



SUNSHINE
SAVE YOUR BUILDING
BY SAVING ENERGY

**Deep renovation of multifamily residential buildings using
Energy Performance Contracting**

GENERAL ASSEMBLY MEETINGS

PROTOCOLS OF THE MEETINGS

SUMMARY REPORT

Project SUNSHINE: Save your bUildiNg by SaviNg Energy towards 202020m² of deeply renovated multifamily residential buildings. - Grant 649689



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More Information www.sharex.lv

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Riga Technical University



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Salaspils Siltums



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1. INTRODUCTION

The general assembly meeting of apartment owners is the legal instrument for taking common decision regarding any expenses or project related to a multifamily building; including the implementation of energy efficiency measures or comprehensive renovation. The general assembly meeting can eventually be replaced with a legal survey procedure, ensuring that all apartment owners can express their vote on the pre-agreed agenda. From the procedural point of view the decision for a building renovation project will take as a minimum:

-) First decision:
 - o on the need to implement a building renovation project and participation in an energy efficiency program,
 - o on the choice of a mandate person (which should be legal entity) to represent all apartment owners regarding the building renovation project. This mandate person represents the building in interrelation with ALTUM for the grant funding,
 - o on the choice of a mandated contact person/s (house elder or one person from each staircase) to represent all apartment owners regarding the building renovation project. This mandate person represents the building in discussion with the ESCO for the preparation of the project technical documentation.
-) Second Decision (following the financing proposal of the ESCO):
 - o on the cost of the renovation project,
 - o on the terms and conditions of the ALTUM grant and EPC,
 - o for the future dwelling house maintenance fee and EPC fees,
 - o the power of attorney to sign the EPC and ALTUM grant agreements.

These decisions must be all taken as a result of a general assembly meeting (or alternatively a legal apartment owner survey) representing at least 2/3rd of the property.

Previous ESCOs experience in the sector showed that positive decision is more likely by well informing apartment owners about the renovation process and answering to their questions and doubts in a timely fashion. Quality information is a key in this case and ESCOs must carefully filter the information they have and the time and resources they can invest in marketing. The problem is often linked to the project budget. Apartment owners would like to have this information as soon as possible. For ESCO to provide a detailed and binding budget, they need detailed and expensive studies, ideally the full project design documentation and procurement procedure. If in the early stage the ESCO provides a too low benchmark, the risk is to lose the project

Before organizing a full general assembly, meeting or running a survey, ESCOs in SUNSHINE built consensus in the building with several marketing activities and meeting with the apartment owners, who are members of the council representing the building. At these meetings the offer for comprehensive renovation and energy performance contracting is explained. This is the first opportunity to open the conversation and learn about specific challenges within the buildings, to understand the attitude of the residents and for to identify possible champions. The first meetings are very important and are used as opportunity to open the conversation and explain about specific challenges what outdated buildings have. Usually at these meetings the facilitator and the ESCO try to convince the participating apartment owners about the need of renovation and try to identify positive/key leaders who afterwards can help to reach others with positive attitude.

Marketing activities are implemented in cooperation with the house maintenance company utilizing information leaflets, mailboxes and a poster in the building hall bulletin board. Social media and web-page complement marketing activities.

This report gives a summary of the effort made in SUNSHINE in reaching apartment owners with the first meetings or contacts and the strategy used.

However, the number of meetings, which were held in SUNSHINE demonstrate only in part the enormous effort invested by the ESCOs in explaining the work carried out with apartment owners. All along with these meetings there were extensive communication with several house maintenance companies, homeowner associations, house elders and individual flat owners. The sharing process and information process was not only about ESCO or EPC, but also about the overall benefits of building renovation and energy efficiency. This was necessary because the level of awareness in the sector is still low, with persisting negative opinions and false myths.

2. MESSAGES GIVEN AT THE FIRST MEETINGS

As part of SUNSHINE more than 160 buildings were directly contacted by the project partners providing information about energy efficiency, building renovation and energy performance contracting. This first meeting aimed to convince the apartment owner to continue towards the implementation of a renovation project. In particular, as a results of this activity more than 120 energy audits were provided under SUNSHINE, and further, more than 30 buildings agreed with ESCOs to continue with project development and implementation.

For the first meeting the **first message** brought by an ESCO is a simple question: “what would you like to do with your building?” This question is also presented giving examples of technical problems and options for solutions to enrich the discussion (see Figure 2.1).

OPTION 1:

- ✓ Do nothing and wait for your building to fall apart!
- ✓ Try to save money and make step by step emergency repair!

OPTION 2

- ✓ Do it yourself with a bank credit!
- ✓ Get professional ESCO with guaranteed results!

