township E	Steele County E	Webster (U) E
Luxemburg Township E	Morgan Township E	Palmer Township G	Salem Township E	Sterling Twp E	Webster Township E
Lydia (U) E	Morrison County G	Paxton Township E	San Francisco Township E	Stewart E	Wegdahl (U) E
Lynden Township EG	Morristown E	Paynesville E	Sand Creek Township E	Stillwater EG	Wells Township E
Lyon County E	Morristown Township E	Paynesville Township E	Santiago G	Stillwater Township EG	West Concord E
Lyra Township E	Morton E	Pelican Township G	Sartell EG	Stockholm Township E	West Lakeland Township EG
Madelia W	Mound E	Pemberton E	Sauk Rapids EG	Stoneham Township E	West St. Paul EG
Madison Lake EG	Mounds View EG	Pepin Township E	Sauk Rapids Township E	Stony Run Township E	West Union E
Mahtomedi EG	Mount Pleasant Township EG	Pequot Lakes G	Savage E	Sumter Township E	Westport E
Maine Prairie Township E	Mount Vernon Township E	Pillager** G	Scandia (U) EG	Sunfish Lake EG	Westport Township E
Manchester E	Mower County E	Pine Island E	Sciota Township E	Sunrise EG	Wheatland Township E
Manchester Township E	Munson Township E	Pine Island Township E	Scott County EG	Sunrise Township EG	Wheeling Township E
Manhattan Beach G	Murray County E	Pine River G	Sedan E	Swedes Forest Township E	White Bear Lake E
Mankato E	Murray Township E	Pine River Township G	Severence Township E	Sylvan Township** G	White Bear Lake Township E
Mankato Township E	Navarre E	Pine Springs EG	Shafer EG	Tailors Falls EG	White Bear Township EG
Mantorville E	Nerstrand E	Pipestone E	Shafer Township EG	Timothy Township G	Wilken County E
Mantorville Township E	New Auburn E	Pipestone County E	Shakopee EG	Todd County E	Willernie EG
Maple Grove E	New Brighton EG	Plato E	Sherburne County EG	Tonka Bay E	Wilson G
Maple Lake E	New Germany E	Pleasant Hill Township E	Sherman Township E	Township G	Wilson Township E
Maple Lake Township E	New Hartford Township E	Pleasant Hill Township G	Shetek Township E	Township*** G	Wilton Township E
Maple Plain E	New Haven Township E	Pleasant Lake G	Shieldsville Township E	Tracy E	Winona EG
Mapleton E	New Hope E	Plymouth E	Shoreview EG	Trosky E	Winona County EG
Mapleton Township E	New London EG	Polk County G	Shorewood E	Tunberg Township E	Winona Township E
Maplewood EG	New London Township EG	Pope County E	Sibley County EG	Tyrone Township E	Winsted E
Marine on St. Croix EG	New Market Township E	Posen Township E	Sibley Township EG	Ulen G	Witoka (U) E
Marysville Township EG	New Munich E	Princeton G	Silver Lake E	Union Grove Township E	Wolverton E
May Township EG	New Prague E	Prinsburg E	Skree Township*** G	Vadnais Heights EG	Wood Lake E
Mayer E	New Richland E	Prior Lake E	Skyberg (U) E	Vadnais Heights EG	Wood Lake Township E
Mayhew Lake Township EG	New Richland Township E	Ramsey County EG	Skyline E	Vermillion E	Woodbury EG
Maynard E	New Scandia Township EG	Randolph E	Slayton E	Vermillion Township E	Woodland E
Mazeppa E	New Sweden Twp E	Randolph Township E	Slayton Township E	Veseli (U) E	Woodland Township EG
Mazeppa Township E	New Ulm W	Rapidan (U) E	Smiths Mill (U) E	Victor Township EG	Woodstock E
McLeod County E	Newport EG	Raymond E	South Bend (U) E	Villard E	Woodville Township E
McPherson Township EG	Nicollet E	Reads Landing (U) E	South Bend Township E	Wabasha EG	Wright County EG
Medford E	Nicollet County E	Red Wing EG	South Haven E	Wabasha County EG	Wyanett Township G
Medford Township E	Nicollet Township E	Redwood County E	South St. Paul E	Waconia E	Wyoming EG
Medicine Lake E	Nininger Township E	Regal E	South St. Paul* G	Waconia Township E	Wyoming Township E
Medina E	Nisswa G	Renville E	Southside Township E	Wacouta G	Wyoming Township G
Medo Township E	Nobles County G	Renville County E	Sparta Township E	Wacouta Township E	Yellow Medicine County E
Meeker County EG	Nodine (U) E	Rheiderland Township E	Spencer Brook Township	Waite Park EG	Young America Township E
Meire Grove E	Norman County E	Rice EG	Metro East G	Wakefield Township E	Zimmerman G
Melrose W	North Branch EG	Rice County EG		Walcott Township E	Zion Township E
Mendota EG	North Branch Township G	Rich Valley E		Walden G	Zumbro Falls E
Mendota Heights EG	North Mankato E	Rich Valley Township E		Waldorf E	Zumbrota E
Meriden (U) E	North Oaks EG	Richfield E		Waltham E	Zumbrota Township E
Meriden Township E	North St. Paul EG	Richmond E		Waltham Township E	
Middleville Township EG	Northfield EG	Ridgeway (U) E		Wanamingo E	
Mille Lacs County G	Northfield Township E	Ripley Township E		Wanamingo Township E	
Millville E	Norton Township E	Riverton Township EG		Warsaw (U) EG	
Milton Township E	Norwood Young America E	Robbinsdale E		Warsaw Township EG	
Minden Township EG	Oak Center (U) E	Rock County E		Waseca E	
Minneapolis E	Oak Park Heights EG	Rock Lake Township E			



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