

Appendix B - Program Templates

The following program templates are a detailed description of the individual programs which compose the MEEIA 2019-24 portfolio. The program templates facts and analysis completed at the time of this filing. Program tariffs are subject to change based on final program designs, as program revisions and modifications may be implemented during MEEIA 2019-24, and as necessary to align with changes to the exemplar tariffs found in Appendix J - Tariffs. The description follows the requirements set forth in 4 CSR 240-20.094(4)(D).

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PROGRAM	Residential Multifamily Low-income Program
Objective	<p>The objective of the Multifamily Low-Income ("MFLI") program is to expand participation and increase long-term energy and demand savings and bill reduction opportunities to low-income customers residing in multifamily low-income properties. This will be achieved through education, a variety of directly installed measures, and comprehensive retrofits.</p>
Target Market	<p>The target market will consist of property owners and managers of multifamily properties of three (3) or more dwelling units. This includes eligible customers receiving service under residential rate 1(M) or business customers who take service under small general service rate 2(M), large general service rate 3(M), and small primary service rate 4(M) within the Company's service territory.</p> <p>Approved participants will be required to meet one of the following income eligibility requirements:</p> <ol style="list-style-type: none"> 1. Reside in federal, state, or local subsidized housing and fall within that program's income guidelines. 2. Reside in non-subsidized housing with proof of income levels at or below 80% of area median income ("AMI"). 3. Fall within a census tract that indicates at least 85% of customers are at or below 80% of AMI. <p>Proof of income may be accomplished in multiple ways, including but not limited to submission of rent rolls or documentation of being on the Department of Energy ("DOE") Weatherization Assistance Program waitlist.</p> <p>Where a multifamily property does not meet one of the eligibility criteria listed above but has a combination of qualifying tenants and non-qualifying tenants, at least 50% of the tenants must be eligible to qualify the entire property.</p>
Program Schedule	<p>Program will launch March 1, 2019 and run through December 31, 2024.</p>
Program Description	<p>This program will provide a helpful one-stop-shop approach to increase program participation and provide for more extensive retrofits and larger energy savings per property. This results in further benefits to Low-iMFLI property managers and tenants by improving the value of the property, reducing utility bills and O&M costs, and making the property healthier, more comfortable, and safe.</p> <p>Incentives under this program will be provided for multifamily low-income properties, dwelling units, common areas, and whole-building improvements.</p> <p>Measures for dwelling units may include:</p> <ul style="list-style-type: none"> • LEDs • High efficiency faucet aerators • High efficiency 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) • Furnace whistle • HVAC tune-ups <p>Note: Any direct installation of measures includes:</p> <ol style="list-style-type: none"> 1. Removal, decommissioning, recycling, and disposal of the existing item for which the new measure will substitute, and 2. Acquisition and functioning installation of the new measures complete with all accessories and appurtenances required for its intended use and safe operation. <p>In addition to the dwelling unit measures, standard and custom measures will be offered. The following measures are indicative of incentives that may be offered for the whole-building and common areas:</p> <ul style="list-style-type: none"> • Hard wired fixtures and exterior lighting • Electric heating and domestic water heating measures • Ventilation and air conditioning ("HVAC") • Motors and envelope improvements <p>The program may allocate funds for minor repairs that facilitate installation of energy efficient improvements. For measures such as air sealing, to ensure the health and safety of the customer, the program may perform combustion tests and/or install carbon monoxide detectors.</p>