Figure 2.1. First question and options for apartment owners

As **second message**, the ESCO provides a description of the services that offer and the main benefits for apartment owners. The ESCO provides a turnkey project cycle including the preparation of all technical documentation, project financing, construction and installation of energy efficiency measures, operational and maintenance of the measures during the service period and most important a long-term cooperation with a guarantee on the energy savings. The benefits for apartment owners are focused on the guarantee and project quality achieved under an energy performance contract (see Figure 2.2).

ESCO

- ✓ Turnkey service
- ✓ Technical documentation
- ✓ Arrange project financing
- ✓ Construction and installation
- ✓ Operation and maintenance of all implemented measures
- ✓ Long term cooperation

EPC

ENERGY PERFORMANCE CONTRACT

OWNERS

- ✓ **3 GUARANTEES:**
 - Indoor comfort
 - Energy savings;
 - Quality of works
- ✓ Transparent process
- ✓ Do not take technical risks
- ✓ Get a long-term result

Figure 2.2. general presentation of the ESCO offer

As **third message**, the ESCO explains the process and project cycle for the renovation of a multifamily building is divided between three main phases (see Figure 2.3):

1. project development,
2. construction and installation phase, and
3. service period.

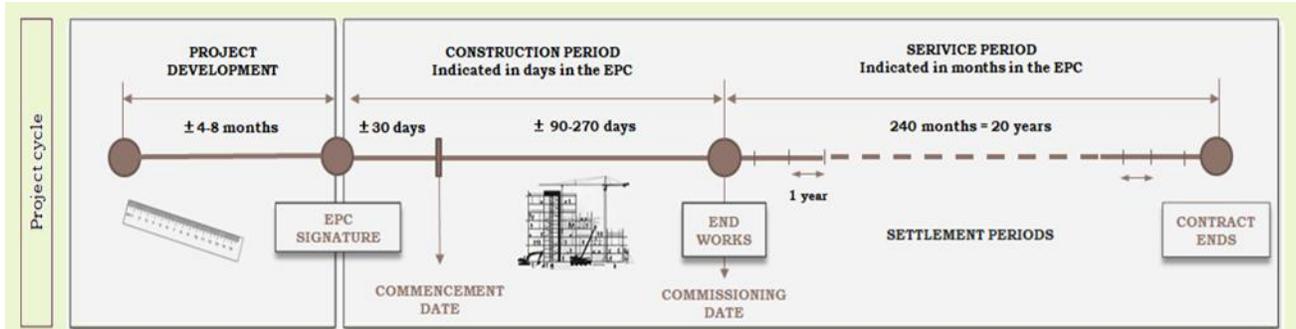


Figure 2.3. Process for the renovation of a multifamily building based on energy performance contracting

For this first meeting the focus of the discussion goes on project development. The ESCO explains to apartment owners that before signing and EPC, or in general before starting the physical construction works, there are several activities needed. From one side the preparation of all technical documentation, and from the other side to arrange project finance. Throughout this development period, communication with apartment owner is paramount for taking specific decision like for example on the architectural design of the façade. Only after the project is developed, the parties are in the position to sign an EPC for project implementation (see Figure 2.4).

1. Access agreement to EPC:

- ✓ Information to apartment owners
- ✓ Organization of general assembly meetings/surveys
- ✓ Building renovation plan
- ✓ Technical documentation (energy audit, structural survey, project design);
- ✓ Financial plan including application to ALTUM

2. EPC:

- ✓ Construction and installation works
- ✓ High quality and customer oriented operational and maintenance services
- ✓ **Guarantees:**
 - energy savings
 - indoor comfort
 - quality of works

Figure 2.4. Before signing an EPC, the ESCO provides project development services.

The **fourth message** is linked to the costs. Apartment owners would like immediately to know the cost of the services, the cost of renovation, the amount of saving guarantees etc...

On this aspect ESCOs must work carefully. They must be able to provide cost estimates for project development costs, which vary from ESCO to ESCO and from building to building (see Table 2.1) but they are not in the position to provide renovation costs to be included as part of the EPC.

Table 2.1. Project development costs – example based on market costs from 2019 for a building of 2500m²

#	Project position	Cost, EUR
1	Energy audit in accordance to legal requirement	1,100.00
2	Technical structural survey	1,300.00
3	Architectural design	3,200.00
4	Construction work organisation	620.00
5	Space heating system - technical design	1,980.00
6	Domestic hot water system - technical design	1,220.00
7	Design of lightning protection system	680.00
8	Fire safety compliance design (LBN 202-15)	270.00
9	Certified control cost estimate	900.00
10	Organisation activities	2,850.00
TOTAL		14,120.00

When discussing with apartment owner is always important to show the cost in term of specific cost (like EUR per square meter or EUR per apartment, and to agree how these costs will be covered:

- ✓ using savings from building accounts
- ✓ collecting the sum with an additional fee for a certain period of month; for example 14,120EUR for project development can be collected from apartment owners in six months (2353.33 EUR/month, which for a building of 2500m² means 0.94 EUR/ m² month for each apartment owner - about 47EUR/month per apartment owner)
- ✓ can be finance by the ESCO upon the condition that the EPC contract will be implemented.

