

PROGRAM	Residential Lighting Program
Objective	Increase sales and awareness of ENERGY STAR® qualified lighting products
Target Market	The target market will be local and national lighting retailers. This target market will continue to leverage past program partners but also build on national best practices for consumer marketing opportunities.
Program Duration	March 1, 2016 through February 28, 2019
Program Description	The program will be run through Implementer and their subcontractors with significant experience in markdown and rebate processing and working with national and local retail outlets. The contractor will offer incentives to retail partners to increase sales of qualified lighting. Through these incentives, the end-user receives a discount on the price of highly efficient, ENERGY STAR or better, qualified lighting products. There will be an emphasis on training the retail outlet sales staff to discuss the benefits of efficient lighting as well as increased Point of Purchase (POP) marketing materials to increase consumer awareness.
Eligible Measures & Incentive Strategy	Mark-downs are price reductions offered by retailers to increase sales of a specific product. The goal of the mark-down is to develop a cost reduction, making the lighting product more appealing to the consumer while at the same time creating an opportunity to educate consumers on the benefits and applications of LEDs. Each Participant will receive a rebate as an instant credit at check out from the Retailer.

Implementation Strategy	<p>The Company will hire a Contractor to implement this program. The contractor will provide the necessary services to effectively implement the program and obtain the energy savings goals outlined in the Plan while adhering to the budget identified by the Company. Key implementation aspects include:</p> <ul style="list-style-type: none"> • Create marketing material leveraging the Company's brand image, including coupons, POP marketing materials, and other materials to be used to support the sales staff. • Rebate processing and payment. • A tracking system database will be utilized to collect and monitor sales data from the field, segmented by retail partner, geographical locations, and sales volume. The database will have components to track field work as well, identifying stores visited, marketing materials left at store, and retailer feedback among other items. • Develop reports to display the program's progress in relation to meeting budgets and savings goals on a regular basis. There will be other reporting which will identify operational details on progress with field representatives. Quarterly and annual reporting summarizing program milestones and achievements will be provided to the Company for review and to inform program redesign. • The contractor will hire, train, and develop field representatives to educate and monitor retail outlet partners. These field representatives will be responsible for delivering marketing materials, training the retailers' sales staff, and reporting their findings. • Depending on level of sales and budget availability additional delivery channels may be employed such as: online store, coupons, and pop-up retail sales.
Program Response to Evolving Markets	<p>Due to the unpredictable nature of the market place, Ameren Missouri and its contractors will maintain flexibility within the program. Various market factors including new codes and standards, energy legislation, and consumer attitudinal shifts will affect the measure mix and program delivery strategy. Ameren Missouri will alter incentive levels and measure participation as necessary to ensure program success through achievement of energy savings goals. If through changing market conditions, it is determined by the program that a measure or incentive program will no longer provide appropriate cost effective energy savings, Ameren Missouri will take the necessary steps to withdraw the measure or incentive program from the market.</p>
Marketing Strategy	<p>The primary marketing efforts will be separated into customer awareness and sales staff education. Recruitment of retail partners will be critical to the success of this program. Identifying the benefits of providing more efficient lighting products to customers as well as outlining the corresponding incentives will help to build the retail trade ally network. Various marketing materials will be delivered to the participating retail stores to inform end-use customers about efficient lighting. These materials include but are not limited to: POP Materials (hang tags, stickers, etc.). Other types of marketing that may be employed include but are not limited to lighting clinics and events at retailers, pop-up retail, proximity mobile marketing, Co-op advertising, Coupons, Print, radio, television commercials, Web placement, Billboards and on-bill messaging.</p> <p>The second component of the marketing will consist of training and educating the sales staff on effectively promoting and endorsing ENERGY STAR or other high efficiency lighting products. Field representatives will deliver marketing materials to staff, train and educate the sales staff surrounding the ENERGY STAR brand and its benefits, and provide a point of contact for retail partners to ask questions and receive any further clarification as needed.</p>

EM&V Requirements	A process evaluation will be conducted annually to identify strategies that have been successful and also identify improvement opportunities. The evaluation contractors will use best practice methodologies when conducting process evaluations including, but not limited to, stakeholder interviews, customer surveys, program ally interviews, and database, program logic model, and marketing reviews. The evaluator will also conduct a payment analysis to determine the impact of the program on customer bill payment patterns, arrearages, and disconnects.																									
Program Design Flexibility	At their core, energy efficiency programs are marketing programs that must respond to a changing marketplace and keep up with new technology offerings, delivery channels, and customer preferences. The 11-step process will allow stakeholder input and at the same time facilitated successful implementation of necessary changes. This level of flexibility at the implementation team level is important to make appropriate modifications for to respond to program and market condition changes.																									
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PROGRAM	Residential Efficient Products Program
Objective	The objective of the Efficient Products Program is to raise customer awareness of the benefits of “high-efficiency” products (ENERGY STAR®, Consortium for Energy Efficiency (CEE) Tiers, or better) and to educate residential customers about energy use in their homes and to offer information, products, and services to residential customers to save energy cost-effectively.
Target Market	All residential customers within the Ameren Missouri service territory.
Program Duration	March 1, 2016 through February 28, 2019
Program Description	<p>The Efficient Products Program is meant to be an umbrella program, incorporating various program partners, products, and program delivery strategies. Many of the measures will be incentivized via mail-in rebates, while others may be packaged together and delivered through program partners and contractors. To the extent possible, Ameren Missouri will attempt to leverage opportunities with both federal and state programs.</p> <p>Ameren Missouri will also leverage the CEE to identify efficiency tiers above ENERGY STAR for products. As appropriate, Ameren Missouri will support these tiers with higher incentives. Depending on specific product parameters, this may provide greater per unit and customer savings and developing and supporting these tiers also helps accelerate future ENERGY STAR specification revisions and code changes.</p>
Eligible Measures & Incentive Strategy	<p>End-use cost-effective measures included in the TRM may consist of qualified ENERGY STAR appliances, power management, water heaters, window air conditioning units, pool pumps, various building shell measures, and learning thermostats.</p> <p>Incentive levels are by no means fixed and will likely change to reflect market conditions and drive the market participation. The measures listed in the table below are aggregated measure categories composed of multiple efficient technologies</p>
Implementation Strategy	<p>The Company will deliver this program and the products incorporated via a mail-in, online, on-bill or other appropriate rebate mechanism. Customers will purchase program qualified products at participating retailers or they may have building shell measures installed through program partners and contractors. Once the rebate request has been received by the program, it is processed, and a rebate check will be sent to the customer or participating partner as appropriate.</p> <p>The Company will offer a Smart Strip power management device to address the growing consumer electronics market. It is difficult to penetrate the electronics market segment due to fast-paced changes within the industry and high levels of product cannibalization.</p>
Program Response to Evolving Markets	Due to the unpredictable nature of the market place, Ameren Missouri and its contractors will maintain flexibility within the program. Various market factors including new codes and standards, energy legislation, and consumer attitudinal shifts will affect the measure mix and program delivery strategy. Ameren Missouri will alter incentive levels and measure participation as necessary to ensure program success through achievement of energy savings goals. If through changing market conditions, it is determined by the program that a measure or incentive program will no longer provide appropriate cost effective energy savings, Ameren Missouri will take the necessary steps to withdraw the measure or incentive program from the market.

Marketing Strategy	<p>The Company and its implementation contractors will continue to follow a multi-faceted approach to marketing highly efficient appliances, electronics and products with an emphasis on ENERGY STAR. In addition to direct advertising targeted at residential customers, the Company expects to leverage national ENERGY STAR marketing campaigns and to work collaboratively with industry partners and trade allies at all levels of the retail supply chain.</p> <p>Among the specific marketing activities targeting residential customers are the following:</p> <ul style="list-style-type: none"> • Retail marketing and POP displays • TV, radio, print. Billboard advertising • The Ameren Missouri Website • Leveraging marketing budgets through cooperative promotions with retailers, distributors, contractors, and manufacturers including special events at retail stores and in communities • Training and supporting retail sales staffs so they are able to tell customers about the benefits of ENERGY STAR appliances and products and to help customers choose the best products to meet their needs. • Utilize the knowledge and experience of the contractor trade ally network to promote the installation of high-efficiency products and educate the customer on energy efficiency. • Train and educate retail entertainment installation staff on proper usage, benefits, and cautions of Smart Power Strips.
EM&V Requirements	<p>A process evaluation will be conducted annually to identify strategies that have been successful and also identify improvement opportunities. The evaluation contractors will use best practice methodologies when conducting process evaluations including, but not limited to, stakeholder interviews, customer surveys, program ally interviews, and database, program logic model, and marketing reviews. The evaluator will also conduct a payment analysis to determine the impact of the program on customer bill payment patterns, arrearages, and disconnects.</p>
Program Design Flexibility	<p>At their core, energy efficiency programs are marketing programs that must respond to a changing marketplace and keep up with new technology offerings, delivery channels, and customer preferences. The 11-step process will allow stakeholder input and at the same time facilitated successful implementation of necessary changes. This level of flexibility at the implementation team level is important to make appropriate modifications for to respond to program and market condition changes.</p>

Estimated Participation	Residential Efficient Products - Estimated Annual Installations				
	End-Use	2016	2017	2018	3 Year Total
	Building Shell RES	2,691	2,127	2,183	7,001
	Cooling RES	910	2,087	739	3,735
	HVAC RES	1,953	3,237	1,604	6,794
	Miscellaneous RES	14,467	8,575	17,606	40,648
	Motors BUS	102	261	111	474
	Pool Spa RES	102	261	111	474
	Refrigeration RES	363	833	294	1,490
	Water Heating RES	7,241	4,296	8,810	20,347
Total	27,831	21,678	31,459	80,968	
Estimated Budget	Residential Efficient Products - Estimated Annual Budget* (\$ millions)				
		2016	2017	2018	3 Year Total
	Incentive**	\$0.87	\$0.89	\$0.77	\$2.54
	Admin Costs	\$0.85	\$0.87	\$0.81	\$2.53
	Total Costs	\$1.72	\$1.76	\$1.58	\$5.06
*The budget for this program does not reflect an additional portfolio cost of \$1.5 million for MEEIA 2016-2018 research and development costs.					
**Incentive received by customer					
Savings Targets	Residential Efficient Products - Estimated Annual Net Savings at Meter				
		2016	2017	2018	3 Year Total
	kWh Savings	4,759,944	4,759,944	4,759,944	14,279,831
kW Savings	1,399	1,612	1,235	4,247	
Cost-effectiveness	3 Yr Program Cost-Effectiveness (2016-2018)				
	Program	TRC	UCT	PCT	RIM*
	Residential Efficient Products	1.48	2.45	2.70	0.79
*Represents net fuel					
Learning Thermostats	While learning thermostats are a significant component of the Ameren Missouri residential EE portfolio, the most efficient method of delivery for MEEIA 2016-2018 for these measures is through the Efficient Products and HVAC programs. 60% of the kWh, kW and budget of the Learning Thermostats program will be allocated to and delivered through Efficient Products.				
	Residential Efficient Products – Learning Thermostat Allocations				
		2016	2017	2018	3 Year Total
	Installations	3,266	3,266	3,266	9,798
	kWh Savings	1,252,423	1,252,423	1,252,423	3,757,270
kW Savings	1,189	1,189	1,185	3,562	
Total Costs (\$M)	\$0.77	\$0.79	\$0.77	\$2.33	