Eligible Measures & Services	<p>Eligible measures are included in the Technical Resource Manual ("TRM"). The direct install incentives reflect the full incremental cost. Additional incentives will consist of energy and demand saving measures designed to achieve greater energy savings. These measures will include the following end-use categories: building shell, cooling, HVAC, lighting, refrigeration, water heating, and miscellaneous.</p> <p>Measures installed through this program are not eligible for incentives through any of the Company's other energy efficiency and demand response programs.</p> <p>Refined data will be provided after the measures have been vetted through the program implementation team.</p> <p>A complete list of eligible program measures are included in Appendix D – Incentive Ranges.</p>
Implementation Strategy	<p>The Company will hire a Contractor to administer this program. In addition to project incentives, the program will seek to drive property owners to achieve maximum savings possible by offering seamless access to financing and other alternatives to reduce financial barriers to investing in energy efficiency upgrades.</p> <p>All eligible properties can participate. However, in order to focus its outreach efforts, the Company will create a plan for identifying the worst performing buildings. This will be done using building characteristics and other available data such as energy usage, account age, and tenant payment data (i.e., high arrears and delinquencies). In addition, the Company will review data from over 40,000 tenant unit upgrades and building assessments that did not lead to common area or whole-building energy efficiency upgrades performed in prior program years.</p> <p>The program provider will engage building owners and operators to have energy assessments conducted on their properties to encourage the installation of standard and custom whole-building improvements and direct install measures in tenant spaces. The process steps include:</p> <ul style="list-style-type: none"> • Outreach efforts to recruit MFLI properties. • Communication with property regarding energy assessment and scheduling. • Complete MFLI property energy assessment. • Presentation of audit findings to property owner/manager to ensure selection of appropriate measure options. • Assist with applications to secure financing and other funding options. • Finalize scope of work for installation of measures per the property owner's request including rebate and other incentives. • Project setup – create scope, budget, and timeline and launch the installation project at the MFLI property. • Inspection to ensure quality installation of measures; perform corrective action if required. • Customer survey after completion of measure installs, to ensure satisfaction and continuous improvement of the program. • Customer final approval. • Provide technical assistance and support to benchmark the property using ENERGY STAR® Portfolio Manager. • Provide incentives for participating properties to defray the cost to attend Building Operator Certification ("BOC") Training. <p>Where possible, the Company will seek to collaborate with the natural gas and water companies for co-delivery. In the event this is not possible, the MFLI program administrator will ensure participants are aware of all available utility incentives and will assist participants in claiming them.</p> <p>After 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 implemented in their units. The Company will monitor installations. The first set of projects performed would be site-verified, with random site verifications thereafter to ensure installations are being performed properly and equipment is being installed as reported.</p> <p>According to the Uniform Methods Project, net-to-gross for this program is assumed to be 1, so minimizing free ridership and maximizing spillover are not issues for this program.</p>

<p>Market Transformation Elements</p>	<p>This program will conduct individual and/or group educational meetings with participating low-income customers to increase awareness of energy efficiency habits and measures, such as purchasing ENERGY STAR® certified products to encourage market transformation. The Company will also assist managers of participating multifamily properties in maintaining their improved building efficiency and boost market transformation by providing incentives to defray the cost to attend Building Operator Certification Training.</p> <p>The plan for estimating, measuring, and verifying energy and demand savings from the market transformation efforts is included in Appendix E – EM&V¹ Plan.</p>
<p>Program Response to Evolving Markets</p>	<p>Due to the unpredictable and changing nature of the marketplace, 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 qualification criteria as necessary to ensure the program achieves its energy savings goals. 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 portfolio and reallocate funds and energy savings into the other programs.</p>
<p>Promotional/ Marketing Strategy</p>	<p>The program will use marketing communications appropriate to the distinct needs of the low-income market, which may include the following:</p> <ul style="list-style-type: none"> • Materials to create awareness and understanding of the program, its benefits, and its sponsor, among occupants of participating properties. • General background material and information for tenants to improve their home’s energy efficiency. • Sales “kit” folder for property owners, managers and Program Partners 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 • Materials for building tenants/residents: <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>Detailed plans to analyze program performance through EM&V can be found in Appendix E - Sample Evaluation Plans.</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 Change Process² will allow stakeholder input and 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 changing market conditions.</p>

¹ Evaluation, Measurement, and Verification.

² The Change Process is detailed in UEC E Sheet No. 221 Energy Efficiency Global Tariff and UEC E Sheet No. 247 DR Global Tariff.