Regarding the renovation costs and the cost after renovation in case of the EPC, as above mentioned the ESCO is not in the position to provide a binding proposal at this stage. However, it is important to show indicative figures and in particular explain the process based on other project examples and references.

ESCOs working in the sector and SUNSHINE partners have developed tools for quick scanning of project potential energy savings and investment costs (see Figure 2.5). In using these tools, ESCO must be very carefully to find the right balance:

- ✓ providing too optimistic figures, which later cannot be confirm in the EPC, will result in bad reputation and the EPC will likely not be signed
- ✓ too pessimistic figures, and apartment owner will stop the project immediately.

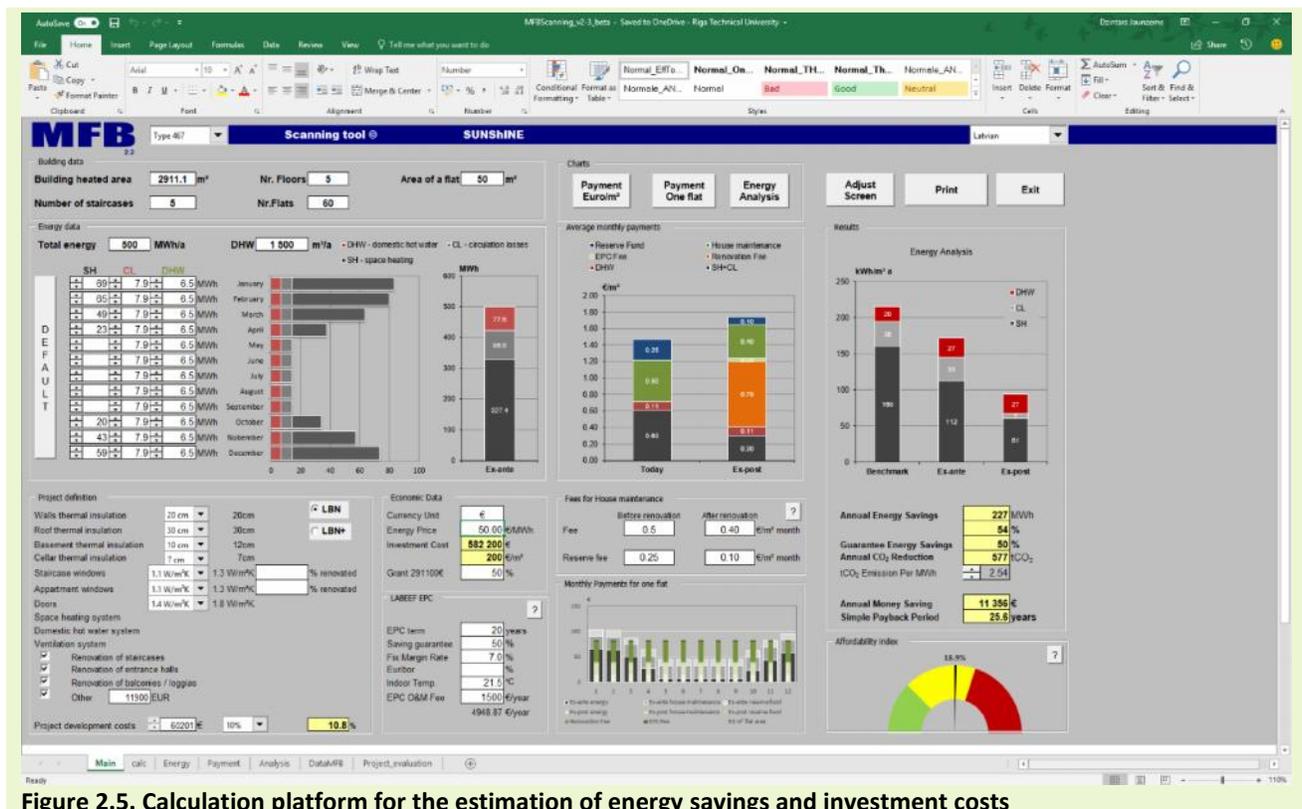


Figure 2.5. Calculation platform for the estimation of energy savings and investment costs

Based on these figures, the ESCO can present a likely scenario based on the set of energy efficiency improvement measures corresponding to a comprehensive building renovation project (see Figure 2.6).



Figure 2.6. Example of breakdown of monthly cost for apartment owners based on EPC

As part of the discussion about cost embedded in an EPC, the key message here for apartment owners is linked to the concept of energy savings, energy guarantees, and quality of services, materials and construction works. Figure 2.7 shows a power point slide used by an ESCO during the meetings with apartment owners. This slide explains the guarantees embedded in the Energy Performance Contract: indoor comfort standard and quality of service.