PROGRAM	Residential HVAC Program
Objective	Obtain energy and demand savings through improvement in the operating performance of existing residential cooling units or replacement of central AC units and heat pumps.
Target Market	Residential customers with central AC units or heat pumps.
Program Duration	March 1, 2016 through February 28, 2019
Program Description	<p>This program covers virtually every aspect of air conditioners and heat pumps including commissioning and retro-commissioning, rated unit efficiency, actual unit efficiency, duct system efficiency, retrofit and replacement upgrades. The program may also use the local HVAC contractor base to promote installation of heat pump water heaters and learning thermostats.</p> <p>Second, it provides marketing concepts that, when successful, can be used for other programs in the Company's service area. Unlike the typical "shot-gun" approach, the marketing plan will target the best opportunities for participation. The Company will utilize a targeted marketing approach containing multiple data sets including billing, census, and county/municipality data.</p> <p>The Residential HVAC program improves the efficiency of new and existing central air conditioning systems, including heat pumps, by replacing legacy cooling systems within the home and improves the efficiency of new systems in residential new construction. The baseline efficiency conditions for new and replacement cooling systems are the operating efficiency of existing systems or applicable federal equipment standards and applicable building codes. Air conditioning systems are typically oversized relative to the cooling load and are usually not operating at manufacturer's specifications at install. The baseline conditions for existing air conditioning systems usually include age related degradation, improper refrigerant charge, and airflow across the coils and leaky ducts. In many cases, ducts are undersized.</p>
Eligible Measures & Incentive Strategy	The measure table below contains one measure category that is comprised of multiple measures. Consequently, measure savings, costs, participation, measure mix, and incentive dollars reflected below are a blend of multiple measure data and may not be representative of the values used in the implementation of the program. More refined data will be provided after the measures have been vetted through the implementation team.

Implementation Strategy	<p>The Company will hire a Contractor to implement this program. The contractor will provide the necessary services to effectively implement the program and obtain the energy and demand savings goals outlined in the Plan while adhering to the planned budget. Key implementation aspects include:</p> <ul style="list-style-type: none"> • Targeted marketing approach for contractor recruitment and training. Developing a consistent and robust educational component will help deliver an effective program. Training will commence once contractors enter into the participation agreement. • Specific areas of training include measure testing protocols, calibration requirements, procedures for various conditions, and acceptable tolerances. For equipment, the protocols will specify efficiency standards and other elements such as a matching indoor and outdoor coil requirement for new air conditioning equipment. • Once contractors are trained, they can utilize the techniques and incentives provided by the Company to improve sales of highly efficient HVAC equipment and effectively diagnose and improve existing system inefficiencies. Ameren Missouri will provide incentives to encourage sales of energy efficient products and for properly installed HVAC energy saving upgrades. <p>The program will employ the implementation contractor's preferred protocols to verify refrigerant charge and airflow optimization and quality installs. This process has a few key components:</p> <ol style="list-style-type: none"> 1. Units will be qualified for early replacement based on unit nameplate efficiency. <i>This step provides the technician with the information they need to initiate the sale of a new high efficiency unit immediately, while they are still at the jobsite.</i> 2. Replacement systems efficiency ratings are verified through the Air Conditioning, Heating, and Refrigeration Institute (AHRI) certification database and are commissioned using the implementation contractor's preferred protocol. <i>This step verifies the rated efficiency of the new system, and that it is properly installed and operating. This closes the loop in documenting the energy savings delivered by the replacement.</i> <p>Once the replacement or tune up has been completed an informational package will be provided to the customer. This package will certify the improvements made, provide educational literature describing efficiency maintenance and benefits, and seek the completion of a satisfaction survey.</p>
Program Response to Evolving Markets	<p>Due to the unpredictable nature of the market place, Ameren Missouri and its contractors will maintain flexibility within the program. Various market factors including new codes and standards, energy legislation, and consumer attitudinal shifts will affect the measure mix and program delivery strategy. Ameren Missouri will alter incentive levels and measure participation as necessary to ensure program success through achievement of energy and demand savings goals. If through changing market conditions, it is determined by the program that a measure or incentive program will no longer provide appropriate cost effective energy or demand savings, Ameren Missouri will take the necessary steps to withdraw the measure or incentive program from the market.</p>

Marketing Strategy	<p>Marketing to customers must help to overcome barriers to their participation, especially a) lack of awareness, understanding, or trust of the new measures, b) lack of awareness and trust as to whom in the market can provide the new measures, and c) higher first costs. Program messaging will be designed to address the lack of awareness regarding the optimal performance of HVAC equipment and the benefits of high efficiency new equipment. The following methods will be employed to maximize customer attention, receptivity, and action.</p> <ul style="list-style-type: none"> • If deemed feasible and within the budget, the Contractor will analyze utility customer usage data, weather data, and demographic data to target the 10-15% of Ameren Missouri residential customers who are most likely to have inefficient heating and cooling systems. Utilizing this data, the Contractor will send targeted direct mail to these customers identifying potential HVAC improvements tailored to their specific situation as defined by the data analysis. • Contractor co-op advertising. The Contractor will work with HVAC contractors to target their existing customers and to prospect for new customers. The Contractor will work with the HVAC contractor community to identify existing customers that may qualify for the program as well as assistance on developing a new client base. • Program collateral. The program will develop marketing collateral to support all aspects of the program, especially materials for customers and contractors. • Post-service materials will be used to inform the customer of system performance and provide opportunities for the company to cross-sell other efficiency programs. <p>Contractor training will not only provide avenues to improve the qualified installation/retrofit community of HVAC professionals, but also provide information and education on Ameren Missouri's portfolio of residential energy efficiency programs.</p>
EM&V Requirements	<p>A process evaluation will be conducted annually to identify strategies that have been successful and also identify improvement opportunities. The evaluation contractors will use best practice methodologies when conducting process evaluations including, but not limited to, stakeholder interviews, customer surveys, program ally interviews, and database, program logic model, and marketing reviews. The evaluator will also conduct a payment analysis to determine the impact of the program on customer bill payment patterns, arrearages, and disconnects.</p>
Program Design Flexibility	<p>At their core, energy efficiency programs are marketing programs that must respond to a changing marketplace and keep up with new technology offerings, delivery channels, and customer preferences. The 11-step process will allow stakeholder input and at the same time facilitated successful implementation of necessary changes. This level of flexibility at the implementation team level is important to make appropriate modifications for to respond to program and market condition changes.</p>

Estimated Participation	Residential HVAC - Estimated Annual Installations				
	End-use	2016	2017	2018	3 Year Total*
	Cooling RES	7,608	5,383	5,383	18,375
	HVAC RES	26,331	18,936	18,936	64,203
	Water Heating RES	120	87	87	294
Total	34,059	24,406	24,406	82,872	
*The annual targets to achieve the 3 year total may be smoothed prior to actual implementation of the program					
Estimated Budget	Residential HVAC - Estimated Annual Budget* (\$ millions)				
		2016	2017	2018	3 Year Total
	Incentive**	\$5.37	\$3.82	\$3.82	\$13.00
	Admin	\$4.33	\$4.00	\$3.95	\$12.28
	Total	\$9.70	\$7.82	\$7.76	\$25.28
*The budget for this program does not reflect an additional portfolio cost of \$1.5 million for MEEIA 2016-2018 research and development costs. **Incentive received by customer					
Savings Targets	Residential HVAC - Estimated Annual Net Savings at Meter				
	Year	2016	2017	2018	3 Year Total*
	kWh Savings	31,399,416	22,319,600	22,319,600	76,038,615
	kW Savings	20,031	14,245	14,193	48,469
*The annual targets to achieve the 3 year total may be smoothed prior to actual implementation of the program					
Cost-effectiveness	3 Yr Program Cost-Effectiveness (2016-2018)				
	Program	TRC	UCT	PCT	RIM*
	Residential HVAC	2.49	4.27	4.72	0.83
*Represents net fuel					
Learning Thermostats	While learning thermostats are a significant component of the Ameren Missouri residential EE portfolio, the most efficient method of delivery for MEEIA 2016-2018 for these measures is through the Efficient Products and HVAC programs. 40% of the kWh, kW and budget of the Learning Thermostats program will be allocated to and delivered through the HVAC program. See details in table below.				
	Residential HVAC – Learning Thermostat Allocations				
		2016	2017	2018	3 Year Total
	Installations	2,177	2,177	2,177	6,532
	kWh Savings	834,949	834,949	834,949	2,504,847
kW Savings	792	793	790	2,375	
Total Costs (\$M)	\$0.52	\$0.52	\$0.51	\$1.55	

PROGRAM	Residential Low Income Program
Objective	The objective of this program is to deliver long-term energy savings and bill reductions to low-income customers by delivering energy efficiency services to Ameren Missouri customers who are tenants, owners and operators of multi-family low-income (“MFLI”) properties. This will be achieved through education and a variety of directly installed and incentivized energy saving measures in tenant units, whole building and common area improvements.
Target Market	<p>Eligible customers taking service under the Company’s Service Classifications, Residential Rate 1(M), Small General Service Rate 2(M), Large General Service Rate 3(M), and Small Primary Service Rate 4(M) which supply energy to common areas or whole-building systems in income qualified multi-family residential buildings of three (3) or more units may participate in this program.</p> <p>The program will target owners and operators of multi-family low-income (“MFLI”) properties residing in income qualified dwelling units within the Company’s service territory. For this program, a building’s eligibility will be determined by the income qualification of the tenant occupants, who must meet one of the following requirements for eligibility:</p> <ul style="list-style-type: none"> • Reside in federally-subsidized housing units and fall within that program’s income guidelines. State Low-Income Housing Tax Credit (state LIHTC) buildings will be eligible only to the extent allowed under state law. • Reside in non-subsidized housing with an income at 200% of poverty level or below. Where a property has a combination of qualifying tenants and non-qualifying tenants, at least 51% of the tenants must be eligible to receive incentives for the entire building to qualify. For multi-family properties with less than 51% qualifying tenants, the owner/manager will be required to verify installation of comparable qualified energy efficiency measures at their own expense in all non-qualifying units, then the program may upgrade the whole building, common areas and all of the remaining eligible units with qualified energy efficiency measures.
Program Duration	March 1, 2016 through February 28, 2019