Estimated Participation	Multifamily Low-Income – Estimated Annual Installations							
	End-Use	2019	2020	2021	2022	2023	2024	6 Year Total
	Building Shell RES	630	730	732	722	722	722	4,258
	Cooling RES	3,754	4,125	4,093	4,064	4,064	4,034	24,134
	HVAC RES	1,900	2,700	2,700	2,700	2,700	2,700	15,400
	Lighting RES	33,200	33,200	33,200	16,800	8,600	8,600	133,600
	Misc RES	1,150	1,200	1,200	1,200	1,200	1,200	7,150
	Refrigeration RES	410	550	550	525	460	400	2,895
	Water Heating RES	19,904	19,904	19,904	19,915	19,915	19,930	119,472
Total	60,948	62,409	62,379	45,926	37,661	37,586	306,909	

Estimated Budget	Multifamily Low-Income – Estimated Annual Budget* (\$ millions)							
	Year	2019	2020	2021	2022	2023	2024	6 Year Total
	Incentive**	\$2.02	\$2.55	\$2.59	\$2.55	\$2.44	\$2.33	\$14.47
	Admin***	\$1.83	\$1.95	\$2.15	\$2.11	\$1.85	\$1.77	\$11.67
	Total	\$3.85	\$4.51	\$4.74	\$4.65	\$4.29	\$4.10	\$26.14

**Incentive received by customer.

***EM&V and Miscellaneous Costs are included.

For detailed allocation of administrative costs, EM&V costs, and miscellaneous costs see Appendix A – Portfolio and Programs Summary. For details on estimated equipment and installation, costs see the DSMore Workbook.

Savings Targets	Multifamily Low-Income – Estimated Annual Net Savings at Meter							
	Year	2019	2020	2021	2022	2023	2024	6 Year Total
	MWh Target/ Savings	6,164.08	7,527.42	7,790.49	7,316.32	7,246.53	6,944.61	42,989
	MW Target/ Savings	1.65	2.07	2.08	2.00	1.99	1.93	11.73
Net-to-Gross	100%	100%	100%	100%	100%	100%	100%	

Projected Gross MWh Savings and projected gross MW Savings can be found in the DSMore workbook.

Net-to-gross factors, the size of the potential market, and projected penetration rates are included in Appendix A – Portfolio and Programs Summary.

Cost-Effectiveness

Multifamily Low-Income - 6 Year Program Cost-Effectiveness (2019-24)				
Program	TRC	UCT	PCT	RIM*
Residential Income Eligible	0.88	1.03	2.92	0.51

*Represents net fuel.

PROGRAM	Residential Single Family Low-Income Program
Objective	The objective of this program is to expand participation and increase long-term energy savings and bill reduction opportunities to low-income Ameren Missouri customers by delivering energy efficiency services through multiple channels.
Target Market	<p>The target market will consist of low-income Residential Rate 1(M) customers who live in single-family detached houses, duplexes and mobile homes (wood-frame bolted to steel chassis, designed to be transported) within the Ameren Missouri service territory.</p> <p>Approved participants will be required to meet one of the following income eligibility requirements:</p> <ol style="list-style-type: none"> 1. Reside in federal, state, or local subsidized housing and fall within that program's income guidelines. 2. Reside in non-subsidized housing with proof of income levels at or below 80% of area median income (AMI). 3. Fall within a census tract that indicates at least 85% of customers are at or below 80% of AMI.
Program Schedule	Program will launch March 2019 and continue through December 2024.
Program Description	<p>The Residential Single Family Low-Income Program is designed to serve eligible participants through multiple channels to encourage participation and overcome the specific hurdles of each property type. Multiple delivery channels will ensure a diversity of participants and equitable delivery across Ameren Missouri’s service territory.</p> <p>The single-family delivery channel options are described below.</p> <p>Single Family Low-Income</p> <p>For residential customers residing in single-family detached housing, duplexes, or mobile homes, the program will use a neighborhood approach to identify income-eligible areas with the greatest need. Occasionally, an individual home may be referred to the program by a qualified low-income assistance agency. The program will perform energy assessments and/or diagnostic testing and direct installation of energy saving measures and may provide incentives for whole house measures.</p> <p>Note: Any direct installation of measures includes:</p> <ol style="list-style-type: none"> 1. Removal, decommissioning, recycling, and disposal of the existing item for which the new measure will substitute and 2. Acquisition and functioning installation of the new measures complete with all accessories and appurtenances required for its intended use and safe operation. <p>Low-income Efficiency Housing Grant</p> <p>This distribution channel will further develop the successful social marketing distribution approach utilized for lighting in past MEEIA portfolios. In addition to providing free energy saving LED bulbs for distribution through organizations such as foodbanks, this channel will make energy saving measure packages or incentives directly available to organizations that can provide qualified installation of measures to income eligible residential end users. Participants will apply for grants and receive assistance to ensure measure installation meets program requirements.</p> <p>Where possible the Company will seek to partner with the natural gas and water companies for co delivery.</p>