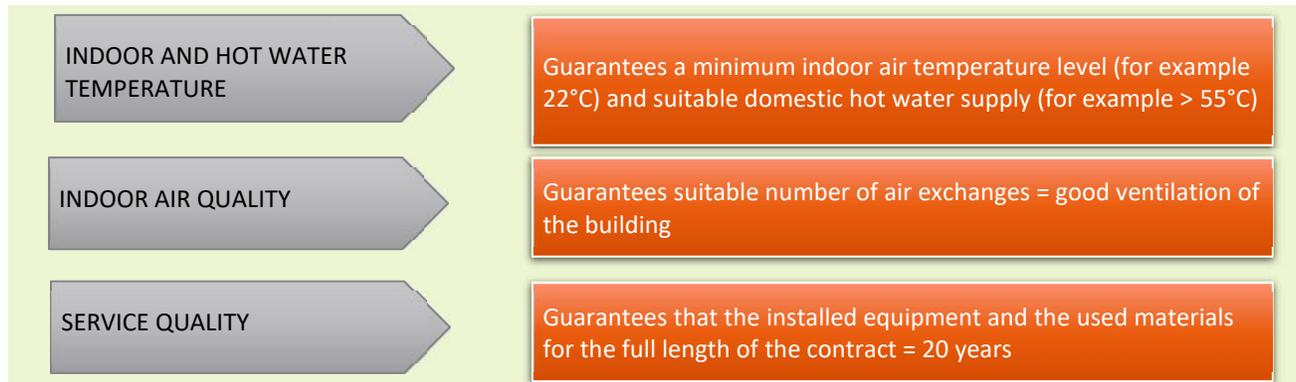


Figure 2.7. Slide taken from a presentation given to apartment owners (translated from Latvian to English)

The ESCOs also explain in details the principle regarding the energy saving guarantee and the proposed methodologies for measurement and verification. Figure 2.8 shows a power point slide used by the ESCO during the meetings with apartment owners. The charts illustrate that energy savings are guaranteed and in scenarios when savings are missing the ESCO compensates the losses for missing energy savings. In other scenario when energy savings are exceeding the guarantee level a sharing solution is proposed.

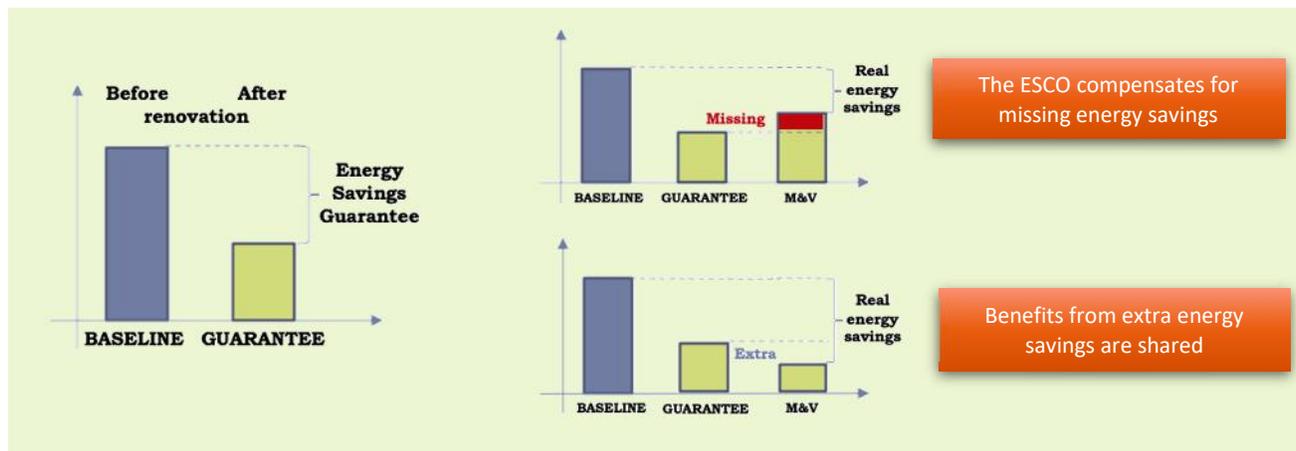


Figure 2.8. Slide taken from a presentation given to apartment owners (translated from Latvian to English)

The **fifth message** is linked to the case studies and examples. Here the ESCO presents example of building renovated in the past, better explain the energy efficiency improvement measures, the needs of comprehensive renovation and the holist approach to building renovation (Figure 2.9).



Figure 2.9. example of project renovated by RenEsco, one of the ESCO company in SUNSHINE

3. COMPLEMENTARY MARKETING AND KEY INFORMATION

A key factor for getting a signed EPC for building renovation is to provide detailed information to apartment owners: references, costs, benefits and guarantees shall be explained in a clear and concise manner. Complementary to direct meeting and information provided by phone of great help are also other channels.