<p>Program Description</p>	<p>The Program will directly install measures in program-eligible rental DU and common areas in multifamily residential buildings. Measures shall be installed by a subcontractor in compliance with Program requirements. The Program will provide a 25% bonus incentive for multi-family low-income whole building and common area measures.</p> <p>The Program will conduct group, and when necessary, individual educational meetings with income-qualified multifamily building tenants to prepare them for the use of the installed measures. Educational meetings will explain the purpose of the Program and provide opportunities for tenants to learn about energy efficiency and offer feedback to the Company and the Program.</p> <p>The program will offer a basic energy audit to develop a list of recommended measures that would provide savings for the building and to provide information on available prescriptive and performance-based (e.g. business custom) incentives. The audit report will be provided to building owner/management with information on savings and typical payback range.</p> <p>Incentives under this program will only be provided toward income qualified dwelling units. Measures installed through the Low Income program are not eligible for Incentives through any of the Company's other Energy Efficiency programs.</p> <p>The Program would include the direct installation of various measures in dwelling units including, but not limited to:</p> <ul style="list-style-type: none"> • LED installations • Low Flow Faucet aerators • Low Flow Showerheads • Electric Domestic Hot water pipe wrap • Electric Domestic Hot Water tank wrap • Programmable thermostat installation • Energy Star Room AC or Thru-the-wall unit • Energy Star Refrigerators (manufactured in 2001 or prior) • HVAC Tune-up and Charge correction <p>* Note: "Replace" includes:</p> <ol style="list-style-type: none"> 1. Removal, decommissioning, recycling and disposal of the existing item for which the energy efficiency measures (EEMs) will substitute and 2. Acquisition and functioning installation of the new EEMs complete with all accessories and appurtenances required for its intended use and safe operation. <p>In addition to the dwelling unit measures the following measures are indicative of what will be available for the whole building and common areas: lighting, heating, ventilation and air conditioning ("HVAC"), domestic hot water, motors, envelope improvements, controls and EMS, pump/fan/piping/duct improvements.</p>
<p>Eligible Measures & Incentive Strategy</p>	<p>The eligible measures and corresponding savings and incentive levels reflect best estimates at the time of this plan's creation and are subject to change as the market dictates. The direct install incentives reflect the full incremental cost as all of the measures will be directly installed in the dwelling units and common area(s).</p> <p>The measures will consist of cost-effective measures associated with the following end-use categories: building shell, cooling, HVAC, lighting, refrigeration, water heating and etc. More refined data will be provided after the measures have been vetted through the implementation team.</p>

Implementation
Strategy

The Program will provide owners of multi-family buildings with a single point of contact ("Coordinator") for in-unit and common area/building system measures (regardless of whether the impact is to a residential or commercial customer). The Coordinator's duties will include:

- Determining eligibility and ensuring eligible customers are aware of the available incentives from all utilities.
- Assisting in the application process for Ameren Missouri residential and business improvements. In addition, where other utilities are participating, assisting with those applications.
- Providing a seamless point of contact for navigating the various incentive offers provided by the Company and other utilities.
- Maintaining a relationship with the existing business trade ally network and providing information and guidance to assist them with the bid process for installation work.
- Understanding and maintaining a network of assistance agencies and making referrals for financing and repairs, seeking to remove barriers to participation.
- Providing case studies and education, and working with business development teams to ensure proper outreach is occurring.
- Coordinating marketing materials to provide an easy to understand process for participation.
- Maintaining working relationships with and providing outreach and education to stakeholders such as lenders, Missouri agencies, and other identified parties.

The Program will provide incentives for the direct install of Program-specified measures in Program-eligible DUs and common areas in multifamily residential buildings. Program-listed EEMs shall be furnished and installed, in compliance with Program requirements.

The program participants are comprised of owners, operators, managers, developers and re-developers of program-eligible multifamily residential properties.

An initial outreach effort will be the primary component of this program. The Contractor will identify income qualified buildings/units, develop marketing materials suitable for this market segment, solicit building owners and managers directly, and finally meet with decision makers, in person, to identify opportunities.

Once a property has signed up to participate in the program, the Contractor will initiate a communication campaign to inform and educate building tenants about the energy efficiency improvements being implemented in their units. The Company will monitor installations. The first set of projects performed by a subcontractor would be site-verified, with random site verifications thereafter to ensure that installations are being performed properly and that equipment is being installed as reported.

<p>Program Response to Evolving Markets</p>	<p>Due to the unpredictable nature of the market place, Ameren Missouri and its contractors will maintain flexibility within the program. Various market factors including new codes and standards, energy legislation, and consumer attitudinal shifts will affect the measure mix and program delivery strategy. Ameren Missouri will alter incentive levels and measure participation as necessary to ensure program success through achievement of energy savings goals. If through changing market conditions, it is determined by the program that a measure or incentive program will no longer provide appropriate cost effective energy savings, Ameren Missouri will take the necessary steps to withdraw the measure or incentive program from the market.</p>
<p>Marketing Strategy</p>	<p>The Program will use marketing communications appropriate to the distinct needs of the Low Income market.</p> <p>Program Objectives:</p> <ul style="list-style-type: none"> • Create awareness and understanding of the Program, its benefits, its sponsor, among occupants of participating properties. • Provide general background material on and specific suggestions and learning opportunities to tenants for improving their home's energy efficiency. <p>Marketing materials will be developed for both property owners and property tenants. This will include: For building owners, managers and Program Partners:</p> <ul style="list-style-type: none"> • Sales "kit" folder to include: <ul style="list-style-type: none"> ○ Program overview brochure. ○ Program application. ○ Sell sheet/flyer showing program marketing collateral available including banner, door hangtag, yard sign and window cling. ○ Pre- and post-install tenant letter samples ○ Building specific flyers depicting statistics and cost savings when applicable. ○ Online program overview on Ameren Missouri website. <p>For building tenants/residents:</p> <ul style="list-style-type: none"> • On-site signage and pre-install letter templates announcing/advertising the energy efficient upgrades being installed. • Doorknob hangtags with fill-in-the-blank areas for building owners to write in day of install and items being installed. • Online program overview on Ameren Missouri.
<p>EM&V Requirements</p>	<p>A process evaluation will be conducted annually to identify strategies that have been successful and also identify improvement opportunities. The evaluation contractors will use best practice methodologies when conducting process evaluations including, but not limited to, stakeholder interviews, customer surveys, program ally interviews, and database, program logic model, and marketing reviews. The evaluator will also conduct a payment analysis to determine the impact of the program on customer bill payment patterns, arrearages, and disconnects</p>
<p>Program Design Flexibility</p>	<p>At their core, energy efficiency programs are marketing programs that must respond to a changing marketplace and keep up with new technology offerings, delivery channels, and customer preferences. The 11-step process will allow stakeholder input and at the same time facilitated successful implementation of necessary changes. This level of flexibility at the implementation team level is important to make appropriate modifications for to respond to program and market condition changes.</p>

Estimated Participation	Residential Low Income - Estimated Annual Installations				
	End-use	2016	2017	2018	3 Year Total*
	Building Shell RES	540	500	500	1,540
	Cooling RES	721	626	511	1,858
	HVAC RES	6,100	5,469	4,775	16,344
	Lighting RES	38,805	38,230	38,230	115,264
	Miscellaneous RES	1,000	1,000	1,000	3,000
	Refrigeration RES	2,436	2,427	2,425	7,288
	Water Heating RES	21,442	18,550	14,193	54,184
	Total	71,043	66,802	61,634	199,478
*The annual targets to achieve the 3 year total may be smoothed prior to actual implementation of the program					
Estimated Budget	Residential Low Income - Estimated Annual Budget* (\$ millions)				
		2016	2017	2018	3 Year Total
	Incentive**	\$2.45	\$2.27	\$2.09	\$6.81
	Admin	\$1.32	\$1.32	\$1.30	\$3.94
	Total	\$3.77	\$3.59	\$3.39	\$10.75
*The budget for this program does not reflect an additional portfolio cost of \$1.5 million for MEEIA 2016-2018 research and development costs. **Incentive received by customer					
Savings Targets	Residential Low Income - Estimated Annual Net Savings at Meter				
	Year	2016	2017	2018	3 Year Total*
	kWh Savings	5,398,920	5,013,210	4,297,962	14,710,092
	kW Savings	1,261	1,155	1,004	3,420
*The annual targets to achieve the 3 year total may be smoothed prior to actual implementation of the program					
Cost-effectiveness	3 Yr Program Cost-Effectiveness (2016-2018)				
	Program	TRC	UCT	PCT	RIM*
	Residential Low Income	1.19	1.19	4.14	0.51
*Represents net fuel					

PROGRAM	Residential Energy Efficiency Kits
Objective	The objective of the Energy Efficiency Kits Program is to raise customer awareness of the benefits of “high-efficiency” products (ENERGY STAR®, Consortium for Energy Efficiency (CEE) Tiers, or better) and to educate residential customers about energy use in their homes and to offer information, products, and services to residential customers to save energy cost-effectively.
Target Market	All eligible residential customers within the Ameren Missouri service territory.
Program Duration	March 1, 2016 through February 28, 2019
Program Description	<p>The EE Kit program provides energy efficiency kits and education materials to electric water heating customers through multiple channels.</p> <ul style="list-style-type: none"> • The first channel is to market kits through an educational channel to secondary schools. • A second channel is to market and distribute EE Kits to single family home customers with electric water heating. • A third identified channel is to work with property management of multifamily properties to have them installed by the property facility manager.
Eligible Measures & Incentive Strategy	<p>The products in the education kit are selected specifically to encourage energy savings at home and engage families in activities that support and reinforce the concepts taught at school.</p> <p>The Program may provide the types of measures listed:</p> <ul style="list-style-type: none"> • High-efficiency shower head , three function, 1.5 GPM • Kitchen Aerator, flip valve, swivel, 1.5 GPM • Bathroom Aerator, flip valve, 1.0 GPM • 10-watt LEDs, ENERGY STAR, 60-watt incandescent equivalent • Electric Domestic Hot water pipe wrap • Furnace Filter alarm • Refrigerator coil cleaning brush

Implementation Strategy

There are three distribution channels for the EE Kits: 1) educational channel to secondary schools, 2) identify and distribute EE Kits to single family home customers with electric water heating, and 3) work with property management of multifamily properties with electric water heating to have their facility managers install the measures.