For this purpose, for example Salaspils Siltums run an informative campaign using their homepage and other municipal media, like local newspapers (see Figure 3.1). Salaspils siltums included in their informative campaigns’ interviews and opinions from apartment owners, which generally worked very well. In addition, Salaspils Siltums offered free of charge thermographic inspection for interested buildings for increasing apartment owners’ awareness.



Figure 3.1. Salaspils Siltums homepage- survey about factors which impact renovation

In Figure 3.2 Salaspils Siltums used the web page as one of the communications channels to inform about case studies and implemented project, to provide successful examples to apartment owners.

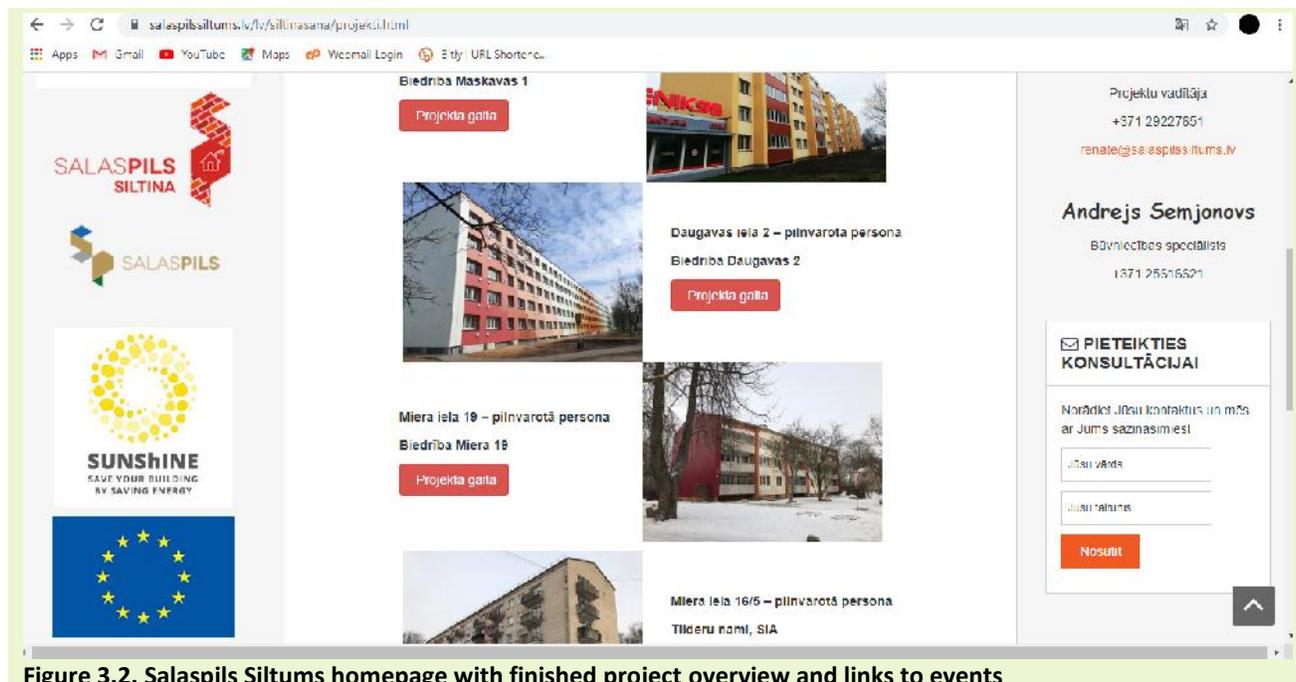


Figure 3.2. Salaspils Siltums homepage with finished project overview and links to events

Social media was another communication instrument used by ESCOs for communication regarding the offered services and building renovation. Special Facebook site Salaspils Siltina (*Salaspils Warms-Up*) reached more than 250 followers and RenEsco on its Facebook page reached more than 180 followers (see Figure 3.3).