The School Education Kit program offering is a turnkey program that combines a set of classroom activities with projects in the home to install energy efficient products. During the school year this program will be targeted at fifth or sixth grade students in Missouri.

Students receive a take-home kit full of energy efficient measures. Along with the kit, students use a workbook which sends them throughout their home with the help of their parent to install the measures, track and measure what they are doing during the homework activity, and gather valuable data about their home and report this back in a survey. The survey is used for tracking and reporting. They are encouraged to share the learning experience with all family members. Students work on subjects required by national and state learning standards to understand and appreciate the value of electricity in daily life. The program shapes new behaviors and achieves immediate savings results through an innovative and effective mix of new measure installation and energy and water efficiency knowledge. Where possible the company will seek to deliver the kits in conjunction with the natural gas and water companies.

The Multifamily EE Kit program offering will target owners, operators and management of Multifamily buildings. The Program will supply properties with electric water heating energy efficiency measures to be direct installed in the dwelling units by multifamily building maintenance staff or contractor. Customers are to receive educational material pertaining to measures installed along with other tips to help save energy.

The single family home program offering will target electric water heating customers. Customers with electric water heating will have the opportunity to opt in to the program through online or postcard marketing to receive an EE kit by mail. Customer will receive educational material along with installation instructions.

Implementation Strategy	<p>Program Materials Below is a summary of the proposed program materials</p> <p><u>Measures</u></p> <ul style="list-style-type: none"> • High-efficiency shower head , three function, 1.5 GPM • Kitchen Aerator, flip valve, swivel, 1.5 GPM • Bathroom Aerator, flip valve, 1.0 GPM • 10-watt LEDs, Energy Star, 60-watt incandescent equivalent • Furnace Filter alarm • Refrigerator coil cleaning brush <p><u>Kit Materials</u></p> <ul style="list-style-type: none"> • Utility branded Customized Full Color Kit Box • Digital Thermometer (Water/Refrigerator/Freezer) • Flow Rate Test Bag • Installation Instructions, printed, multiple languages • Installation DVD, multiple languages <p><u>Parent Materials</u></p> <ul style="list-style-type: none"> • Introduction letter to parents • Installation Instructions, printed, multiple languages • Installation DVD, multiple languages • Parent Evaluation Card, multiple languages • Parent education and cross promotion piece, multiple languages • Parent cross promotion piece, multiple languages <p><u>Student Materials</u></p> <ul style="list-style-type: none"> • In-Class Student Guidebook. Is designed to take the students through the program where they will learn the importance of energy, water and related environmental issues in their community. • Take-Home Student Workbook. Is designed to provide students with activities to complete at home to determine their impact on the environment. • Home Survey. To collect data about retrofit activities. • Certificate of Achievement
Program Response to Evolving Markets	<p>Due to the unpredictable nature of the market place, The Company and its contractors will maintain flexibility within the program. Various market factors including new codes and standards, energy legislation, and consumer attitudinal shifts will affect the measure mix and program delivery strategy. The Company will alter incentive levels and measure participation as necessary to ensure program success through achievement of energy savings goals. The Energy Efficient Kits program is an integral component of the Company's portfolio and will persist as long as possible within the given implementation period. If, through changing market conditions, it is determined the program will no longer provide energy savings or drive value to the customer, the Company will take the necessary steps to withdraw the program from the market and reallocate funds and energy savings into the other programs.</p>

Marketing Strategy	<p>The key messaging will focus on the value proposition of saving energy through low-cost energy efficiency measures, using the products in the kit as an example. This message will lead into information about the opportunities available from other portfolio programs. The end users will be encouraged to learn more about the energy efficiency programs by visiting amerenmissouri.com. The successful end result of the marketing plan will be having the homeowner participate in one or more of the other portfolio programs.</p> <p>For the education kits the marketing collateral included in the kits, and the container itself, will serve as the primary marketing channel for this program. These materials will include several calls to action, such as: encouraging the participants to install the energy efficiency products provided; directing them to contact the program to learn more about energy efficiency programs and to provide household information, and product installation verification.</p>																																			
EM&V Requirements	<p>A process evaluation will be conducted annually to identify strategies that have been successful and also identify improvement opportunities. The evaluation contractors will use best practice methodologies when conducting process evaluations including, but not limited to, stakeholder interviews, customer surveys, program ally interviews, and database, program logic model, and marketing reviews. The evaluator will also conduct a payment analysis to determine the impact of the program on customer bill payment patterns, arrearages, and disconnects. .</p>																																			
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Savings Targets	Residential EE Kits - Estimated Annual Net Savings at Meter				
		2016	2017	2018	3 Year Total
	kWh Savings	6,194,009	6,213,807	6,228,257	18,636,073
	kW Savings	1,017	1,046	1,046	3,109
*The annual targets to achieve the 3 year total may be smoothed prior to actual implementation of the program					
Cost-effectiveness	3 Year Program Cost-Effectiveness (2016-2018)				
	Program	TRC	UCT	PCT	RIM*
	Residential EE Kits	2.96	2.96	27.58	0.56
*Represents net fuel					

PROGRAM	Residential Home Energy Reports Program
Objective	The program focuses on energy consumption behavior changes that result in reduced electricity through customer behavior modification
Target Market	Residential customers identified by the company and implementation contractor.
Program Duration	March 1, 2016 through February 28, 2019
Program Description	The Home Energy Report relies on providing customers with a comparison of their energy usage to that of similar homes within proximity of the report recipient. A similar home does not necessarily refer to a next door neighbor but rather someone who has similar characteristics in terms of size of home, distance from the home. Customers will be chosen by Ameren Missouri and the Program Implementer to participate. Customers are eligible to opt-out. A control group of non-participating customers will be identified and maintained for the program period. The Ameren Missouri website will provide customers online access to their Home Energy Report and access to additional energy efficiency information beyond that presented on the mailed report. Reports may be mailed or emailed or a combination.
Eligible Measures & Incentive Strategy	The program focuses on energy consumption behavior changes that result in reduced electricity and natural gas consumption. As such, the overall metric is reduced monthly/annual energy consumption. There are no specific energy efficiency measures associated with the program or corresponding incentives.
Implementation Strategy	The Company will hire a Contractor to implement this program. The contractor will provide the necessary services to effectively implement the program and obtain the energy savings goals outlined in the Plan while adhering to the planned budget. Key implementation aspects include: <ul style="list-style-type: none"> • Identify customers for participation • Identify customers for the control group • Home Energy Reports will be mailed or emailed to targeted residential customers on a preset frequency, • Provide customers online access to their Home Energy Report and audit-like functionality (“best tips for me”, etc.), and access to additional energy efficiency information beyond that presented on the mailed report.
Program Response to Evolving Markets	Due to the unpredictable nature of the market place, Ameren Missouri and its contractors will maintain flexibility within the program. Various market factors including new codes and standards, energy legislation, and consumer attitudinal shifts will affect the measure mix and program delivery strategy. Ameren Missouri will alter incentive levels and measure participation as necessary to ensure program success through achievement of energy and demand savings goals. If through changing market conditions, it is determined by the program that a measure or incentive program will no longer provide appropriate cost effective energy or demand savings, Ameren Missouri will take the necessary steps to withdraw the measure or incentive program from the market.

Marketing Strategy	<p>Use energy, housing, and demographic data and available past program participation data to design a multi-dimensional segmentation plan of potential customers based on:</p> <ul style="list-style-type: none"> • Energy consumption patterns (e.g. normalized high seasonal peak, high base load, etc.) • Housing data (e.g. age of house, size of house, value of home, type of construction, presence of a pool, presence of a garage) • Past program participation & rebate redemption (e.g. ENERGY STAR and other rebates; rate programs, etc.) if available • Demographic data (e.g. renter vs. homeowner, presence of children in the household, indicators of interest in environmental issues, age of customer, duration of residence, socioeconomic/ income levels, as available) <p>Identify high-potential prospects for program marketing by profiling historical participants and available historical marketing campaign results.</p>																									
EM&V Requirements	<p>A process evaluation will be conducted annually to identify strategies that have been successful and also identify improvement opportunities. The evaluation contractors will use best practice methodologies when conducting process evaluations including, but not limited to, stakeholder interviews, customer surveys, program ally interviews, and database, program logic model, and marketing reviews. The evaluator will also conduct a payment analysis to determine the impact of the program on customer bill payment patterns, arrearages, and disconnects.</p>																									
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**Cost-
effectiveness****3 Yr Program Cost-Effectiveness (2016-2018)**

Program	TRC	UCT	PCT*	RIM**
Home Energy Reports	1.45	1.45	∞	0.43

*Since the incremental costs of measures are negligible, the PCT approaches a very large value

**Represents net fuel

PROGRAM	Business Standard Incentive Program
Objective	The Business Standard Program is designed to promote the installation of energy efficient technologies that may include but is not limited to lighting, motors, HVAC, and refrigeration in nonresidential properties. Measures included within this program are common in multiple marketplaces and have deemed savings values associated with their energy performance. This program encourages customer participation through a simple and streamlined program process.
Target Market	Nonresidential customers including commercial, industrial, and institutional.
Program Duration	March 1, 2016 through February 28, 2019
Program Description	The Business Standard Program will incent customers to purchase energy efficient products. Measures included within this program will have deemed savings values and fixed incentive levels associated with them (although these incentive values may change as program budgets and performances are altered throughout the year). Applications are filled out and delivered to Ameren Missouri via contractors, customers, or perhaps through the Company's website. Various measures may require a simple calculation to identify measure savings, but the measure level incentives will remain fixed regardless of individual project characteristics. Trade allies including contractors, retailers, and distributors will be the channel partners promoting the program and educating customers.
Eligible Measures & Incentive Strategy	The measure table below contains measure categories that are comprised of multiple measures. Consequently, measure savings, costs, participation, measure mix and incentive dollars reflected below are subject to change as the market dictates. The eligible measures and corresponding energy savings and incentive levels reflect best estimates at the time of the creation of this plan.
Implementation Strategy	<p>Responsibilities of the program implementation staff include final program design, measure lists, implementation plan development, and expanding and enhancing the existing trade ally network of program partners. The main distribution channel will be the trade allies which include contractors, distributors, vendors, and where applicable, local economic development associations as trained and supported by the program implementation staff. In order for these allies to effectively promote and communicate the benefits of the program, applicable training and marketing materials will be provided by the Implementation team.</p> <p>Upon submittal of a Standard application, all projects will receive a review and approval before incentive distribution. Standard project incentives with an anticipated incentive greater than a defined amount will require pre-approval prior to installation and purchase of equipment. An individual project implementation timeline will be utilized to encourage prompt installation and maintain accurate tracking of program savings goals and relative budgets.</p> <p>Components of the implementation plan may include but are not limited to:</p> <ul style="list-style-type: none"> • Financial Incentives • Dealer Stocking Programs • Upstream Dealer Incentives • Educational/Evaluative Programs • Equipment Bounty/Retrofit