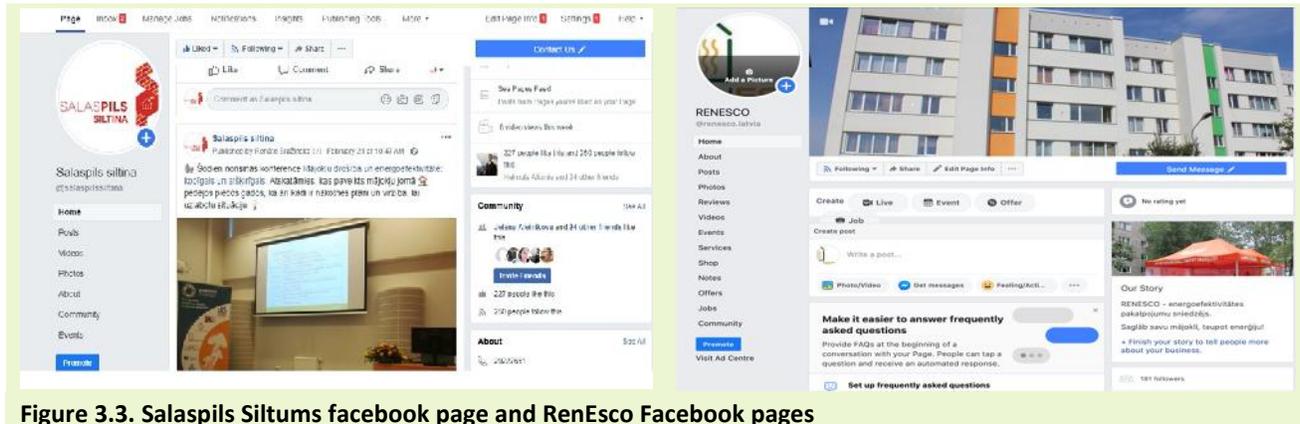


Figure 3.3. Salaspils Siltums facebook page and RenEsco Facebook pages

RenEsco also periodically published articles and information about ESCO and how EPC works in building renovation. Additionally, for sharing information, RenEsco also used Twitter reaching more than 340 followers (see Figure 3.4)



Figure 3.4. RenEsco Twitter

Often the first contact between interested apartment owners and ESCOs occurred by telephone. Therefore, telephone advice and communication in this project phase was one of the first and most important tool. Phone calls were protocolled with the most important information: building address, contact person name and phone number plus basic notes regarding the attitude and specific interest of apartment owners. During the call ESCO already collected basic information on the building existing conditions, financial status of the building, general apartment owner attitude about renovation. Then the EPC concept was simply introduced and a face to face meeting with a small group of apartment owners (member of building council) to provide more detailed explanations proposed (see Figure 3.5). The same sort of communication also occurred by email.



Komunikācija ar daudzdzīvokļu māju pārstāvjiem
 PROTOKOLS NR. 8-08.2016

Telefonsarunas jautājumi:

- Jautājumi par ēkas pašreizējo statusu, iedzīvotāju ieinteresētību.
- Jautājumi par ēkas tehnisko stāvokli.
- Jautājumi par ēkas finansiālo stāvokli.
- Informācija par ESCO pakalpojumu.
- Informācija par plānotajiem EPC+ pakalpojuma līguma nosacījumiem.
- Informācija par vienkāršotās renovācijas procesu, sapulču organizāciju.

Sarunas datums	Ēkas adrese	Dzīvokļa īpašnieka vārds	Telefona numurs	Piezīmes
05.08.2016	Varavīksnes gatve 3, Rīga	Minigulja	282120**	Aktīva.
05.08.2016	Varavīksnes gatve 8, Rīga	Genadijs	266622**	Grūti ieinteresēt
10.08.2016	Viestura prospekts 35, Rīga	Vladislavs	265341**	Ir gatavs palīdzēt.
15.08.2016	Anņīpmuižas 62, Rīga	Viljams	299778**	Grūti ieinteresēt
17.08.2016	Brīvības 399, Rīga	Jadviga	675247**	Mājā daudz pensionāru
18.08.2016	D.Brantkalna 9, Rīga	Tatjana	268861**	Daudz neskaidru jautājumu
23.08.2016	Dammes 26, Rīga	Tatjana	265565**	Grūti ieinteresēt
23.08.2016	Gaujienas 1, Rīga	Žanna	296302**	Varētu ieinteresēt
24.08.2016	Iksķīles 7, Rīga	Kristīne	265430**	Aktīva.
25.08.2016	Meldru 20, Rīga	Nellija	673446**	Grūti ieinteresēt

Figure 3.5. Example of August 2016 protocol of registered phone calls with apartment owners

4. ACHIEVED RESULTS – MEETINGS

As part of SUNSHINE, 166 buildings were directly contacted by project partners providing information about energy efficiency, building renovation and energy performance contracting and including a face to face meeting with apartment owners (elder of the house and or council members). These first meetings aimed to convince the apartment owner to continue towards the implementation of a renovation project. In particular, as a results of this activity more than 120 energy audits were provided under SUNSHINE. The full list of building is given in Annex I.

Out of 166 buildings, a total 65 first round of meetings has been organized during the SUNSHINE project. Table 4.1. provides a list with the first assembly meetings held during the initial phase of the renovation process. For each building at least 70% of the residents were required to attend the assembly as legal requirement. More than 7000 apartment owners were reached. Some meeting was organized in cooperation with the house maintenance companies based on information leaflets, publications on social media and home pages. In other cases, it was done in cooperation with individual apartment owners, house elders, homeowner associations with door-to-door surveys and individual meetings.

From here, more than 30 buildings agreed with the ESCOs to continue with project development and implementation. As February 2020, the renovation of five buildings was concluded and investment is in 25 buildings triggered.

Table 4.1. List of first General Assembly meetings

No	City	Address	Date	Approval
1	Salaspils	Meža street 7	24.04.2015	Positive
2	Salaspils	Skolas street 7/2	24.04.2015	Negative
3	Salaspils	Maskavas street 7	24.04.2015	Negative
4	Salaspils	Maskavas street 5	24.04.2015	Negative
5	Salaspils	Energētiķu street 3	24.04.2015	Positive
6	Salaspils	Maskavas street 1	25.04.2015	Positive
7	Salaspils	Miera street 16	27.04.2015	Negative
8	Salaspils	Miera street 17	05.05.2015	Positive
9	Salaspils	Daugavas street 2	23.01.2016	Positive
10	Salaspils	Miera street 19	15.02.2016	Positive
11	Salaspils	Dienvidu street 1	31.03.2016	Positive
12	Salaspils	Dienvidu street 7/1	16.11.2016	Positive
13	Salaspils	Skolas street 7/2	12.12.2016	Positive
14	Salaspils	Lazdu street 2	14.12.2016	Positive
15	Salaspils	Vītolu street 3	12.12.2016.	Positive
16	Salaspils	Miera street 16/5	04.03.2017	Positive
17	Salaspils	Miera street 22	20.10.2017	Positive
18	Salaspils	Institūta street 6	05.03.2018	Positive
19	Salaspils	Energētiķu street 3	28.12.2018	Positive
20	Salaspils	Meža street 7a	23.10.2019	Positive
21	Rīga	Bērzupes 23	29.06.2017	Positive
22	Rīga	Lielupes 62	10.08.2017	Positive
23	Rīga	Tomsona 40	20.05.2016	Negative
24	Rīga	Baznīcas 8	01.08.2016	Negative
25	Rīga	Kr.Valdemāra 159	03.02.2017	Negative
26	Rīga	Jaunsaules 18A	19.05.2017	Negative
27	Rīga	Mazā Krūmu 10	08.09.2017	Negative
28	Cēsis	Birzītes 6	15.08.2016	Negative
29	Cēsis	Festivāla 44	12.05.2016	Positive

30	Cēsis	Vaives 2	01.08.2016	Negative
31	Cēsis	Festivāla 42	23.01.2016	Negative
32	Rīga	Vesetas 25	24.04.2015	Positive
33	Rīga	Stirnu 36	15.02.2016	Positive
34	Rīga	Stirnu 38	15.02.2016	Positive
35	Olaine	Stacijas 34	17.05.2016	Negative
36	Rīga	Dzelzavas 57	06.04.2017	Negative
37	Rīga	Stirnu 43	19.04.2017	Negative
38	Rīga	Dzelzavas 101	14.08.2017	Negative
39	Rīga,	Upesciems, Ziedu 21	14.09.2017	Negative
40	Jelgava	Palīdzības 1	19.05.2017	Negative
41	Līvāni	Vecticībnieku 6	11.04.2017	Positive
42	Līvāni	Rīgas 128	07.03.2017	Positive
43	Līvāni	Rīgas 37	25.05.2017	Positive
44	Līvāni	Lāčplēša 15	11.05.2017	Positive
45	Līvāni	Kurzemes 8	27.11.2018	Positive
46	Līvāni	Vecticībnieku 6	11.12.2018	Positive
47	Līvāni	Rīgas 128	20.11.2018	Positive
48	Līvāni	Rīgas 37	30.04.2018	Positive
49	Līvāni	Lāčplēša 15	06.12.2018	Positive
50	Dobele	Ausmas 17	28.06.2016	Positive
51	Dobele	Skolas 24	16.05.2016	Positive
52	Dobele	Zaļā 52	02.05.2016	Positive
53	Dobele	Zaļā 28	11.06.2016	Positive
54	Dobele	Meža prospekts 2	10.05.2016	Positive
55	Dobele	Muldovas 12	16.06.2016	Positive
56	Dobele	Skolas10	13.10.2016	Positive
57	Dobele	Skolas 10	06.08.2016	Positive
58	Iecava	Ozolu 15	08.12.2017	Negative
59	Jūrmala	Jaunā 66	15.11.2018	Negative
60	Rīga	Čiekuru 6	12.07.2017	Negative
61	Rīga	Ezermalas 61	02.03.2018	Negative
62	Rīga	Katrīnas dambis 5	11.05.2018	Negative
63	Rīga	Strūgu 4	07.05.2018	Negative
64	Rīga	Matīsa 79	16.08.2018	Negative
65	Gulbene	Bišu 8	18.09.2019	Positive