<p>Program Response to Evolving Markets</p>	<p>Due to the unpredictable nature of the market place, Ameren Missouri and its contractors will maintain flexibility within the program. Various market factors including new codes and standards, energy legislation, and consumer attitudinal shifts will affect the measure mix and program delivery strategy. Ameren Missouri will alter incentive levels and measure participation as necessary to ensure program success through achievement of energy savings goals. If, through changing market conditions, it is determined by the program that a measure or incentive program no longer provides appropriate cost effective energy savings, Ameren Missouri will take the necessary steps to withdraw the measure or incentive program from the market.</p>
<p>Marketing Strategy</p>	<p>Marketing efforts will focus on trade allies and program partners. Key pillars of the marketing strategy for the Business Program include but are not limited to:</p> <ul style="list-style-type: none"> • Education: Implementer will play an important role in training and educating the trade ally sales staff. The Implementer will assist trade allies in identification of measures qualifying for incentives; identify the different application options, and how to effectively sell the program to customers. • Marketing Materials: Materials will be provided to customers and trade allies to further enhance program awareness and increase market penetration. • Direct Mail: This marketing vehicle will require a targeted approach, identifying potential efficient installs based on business operating characteristics and building types. • Associations: A unique opportunity exists in trade organizations and various associations. Businesses rely on these associations to represent that industry's best interests in lobbying, growth, and identification of business opportunities. Ameren Missouri will coordinate with specific associations to highlight program offerings suitable for their respective industry. • Highlight successfully completed projects. Ameren Missouri will selectively choose projects to display the process and benefits of the program. This type of marketing will spur the customer's competitors to improve building performance and increase business process efficiency. This marketing strategy also allows the selected customer promotional and marketing opportunities. • Trade Allies – Ameren Missouri will continue to utilize the growing trade ally network as a marketing/distribution channel for the program. Continual training will be provided to these program partners to ensure that any business development activities are conducted to achieve program goals. • Inter-program Marketing. While the implementer will maintain a portfolio of programs, they will increase integration of customers across programs as part of the application and education process. This is an opportunity to direct the project to other possible incentives and for further engineering analysis and review. Aiding customers in identifying the appropriate Business programs is important in maintaining high levels of customer satisfaction as well as increasing the probability of meeting statutory energy savings goals. • Market Segmentation. To more effectively penetrate the Ameren Missouri markets, a targeted marketing approach will be used. Separating the program's marketing campaign to focus on specific customer types (hospitality/lodging, grocery/convenience store, etc.) will increase customer interest and drive installations.

EM&V Requirements	<p>The evaluation contractor will conduct an ex-post gross and net savings impact analysis each year of the program cycle to recommend revised savings values for consideration when updating the TRM. The contractor will conduct a balanced approach for calculating net-to-gross including free ridership, participant spillover, and nonparticipant spillover, while minimizing customer survey bias.</p> <p>A process evaluation will be conducted annually to identify strategies that have been successful and also identify improvement opportunities. The evaluation contractors will use best practice methodologies when conducting process evaluations including, but not limited to, stakeholder interviews, customer surveys, program ally interviews, database and program logic model reviews, and marketing reviews.</p>
Program Design Flexibility	<p>The following issues require Ameren Missouri, stakeholders and the Commission to re-think the issue of how to address 3-year DSM program implementation planning flexibility from plan filing to plan implementation.</p> <ul style="list-style-type: none"> • The convergence of prior successful Ameren Missouri DSM programs moving the market baselines for many energy efficiency measures coupled with governmental intervention in the form of ever increasing appliance efficiency standards and building codes • Ever changing primary EM&V data collection and ensuing changes in energy efficiency incremental energy consumption • Speed of technological innovation • Changes in DSM program structure and delivery in a smarter grid environment • Regulatory policy issues that could, among other things, change the definitions of demand-side programs to include distributed generation, electric vehicles and electro technologies that may result in lower overall greenhouse gas emissions, lower customer energy intensities, and lower energy costs <p>At their core, energy efficiency programs are marketing programs that must respond to a changing marketplace and keep up with new technology offerings, delivery channels, and customer preferences. The 11-step process will allow for stakeholder input and at the same time facilitate successful implementation of necessary changes. This level of flexibility at the implementation team level is important to make appropriate modifications to respond to program and market condition changes.</p>

Estimated Participation	Business Standard - Estimated Annual Installations				
	End-use	2016	2017	2018	3 Year Total*
	Air Comp BUS	-	-	-	-
	Building Shell BUS	-	-	-	-
	Cooking BUS	8	9	10	27
	Cooling BUS	5	6	6	16
	Ext Lighting BUS	10,229	11,591	12,266	34,087
	Heating BUS	0	0	1	1
	HVAC BUS	17	20	21	58
	Lighting BUS	24,579	27,771	29,352	81,701
	Miscellaneous BUS	774	877	928	2,578
	Motors BUS	46	52	55	153
	Process BUS	-	-	-	-
	Refrigeration BUS	308	349	369	1,026
Water Heating BUS	-	-	-	-	
Total	35,966	40,675	43,006	119,647	
*The annual targets to achieve the 3 year total may be smoothed prior to actual implementation of the program					
Estimated Budget	Business Standard - Estimated Annual Budget* (\$ millions)				
	Year	2016	2017	2018	3 Year Total
	Incentive**	\$ 3.46	\$ 3.92	\$ 4.15	\$ 11.54
	Admin	\$ 3.17	\$ 3.59	\$ 3.74	\$ 10.49
	Total	\$ 6.63	\$ 7.51	\$ 7.89	\$ 22.03
	*The budget for this program does not reflect an additional portfolio cost of \$1.5 million for MEEIA 2016-2018 research and development costs. **Incentive received by customer				
Savings Targets	Business Standard - Estimated Annual Net Savings at Meter				
	Year	2016	2017	2018	3 Year Total*
	kWh Savings	28,652,002	32,462,498	34,349,695	95,464,194
	kW Savings	5,544	6,279	6,631	18,454
*The annual targets to achieve the 3 year total may be smoothed prior to actual implementation of the program					
Cost-effectiveness	3 Yr Program Cost-Effectiveness (2016-2018)				
	Program	TRC	UCT	PCT	RIM*
	Business Standard	1.52	2.58	3.19	0.81
*Represents net fuel					

PROGRAM	Business Custom Incentive Program
Objective	<p>The Business Custom Incentive Program provides energy efficiency expertise, services, and financial incentives to encourage nonresidential customers to install energy efficient equipment that lies outside other programs with pre-defined energy efficiency measures and/or guidelines. Some custom projects are complex and require detailed savings calculations to arrive at the appropriate custom incentive level.</p> <p>The Program includes an Energy Management System (EMS) Pilot that will be used to evaluate the energy savings opportunity and cost effectiveness of EMS.</p>
Target Market	Nonresidential customers including commercial, industrial, and institutional. EMS pilot will include Private/Public k-12 Schools & Tax Exempt Organizations.
Program Duration	March 1, 2016 through February 28, 2019. EMS pilot will be effective March 1, 2016 through February 28, 2019 unless the defined budget cap is reached prior to February 28, 2019.
Program Description	<p>The Custom Incentive Program applies to processes as well as the incenting of technologies and energy efficiency measures that do not fall within the other pre-defined programs. These projects are sometimes complex and always unique requiring separate incentive applications and calculations of estimated energy savings.</p> <p>EMS is a set of automated equipment controls and software that will monitor and optimize the use of energy for the entire facility.</p>
Eligible Measures & Incentive Strategy	<p>Financial incentives will be provided to offset the higher costs associated with installation of new, higher efficient equipment retrofits, process improvements, or building system upgrades. Cost-effective measures falling outside of the scope of the other pre-defined programs will be included in the Custom Incentive Program. Incentive levels will be calculated based on energy savings estimates for each measure. Incentives will be subject to modification in order to balance the program's financial requirements and savings targets. Incentive levels may be adjusted based on implementation experience and current market conditions.</p> <p>Project funding may be capped at a predetermined level per program year, per facility and per customer. Incentive levels may vary between different technologies as needed to adhere to budgetary limits and to achieve program goals.</p>

Implementation Strategy	<p>The implementer will be responsible for engineering review of program applications and related quality assurance. The installation of efficiency measures is the responsibility of the customer. The customer will submit an application outlining their potential efficiency upgrades. The implementer will perform a thorough desk review of project cost and estimated energy savings to pre-approve the installation. A pre-inspection of the site may be required. Qualifying potential projects follow a common screening criteria process flow:</p> <ul style="list-style-type: none"> • Facility eligibility – The facility must meet the Program requirements (appropriate rate class, located in Ameren Missouri service territory, equipment must be new and installed at business rate class location). • Project eligibility – project must be installing new, energy efficient equipment or incorporating energy efficient designs, measures installed cannot qualify for other pre-defined Incentive Program, and Ameren Missouri will approve any product purchase or installation before the customer can receive an incentive. • Application submittal – customer will submit the project application to Ameren Missouri for analytic review and pre-installation approval. • Customer implements project – the customer has primary responsibility to install the pre-approved measures and improvements. • Post installation documents – customer will provide data including invoices, receipts, and any engineering analysis (if the project was altered from original application). <p>For projects exceeding a specified cost or energy savings threshold, on-site visits will be required to verify energy savings estimates, baseline data, and proper measure installation. Company's approval will be required for any incentive application exceeding a predetermined limit defined by Ameren Missouri.</p>
Program Response to Evolving Markets	<p>Due to the unpredictable nature of the market place, Ameren Missouri and its contractors will maintain flexibility within the program. Various market factors including new codes and standards, energy legislation, and consumer attitudinal shifts will affect the measure mix and program delivery strategy. Ameren Missouri will alter incentive levels and measure participation as necessary to ensure program success through achievement of energy savings goals. If through changing market conditions, it is determined by the program that a measure or incentive program will no longer provide appropriate cost effective energy savings, Ameren Missouri will take the necessary steps to withdraw the measure or incentive program from the market.</p>

Marketing Strategy

Marketing efforts will focus on trade allies and program partners. Key pillars of the marketing strategy for the Business Program include but are not limited to:

- **Education:** Implementer will play an important role in training and educating the trade ally sales staff. The Implementer will assist trade allies in identification of measures qualifying for incentives; identify the different application options, and how to effectively sell the program to customers.
- **Marketing Materials:** Materials will be provided to customers and trade allies to further enhance program awareness and increase market penetration.
- **Direct Mail:** This marketing vehicle will require a targeted approach, identifying potential efficient installs based on business operating characteristics and building types.
- **Associations:** A unique opportunity exists in trade organizations and various associations. Businesses rely on these associations to represent that industry's best interests in lobbying, growth, and identification of business opportunities. Ameren Missouri will coordinate with specific associations to highlight program offerings suitable for their respective industry.
- **Highlight successfully completed projects.** Ameren Missouri will selectively choose projects to display the process and benefits of the program. This type of marketing will spur the customer's competitors to improve building performance and increase business process efficiency. This marketing strategy also allows the selected customer promotional and marketing opportunities.
- **Trade Allies** – Ameren Missouri will continue to utilize the growing trade ally network as a marketing/distribution channel for the program. Continual training will be provided to these program partners to ensure that any business development activities are conducted to achieve program goals.
- **Inter-program Marketing.** While the implementer will maintain a portfolio of programs, they will increase integration of customers across programs as part of the application and education process. This is an opportunity to direct the project to other possible incentives and for further engineering analysis and review. Aiding customers in identifying the appropriate Business programs is important in maintaining high levels of customer satisfaction as well as increasing the probability of meeting statutory energy savings goals.
- **Market Segmentation.** To more effectively penetrate the Ameren Missouri markets, a targeted marketing approach will be used. Separating the program's marketing campaign to focus on specific customer types (hospitality/lodging, grocery/convenience store, etc.) will increase customer interest and drive installations.

EM&V Requirements	<p>The evaluation contractor will conduct an ex-post gross and net savings impact analysis each year of the program cycle to recommend revised savings values for consideration when updating the TRM. The contractor will conduct a balanced approach for calculating net-to-gross including free ridership, participant spillover, and nonparticipant spillover, while minimizing customer survey bias.</p> <p>A process evaluation will be conducted annually to identify strategies that have been successful and also identify improvement opportunities. The evaluation contractors will use best practice methodologies when conducting process evaluations including, but not limited to, stakeholder interviews, customer surveys, program ally interviews, database and program logic model, and marketing reviews.</p>
Program Design Flexibility	<p>The following issues require Ameren Missouri, stakeholders and the Commission to re-think the issue of how to address 3-year DSM program implementation planning flexibility from plan filing to plan implementation.</p> <ul style="list-style-type: none"> • The convergence of prior successful Ameren Missouri DSM programs moving the market baselines for many energy efficiency measures coupled with governmental intervention in the form of ever increasing appliance efficiency standards and building codes • Ever changing primary EM&V data collection and ensuing changes in energy efficiency incremental energy consumption • Speed of technological innovation • Changes in DSM program structure and delivery in a smarter grid environment • Regulatory policy issues that could, among other things, change the definitions of demand-side programs to include distributed generation, electric vehicles and electro technologies that may result in lower overall greenhouse gas emissions, lower customer energy intensities, and lower energy costs <p>At their core, energy efficiency programs are marketing programs that must respond to a changing marketplace and keep up with new technology offerings, delivery channels, and customer preferences. The 11-step process will allow for stakeholder input and at the same time facilitate successful implementation of necessary changes. This level of flexibility at the implementation team level is important to make appropriate modifications to respond to program and market condition changes.</p>

Estimated Participation	Business Custom - Estimated Annual Installations				
	End-use	2016	2017	2018	3 Year Total*
	Air Comp BUS	2,182	2,472	2,619	7,274
	Building Shell BUS	7	8	9	24
	Cooking BUS	85	96	102	283
	Cooling BUS	239	271	287	798
	Ext Lighting BUS	-	-	-	-
	Heating BUS	1	1	1	2
	HVAC BUS	27	30	32	89
	Lighting BUS	6,285	7,120	7,543	20,948
	Miscellaneous BUS	27	31	33	91
	Motors BUS	517	586	621	1,724
	Process BUS	155	176	187	518
	Refrigeration BUS	61	70	74	205
	Water Heating BUS	-	-	-	-
Total	9,587	10,862	11,507	31,957	
*The annual targets to achieve the 3 year total may be smoothed prior to actual implementation of the program					
Estimated Budget	Business Custom - Estimated Annual Budget* (\$ millions)				
	Year	2016	2017	2018	3 Year Total
	Incentive**	\$ 7.16	\$ 8.12	\$ 8.60	\$ 23.88
	Admin	\$ 6.50	\$ 7.36	\$ 7.74	\$ 21.60
	Total	\$ 13.67	\$ 15.48	\$ 16.34	\$ 45.48
*The budget for this program does not reflect an additional portfolio cost of \$1.5 million for MEEIA 2016-2018 research and development costs.					
**Incentive received by customer					
Note: EMS pilot incentive will be calculated per project using a TRC=1.25, not to exceed 50% of the project cost.					
Savings Targets	Business Custom - Estimated Annual Net Savings at Meter				
	Year	2016	2017	2018	3 Year Total*
	kWh Savings	59,268,704	67,150,986	71,138,714	197,558,404
	kW Savings	13,294	15,073	15,936	44,303
*The annual targets to achieve the 3 year total may be smoothed prior to actual implementation of the program					
Cost-effectiveness	3 Yr Program Cost-Effectiveness (2016-2018)				
	Program	TRC	UCT	PCT	RIM*
	Business Custom	1.70	3.24	3.19	0.81
*Represents net fuel					

PROGRAM	Business Retro-commissioning
Objective	This program will deliver energy savings by helping facilities benchmark existing system performance levels, identify operating system performance optimization improvements, and where applicable, provide financial incentives to assist with the implementation of the recommended efficiency improvements.
Target Market	Nonresidential customers including commercial, industrial, and institutional.
Program Duration	March 1, 2016 through February 28, 2019
Program Description	Ameren Missouri will continue to leverage the existing infrastructure of qualified contractors and marketing partners that delivered measureable energy savings in the 2013 - 2015 implementation periods. The program will seek to identify efficiency opportunities associated with existing mechanical, electrical and thermal systems in nonresidential buildings by providing options for retrofitting equipment that is inefficient and outdated. This program also assists occupants in improving their operation and maintenance practices via compressed air and process system upgrades. The table below provides an overview of the first year.
Eligible Measures & Incentive Strategy	The following deemed savings estimates, effective useful lives, and incremental costs reflect common measures found in retro-commissioning projects. The incentive levels are estimated and will be verified by the implementation team prior to Program launch and are subject to change based on implementer experience and expertise. Ameren Missouri and its implementer will combine national best practice with actual experience to set an adequate payback period to drive customer adoption.
Implementation Strategy	<p>The Implementer will manage implementation of the program, oversee survey and implementation of efficiency measures, and provide engineering review and incentive fulfillment for each project. Project qualification process will follow this methodology:</p> <ul style="list-style-type: none"> • Retro-commissioning Service Providers (RSP) identifies potential candidates for the Program. • A study is conducted to assess the viability of the project and to determine energy savings and cost estimates. After engineering analysis and verification of estimated savings has been completed, the Implementer will work with building owners and trade allies to conduct an engineering audit based on industry best practice to benchmark the building's energy profile. • Following the facility audit, efficiency upgrades will be recommended by the RSP, reviewed and approved by the implementer and completed by the customer. Potential efficiency improvements include but are not limited to: compressed air leak identification, system controls calibration, energy management systems, and variable speed drive tune-ups. • After the implementation stage, an ex post verification will take place to ensure proper installation and adherence to stipulated implementation guidelines. Once the project is completed and approved by the Implementer, an incentive check will be delivered to the customer.
Program Response to Evolving Markets	Due to the unpredictable nature of the market place, Ameren Missouri and its contractors will maintain flexibility within the program. Various market factors including new codes and standards, energy legislation, and consumer attitudinal shifts will affect the measure mix and program delivery strategy. Ameren Missouri will alter incentive levels and measure participation as necessary to ensure program success through achievement of energy savings goals. If through changing market conditions, it is determined by the program that a measure or incentive program no longer provides appropriate cost effective energy savings, Ameren Missouri will take the necessary steps to withdraw the measure or incentive program from the market.

Marketing Strategy

Marketing efforts will focus on trade allies and program partners. Key pillars of the marketing strategy for the Business Program include but are not limited to:

- **Education:** Implementer will play an important role in training and educating the trade ally sales staff. The Implementer will assist trade allies in identification of measures qualifying for incentives; identify the different application options, and how to effectively sell the program to customers.
- **Marketing Materials:** Materials will be provided to customers and trade allies to further enhance program awareness and increase market penetration.
- **Direct Mail:** This marketing vehicle will require a targeted approach, identifying potential efficient installs based on business operating characteristics and building types.
- **Associations:** A unique opportunity exists in trade organizations and various associations. Businesses rely on these associations to represent that industry's best interests in lobbying, growth, and identification of business opportunities. Ameren Missouri will coordinate with specific associations to highlight program offerings suitable for their respective industry.
- **Highlight successfully completed projects.** Ameren Missouri will selectively choose projects to display the process and benefits of the program. This type of marketing will spur the customer's competitors to improve building performance and increase business process efficiency. This marketing strategy also allows the selected customer promotional and marketing opportunities.
- **Trade Allies** – Ameren Missouri will continue to utilize the growing trade ally network as a marketing/distribution channel for the program. Continual training will be provided to these program partners to ensure that any business development activities are conducted to achieve program goals.
- **Inter-program Marketing.** While the implementer will maintain a portfolio of programs, they will increase integration of customers across programs as part of the application and education process. This is an opportunity to direct the project to other possible incentives and for further engineering analysis and review. Aiding customers in identifying the appropriate Business programs is important in maintaining high levels of customer satisfaction as well as increasing the probability of meeting statutory energy savings goals.
- **Market Segmentation.** To more effectively penetrate the Ameren Missouri markets, a targeted marketing approach will be used. Separating the program's marketing campaign to focus on specific customer types (hospitality/lodging, grocery/convenience store, etc.) will increase customer interest and drive installations.