ANNEX I – MEETING LIST

No	City	Address
1	Salaspils	Meža street 7
2	Salaspils	Skolas street 7/2
3	Salaspils	Maskavas street 7
4	Salaspils	Maskavas street 5
5	Salaspils	Enerģētiķu street 3
6	Salaspils	Maskavas street 1
7	Salaspils	Miera street 16
8	Salaspils	Miera street 17
9	Salaspils	Daugavas street 2
10	Salaspils	Miera street 19
11	Salaspils	Dienvidu street 1
12	Salaspils	Dienvidu street 7/1
13	Salaspils	Skolas street 7/2
14	Salaspils	Lazdu street 2
15	Salaspils	Vītolu street 3
16	Salaspils	Miera street 16/5
17	Salaspils	Miera street 22
18	Salaspils	Institūta street 6
19	Salaspils	Enerģētiķu street 3
20	Salaspils	Meža street 7a
21	Rīga	Bērzupes 23
22	Rīga	Lielupes 62
23	Rīga	Tomsona 40
24	Rīga	Baznīcas 8
25	Rīga	Kr.Valdemāra 159
26	Rīga	Jaunsaules 18A
27	Rīga	Mazā Krūmu 10
28	Rīga	Vesetas 25
29	Rīga	Stirnu 36
30	Rīga	Stirnu 38
31	Rīga	Dzelzavas 57
32	Rīga	Stirnu 43
33	Rīga	Dzelzavas 101
34	Rīga,	Upesciems, Ziedu 21
35	Rīga	Čiekuru 6
36	Rīga	Ezermalas 61
37	Rīga	Katrīnas dambis 5
38	Rīga	Strūgu 4
39	Rīga	Matīsa 79
40	Rīga	Andromedas gatve 1
41	Rīga	Brīvības gatve 399
42	Rīga	Brīvības gatve 399
43	Rīga	Daugavgrīvas iela 70k1
44	Rīga	Ezermalas iela 2k2
45	Rīga	Ģimnastikas iela 6A
46	Rīga	Kāvu iela 6
47	Rīga	Laimdotas iela 57
48	Rīga	Maskavas iela 254k6
49	Rīga	Nīcgales iela 40
50	Rīga	Nīcgales iela 64
51	Rīga	Stendes iela 1k6
52	Rīga	Vienības gatve 168
53	Rīga	Ģertrūdes iela 98

54	Rīga	Staburaga iela 3
55	Rīga	Viestura Prospekts 89
56	Rīga	Brīvības gatve 352
57	Rīga	Bruņinieku iela 28
58	Rīga	Kurmju iela 7 k-2
59	Rīga	Lemešu iela 2A
60	Rīga	Birzes iela 18
61	Rīga	Indrānu iela 9
62	Rīga	Viestura Prospekts 19
63	Rīga	Aleksandra Grīna bulvāris 3
64	Rīga	Eksporta iela 10
65	Rīga	Elvīras iela 5
66	Rīga	Dzegužu iela 3
67	Rīga	Sarkandaugavas iela 31
68	Rīga	Ieroču iela 1
69	Rīga	Brīvības iela 64
70	Rīga	Brīvības gatve 388
71	Rīga	Brīvības gatve 389
72	Rīga	Caunes iela 8A
73	Rīga	Dzirnavu iela 3A
74	Rīga	Duntes iela 26/2
75	Rīga	Ernestīnes iela 18A
76	Rīga	Esplanādes iela 6
77	Rīga	Fridriha Candra iela 12 k-1
78	Rīga	Gaigalas iela 23
79	Rīga	Gaiļezera iela 6
80	Rīga	Gobas iela 20
81	Rīga	Gramzdas iela 19 k-3
82	Rīga	Kalsnavas iela 1
83	Rīga	Kristapa iela 18
84	Rīga	Jura Alunāna iela 6 k1
85	Rīga	Jura Alunāna iela 6 k2
86	Rīga	Auces iela 9
87	Rīga	Bāriņu iela 2
88	Rīga	Biķernieku iela 224
89	Rīga	Dagmāras iela 9 k1
90	Rīga	Dagmāras iela 9 k2
91	Rīga	Dagmāras iela 18
92	Rīga	Dzirciema iela 70
93	Rīga	Garā iela 28
94	Rīga	Ieriķu iela 46
95	Rīga	Ikšķiles iela 3
96	Rīga	Ikšķiles iela 13
97	Rīga	Kalnciema iela 116B
98	Rīga	Kalpaka bulvāris 10
99	Rīga	Lielā iela 59
100	Rīga	Patversmes iela 30
101	Rīga	Firsa Sadovņikova iela 33
102	Rīga	A. Saharova 5 k-1
103	Rīga	Slāvu iela 13 k-1
104	Rīga	Pārmiju iela 30
105	Rīga	Dzelzavas iela 76 k-1
106	Rīga	Valmieras iela 39A
107	Rīga	Sporta iela 7
108	Rīga	Maskavas iela 273 k-1
109	Rīga	Parādes iela 20A
110	Rīga	Dzērbenes iela 5
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