EM&V Requirements	<p>The evaluation contractor will conduct an ex-post gross and net savings impact analysis each year of the program cycle to recommend revised savings values for consideration when updating the TRM. The contractor will conduct a balanced approach for calculating net-to-gross including free ridership, participant spillover, and nonparticipant spillover, while minimizing customer survey bias.</p> <p>A process evaluation will be conducted annually to identify strategies that have been successful and also identify improvement opportunities. The evaluation contractors will use best practice methodologies when conducting process evaluations including, but not limited to, stakeholder interviews, customer surveys, program ally interviews, database and program logic model, and marketing reviews.</p>
Program Design Flexibility	<p>The following issues require Ameren Missouri, stakeholders and the Commission to re-think the issue of how to address 3-year DSM program implementation planning flexibility from plan filing to plan implementation.</p> <ul style="list-style-type: none"> • The convergence of prior successful Ameren Missouri DSM programs moving the market baselines for many energy efficiency measures coupled with governmental intervention in the form of ever increasing appliance efficiency standards and building codes • Ever changing primary EM&V data collection and ensuing changes in energy efficiency incremental energy consumption • Speed of technological innovation • Changes in DSM program structure and delivery in a smarter grid environment • Regulatory policy issues that could, among other things, change the definitions of demand-side programs to include distributed generation, electric vehicles and electro technologies that may result in lower overall greenhouse gas emissions, lower customer energy intensities, and lower energy costs <p>At their core, energy efficiency programs are marketing programs that must respond to a changing marketplace and keep up with new technology offerings, delivery channels, and customer preferences. The 11-step process will allow for stakeholder input and at the same time facilitate successful implementation of necessary changes. This level of flexibility at the implementation team level is important to make appropriate modifications to respond to program and market condition changes.</p>

Estimated Participation	Business RCx - Estimated Annual Installations				
	End-use	2016	2017	2018	3 Year Total*
	Air Comp BUS	1,457	1,651	1,757	4,865
	Building Shell BUS	-	-	-	-
	Cooking BUS	-	-	-	-
	Cooling BUS	-	-	-	-
	Ext Lighting BUS	-	-	-	-
	Heating BUS	-	-	-	-
	HVAC BUS	17	19	20	56
	Lighting BUS	231	262	279	773
	Miscellaneous BUS	0	1	1	2
	Motors BUS	8	9	10	26
	Process BUS	17	19	20	56
	Refrigeration BUS	4	4	4	12
	Water Heating BUS	-	-	-	-
Total	1,734	1,965	2,091	5,791	
*The annual targets to achieve the 3 year total may be smoothed prior to actual implementation of the program					
Estimated Budget	Business RCx - Estimated Annual Budget* (\$ millions)				
	Year	2016	2017	2018	3 Year Total
	Incentive**	\$ 1.19	\$ 1.35	\$ 1.44	\$ 3.98
	Admin	\$ 0.90	\$ 1.02	\$ 1.02	\$ 2.94
	Total	\$ 2.09	\$ 2.37	\$ 2.46	\$ 6.93
*The budget for this program does not reflect an additional portfolio cost of \$1.5 million for MEEIA 2016-2018 research and development costs.					
**Incentive received by customer					
Savings Targets	Business RCx - Estimated Annual Net Savings at Meter				
	Year	2016	2017	2018	3 Year Total*
	kWh Savings	6,741,931	7,638,556	8,128,890	22,509,377
kW Savings	1,528	1,738	1,846	5,112	
*The annual targets to achieve the 3 year total may be smoothed prior to actual implementation of the program					
Cost-effectiveness	3 Yr Program Cost-Effectiveness (2016-2018)				
	Program	TRC	UCT	PCT	RIM*
	Business Retro-Commissioning	1.64	1.93	6.62	0.64
*Represents net fuel					

PROGRAM	Business New Construction
Objective	The primary goal of this Program is to capture energy savings available in new building construction, major renovations, or tenant build-outs in Business facilities. Due to the latest economic fluctuations and the limited access to capital, many companies have delayed new construction or major build-outs. To help encourage customer activity, Ameren Missouri will offer multiple paths for the customer to utilize in their new construction projects.
Target Market	Nonresidential customers including commercial, industrial, and institutional.
Program Duration	March 1, 2016 through February 28, 2019
Program Description	<p>The Business New Construction Program is meant to encourage energy efficient building practices within the Ameren Missouri service territory. There are several market barriers that must be addressed, including high first cost, lack of building construction activity, and market adoption of these high efficiency building design and construction practices. Through increased education and training as well as financial incentives, Ameren Missouri will attempt to influence the market and promote efficient building design and construction.</p> <p>It is vital that Ameren Missouri work closely with the design/construction community to identify adoption barriers, clarify needs of the industry, and propose solutions to overcome these barriers. Targeted marketing and training will be utilized to further move the market and transform building practices.</p> <p>It is important to offer the building community multiple options for their specific projects. This program will be available for new building construction and major build-outs/renovations to existing facilities. The program will accommodate any phase of construction where Program incentives can drive incremental energy efficiency improvements.</p>
Eligible Measures & Incentive Strategy	The following deemed savings estimates, effective useful lives, and incremental costs reflect common measures found in new construction projects. The incentive levels are estimated and will be verified by the implementation team prior to Program launch and are subject to change based on implementer experience and expertise. Ameren Missouri and its implementer will combine national best practice with actual experience to set an adequate payback period to drive customer adoption.
Implementation Strategy	<p>The Implementation team will be responsible for program implementation, project management, design and technical assistance, and program recruiting. Key implementation steps include:</p> <ul style="list-style-type: none"> • • Recruiting new construction projects within the developer/design markets through targeted marketing strategies and focused training sessions. • • Application assistance and review. Applications will be reviewed by the Implementer as they are received. The Implementer will assist customers in the application process to ensure the application is properly filled out and to foster a positive image of the Program within the design industry. • • Once the application is approved, the customer can begin construction. After completion, the Implementer will verify proper measure installation and ensure the project meets the necessary project design specifications and building code stipulations. • • Incentive fulfillment. Once the project is reviewed and proper QA/QC has been completed, the customer receives the incentive payment.

Program Response to Evolving Markets	<p>Due to the unpredictable nature of the market place, Ameren Missouri and its contractors will maintain flexibility within the program. Various market factors including new codes and standards, energy legislation, and consumer attitudinal shifts will affect the measure mix and program delivery strategy. Ameren Missouri will alter incentive levels and measure participation as necessary to ensure program success through achievement of energy savings goals. If through changing market conditions, it is determined that a measure or incentive program no longer provides appropriate cost effective energy savings, Ameren Missouri will take the necessary steps to withdraw the measure or incentive program from the market.</p>
Marketing Strategy	<p>Marketing efforts will focus on trade allies and program partners. Key pillars of the marketing strategy for the Business Program include but are not limited to:</p> <ul style="list-style-type: none"> • Education: Implementer will play an important role in training and educating the trade ally sales staff. The Implementer will assist trade allies in identification of measures qualifying for incentives; identify the different application options, and how to effectively sell the program to customers. • Marketing Materials: Materials will be provided to customers and trade allies to further enhance program awareness and increase market penetration. • Direct Mail: This marketing vehicle will require a targeted approach, identifying potential efficient installs based on business operating characteristics and building types. • Associations: A unique opportunity exists in trade organizations and various associations. Businesses rely on these associations to represent that industry's best interests in lobbying, growth, and identification of business opportunities. Ameren Missouri will coordinate with specific associations to highlight program offerings suitable for their respective industry. • Highlight successfully completed projects. Ameren Missouri will selectively choose projects to display the process and benefits of the program. This type of marketing will spur the customer's competitors to improve building performance and increase business process efficiency. This marketing strategy also allows the selected customer promotional and marketing opportunities. • Trade Allies – Ameren Missouri will continue to utilize the growing trade ally network as a marketing/distribution channel for the program. Continual training will be provided to these program partners to ensure that any business development activities are conducted to achieve program goals. • Inter-program Marketing. While the implementer will maintain a portfolio of programs, they will increase integration of customers across programs as part of the application and education process. This is an opportunity to direct the project to other possible incentives and for further engineering analysis and review. Aiding customers in identifying the appropriate Business programs is important in maintaining high levels of customer satisfaction as well as increasing the probability of meeting statutory energy savings goals. • Market Segmentation. To more effectively penetrate the Ameren Missouri markets, a targeted marketing approach will be used. Separating the program's marketing campaign to focus on specific customer types (hospitality/lodging, grocery/convenience store, etc.) will increase customer interest and drive installations.

EM&V Requirements	<p>The evaluation contractor will conduct an ex-post gross and net savings impact analysis each year of the program cycle to recommend revised savings values for consideration when updating the TRM. The contractor will conduct a balanced approach for calculating net-to-gross including free ridership, participant spillover, and nonparticipant spillover, while minimizing customer survey bias.</p> <p>A process evaluation will be conducted annually to identify strategies that have been successful and also identify improvement opportunities. The evaluation contractors will use best practice methodologies when conducting process evaluations including, but not limited to, stakeholder interviews, customer surveys, program ally interviews, database and program logic model, and marketing reviews.</p>
Program Design Flexibility	<p>The following issues require Ameren Missouri, stakeholders and the Commission to re-think the issue of how to address 3-year DSM program implementation planning flexibility from plan filing to plan implementation.</p> <ul style="list-style-type: none">• The convergence of prior successful Ameren Missouri DSM programs moving the market baselines for many energy efficiency measures coupled with governmental intervention in the form of ever increasing appliance efficiency standards and building codes• Ever changing primary EM&V data collection and ensuing changes in energy efficiency incremental energy consumption• Speed of technological innovation• Changes in DSM program structure and delivery in a smarter grid environment• Regulatory policy issues that could, among other things, change the definitions of demand-side programs to include distributed generation, electric vehicles and electro technologies that may result in lower overall greenhouse gas emissions, lower customer energy intensities, and lower energy costs <p>At their core, energy efficiency programs are marketing programs that must respond to a changing marketplace and keep up with new technology offerings, delivery channels, and customer preferences. The 11-step process will allow for stakeholder input and at the same time facilitate successful implementation of necessary changes. This level of flexibility at the implementation team level is important to make appropriate modifications to respond to program and market condition changes.</p>

Estimated Participation

Business New Construction - Estimated Annual Installations				
End-use	2016	2017	2018	3 Year Total*
Air Comp BUS	-	-	-	-
Building Shell BUS	1	1	1	4
Cooking BUS	-	-	-	-
Cooling BUS	7	8	9	24
Ext Lighting BUS	-	-	-	-
Heating BUS	-	-	-	-
HVAC BUS	9	10	10	29
Lighting BUS	146	166	177	489
Miscellaneous BUS	0	0	0	0
Motors BUS	-	-	-	-
Process BUS	-	-	-	-
Refrigeration BUS	16	18	19	53
Water Heating BUS	-	-	-	-
Total	179	203	217	599

*The annual targets to achieve the 3 year total may be smoothed prior to actual implementation of the program

Estimated Budget

Business New Construction - Estimated Annual Budget* (\$ millions)				
Year	2016	2017	2018	3 Year Total
Incentive**	\$ 0.82	\$ 0.93	\$ 0.99	\$ 2.74
Admin	\$ 0.64	\$ 0.72	\$ 0.71	\$ 2.07
Total	\$ 1.46	\$ 1.65	\$ 1.70	\$ 4.81

*The budget for this program does not reflect an additional portfolio cost of \$1.5 million for MEEIA 2016-2018 research and development costs.

**Incentive received by customer

Savings Targets

Business New Construction - Estimated Annual Net Savings at Meter				
Year	2016	2017	2018	3 Year Total*
kWh Savings	4,980,122	5,642,440	6,016,434	16,638,996
kW Savings	1,643	1,861	1,979	5,483

*The annual targets to achieve the 3 year total may be smoothed prior to actual implementation of the program

Cost-effectiveness

Business New Construction - 3 Yr Program Cost-Effectiveness (2016-2018)				
Program	TRC	UCT	PCT	RIM*
Business New Construction	1.50	3.04	2.64	0.82

*Represents net fuel

PROGRAM	Business Small Business Direct Install Program
Objective	<p>The Small Business Direct Install (SBDI) Program is designed to promote the installation of energy efficient technologies in small businesses by removing participation barriers such as:</p> <ul style="list-style-type: none"> • Lack of time/resources to investigate and review energy efficiency improvement • Skepticism that participating will actually be of value • Lack of financing • Business facility is often leased rather than owner occupied • Energy is not integral to their business strategy • Belief that adopting energy conservation measures is a complicated, time-consuming, and potentially a costly process. <p>In nonresidential properties, energy efficient technologies may include but not limited to lighting, motors, water heating and refrigeration. Measures included within this program are common in multiple marketplaces and have deemed savings values associated with their energy performance. This program encourages small business customer participation through a simple, immediate and streamlined program process.</p>
Target Market	Small nonresidential customers including commercial and institutional.
Program Duration	March 1, 2016 through February 28, 2019
Program Description	<p>The SBDI program through a group of trade allies will provide delivery of energy efficient measures at low-cost and/or no-cost to small business customers. Trade allies will supply, install, and finalize paperwork for eligible participants and identify additional energy efficiency opportunities not covered under the Small Business Direct Install program. Measures included within this program will have deemed savings values and fixed incentive levels associated with them (although these incentive values may be altered as program budget and performance change throughout the term). Trade allies will be the channel partners and part of promoting the program and educating customers. Trade allies will also complete and deliver applications to Ameren Missouri who will distribute incentive payments.</p>
Eligible Measures & Incentive Strategy	<p>The measure table below contains measure categories that are comprised of multiple measures and are common in small businesses. Consequently, measure savings, costs, participation, measure mix and incentive dollars reflected below are subject to change as the market dictates. The eligible measures and corresponding energy savings and incentive levels reflect best estimates at the time of the creation of this plan.</p>
Implementation Strategy	<p>Responsibilities of the Program Implementation staff include final program design, measure lists, implementation plan development, developing the trade ally support network and outreach. The distribution channel will be the trade allies which will be responsible for outreach, installation and documentation. In order for these allies to effectively promote and communicate the benefits of the program, applicable training and marketing materials will be provided by the Implementation team.</p> <p>Upon submittal of SBDI project documentation, all projects will receive a review and approval before an incentive is distributed. Individual projects will be utilized to maintain accurate tracking of program savings goals and relative budgets.</p>

<p>Program Response to Evolving Markets</p>	<p>Due to the unpredictable nature of the market place, Ameren Missouri and its contractors will maintain flexibility within the program. Various market factors including new codes and standards, energy legislation, and consumer attitudinal shifts will affect the measure mix and program delivery strategy. Ameren Missouri will alter incentive levels and measure participation as necessary to ensure program success through achievement of energy savings goals. If, through changing market conditions, it is determined by the program that a measure or incentive program no longer provides appropriate cost effective energy savings, Ameren Missouri will take the necessary steps to withdraw the measure or incentive program from the market.</p>
<p>Marketing Strategy</p>	<p>Marketing efforts will focus on trade allies and program awareness through direct outreach. Key pillars of the marketing strategy for the Business Program include but are not limited to:</p> <ul style="list-style-type: none"> • Education: Implementer will play an important role in training and educating the trade ally sales staff. The Implementer will assist trade allies in identification of measures qualifying for incentives; identify additional energy savings opportunities, and how to effectively sell the program to customers. • Marketing Materials: Materials will be provided to customers and trade allies to further enhance program awareness and increase market penetration. • Direct Mail: This marketing vehicle will require a targeted approach, identifying potential efficient installs based on business operating characteristics and building types. • Community Outreach: Program awareness for the small business segment can be effectively handled through community outreach events such as Chamber of Commerce meetings and events. This approach will help overcome skepticism of a program offering being delivered through a trade ally. Ameren Missouri will coordinate with chambers to highlight the program design and customer benefits. • Highlight successfully completed projects. Ameren Missouri will selectively choose projects to display the process and benefits of the program. This type of marketing will spur the customer's competitors to improve building performance and increase business process efficiency. This marketing strategy also allows the selected customer promotional and marketing opportunities. • Trade Allies – Ameren Missouri will continue to utilize a trade ally network as a marketing/distribution channel for the program. Continual training will be provided to these program partners to ensure that any business development activities are conducted to achieve program goals. • Inter-program Marketing. While the implementer will maintain a portfolio of programs, they will increase integration of customers across programs as part of the application and education process. This is an opportunity to direct the project to other possible incentives and for further engineering analysis and review. Aiding customers in identifying the appropriate Business programs is important in maintaining high levels of customer satisfaction reaching energy savings opportunities. • Market Segmentation. To more effectively penetrate the Ameren Missouri markets, a targeted marketing approach will be used. Separating the program's marketing campaign to focus on specific customer types (hospitality/lodging, grocery/convenience store, etc.) will increase customer interest and drive installations.

EM&V Requirements	<p>The evaluation contractor will conduct an ex-post gross and net savings impact analysis each year of the program cycle to recommend revised savings values for consideration when updating the TRM. The contractor will conduct a balanced approach for calculating net-to-gross including free ridership, participant spillover, and nonparticipant spillover, while minimizing customer survey bias.</p> <p>A process evaluation will be conducted annually to identify strategies that have been successful and also identify improvement opportunities. The evaluation contractors will use best practice methodologies when conducting process evaluations including, but not limited to, stakeholder interviews, customer surveys, program ally interviews, database and program logic model reviews, and marketing reviews.</p>
Program Design Flexibility	<p>The following issues require Ameren Missouri, stakeholders and the Commission to re-think the issue of how to address 3-year DSM program implementation planning flexibility from plan filing to plan implementation.</p> <ul style="list-style-type: none"> • The convergence of prior successful Ameren Missouri DSM programs moving the market baselines for many energy efficiency measures coupled with governmental intervention in the form of ever increasing appliance efficiency standards and building codes • Ever changing primary EM&V data collection and ensuing changes in energy efficiency incremental energy consumption • Speed of technological innovation • Changes in DSM program structure and delivery in a smarter grid environment • Regulatory policy issues that could, among other things, change the definitions of demand-side programs to include distributed generation, electric vehicles and electro technologies that may result in lower overall greenhouse gas emissions, lower customer energy intensities, and lower energy costs <p>At their core, energy efficiency programs are marketing programs that must respond to a changing marketplace and keep up with new technology offerings, delivery channels, and customer preferences. The 11-step process will allow for stakeholder input and at the same time facilitate successful implementation of necessary changes. This level of flexibility at the implementation team level is important to make appropriate modifications to respond to program and market condition changes.</p>

Estimated Participation	Business SBDI - Estimated Annual Installations				
	End-use	2016	2017	2018	3 Year Total*
	Air Comp BUS	-	-	-	-
	Building Shell BUS	-	-	-	-
	Cooking BUS	-	-	-	-
	Cooling BUS	-	-	-	-
	Ext Lighting BUS	-	-	-	-
	Heating BUS	-	-	-	-
	HVAC BUS	-	-	-	-
	Lighting BUS	46,061	84,758	94,430	5,557,902
	Miscellaneous BUS	-	-	-	-
	Motors BUS	-	-	-	-
	Process BUS	-	-	-	-
	Refrigeration BUS	-	-	-	-
	Water Heating BUS	128	563	311	442,098
Total	46,189	85,321	94,741	226,251	
*The annual targets to achieve the 3 year total may be smoothed prior to actual implementation of the program					
Estimated Budget	Business SBDI - Estimated Annual Budget* (\$ millions)				
		2016	2017	2018	3 Year Total
	Incentive**	\$1.14	\$2.16	\$2.40	\$5.69
	Administrative Costs	\$0.84	\$1.54	\$1.65	\$4.03
	Total Program Costs	\$1.98	\$3.70	\$4.04	\$9.72
*The budget for this program does not reflect an additional portfolio cost of \$1.5 million for MEEIA 2016-2018 research and development costs.					
**Incentive received by customer					
Savings Targets	Business SBDI - Estimated Annual Net Energy Savings at Meter				
		2016	2017	2018	3 Year Total
	kWh Savings	6,000,000	11,400,000	12,600,000	30,000,000
	kW Savings	1,136	2,151	2,378	5,665
*The annual targets to achieve the 3 year total may be smoothed prior to actual implementation of the program					
Cost-effectiveness	3 Yr Program Cost-Effectiveness (2016-2018)				
	Program	TRC	UCT	PCT	RIM*
	Small Business Direct Install	1.25	1.55	4.08	0.57
*Represents net fuel					