<p>Eligible Measures & Services</p>	<p>Eligible measures are included in the TRM. The direct install incentives reflect the full incremental cost. The additional incentivized measures may consist of energy and demand saving measures designed to achieve deep energy savings. These measures will include the following end-use categories: building shell, cooling, HVAC, lighting, refrigeration, water heating and miscellaneous.</p> <p>The program may allocate funds for minor repairs that facilitate installation of energy efficient improvements. For measures such as air sealing, to ensure the health and safety of the customer, the program may perform combustion tests and/or install carbon monoxide detectors.</p> <p>Measures installed through this program are not eligible for Incentives through any of the Company’s other Energy Efficiency and Demand Response Programs.</p> <p>Refined data will be provided after the measures have been vetted through the program implementation team.</p> <p>A complete list of eligible program measures are included in Appendix D – Incentive Ranges.</p>
<p>Implementation Strategy</p>	<p>The Company will hire a contractor to administer this program. Multiple participant channels are utilized to reduce housing specific barriers to becoming more energy efficient. Each channel will be managed proactively through a dedicated point of contact.</p> <p>Single family Low-Income</p> <p>The program will use a neighborhood approach to identify low-income areas with the greatest need, such as those with high energy usage or high incidence of arrearages or payment delinquencies, to group participants and focus on a single geographic area at a time. The program will also work with assistance agencies to accept referrals when possible.</p> <p>The program will seek to partner with familiar community-based organizations to stage cooperative recruitment drives and/or education events. This approach of utilizing trusted, familiar organizations generates enthusiasm and momentum behind the effort.</p> <p>Low-Income Efficiency Housing Grant</p> <p>Ameren Missouri is seeking to facilitate even greater portfolio participation by providing energy saving measure packages directly to organizations that can provide education and qualified installation of measures to income eligible residential end users.</p> <p>According to the Uniform Methods Project, net-to-gross for this program is assumed to be 1, so minimizing free ridership and maximizing spillover are not an issue for this program.</p>
<p>Market Transformation Elements</p>	<p>These programs will conduct individual and/or group educational meetings with participating low-income customers to increase awareness of energy efficiency habits and measures, such as purchasing ENERGY STAR® certified products to encourage market transformation.</p> <p>The plan for estimating, measuring, and verifying energy and demand savings from the market transformation efforts is included in Appendix E – EM&V Plan</p>
<p>Program Response to Evolving Markets</p>	<p>Due to the unpredictable and changing nature of the marketplace, 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 qualification criteria as necessary to ensure program achieves its energy savings goals. 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 portfolio and reallocate funds and energy savings into the other programs.</p>

<p>Promotional/ Marketing Strategy</p>	<p>The program will use marketing communications appropriate to the distinct needs of low-income customers, which may include the following:</p> <ul style="list-style-type: none"> • Materials to create awareness and understanding of the program, its benefits, and its sponsor, among occupants of participating neighborhoods. • General background material and specific suggestions and learning opportunities for homeowners and renters on improving their home’s energy efficiency. • Program overview brochure. • Program participation agreements. • The Company will consult with various community organizations to communicate the benefits of the program within their respective social circles. Informing these community leaders about how the program works and the benefits of energy efficiency and providing them with program information will provide a trusted network of Company spokespersons that the communities can identify with. They can promote the program in their community meetings, seminars, weekly sports leagues, etc. to reach a broad audience in a concentrated environment. 																																																																																
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Estimated Budget

Single Family Low-Income – Estimated Annual Budget* (\$ millions)							
Year	2019	2020	2021	2022	2023	2024	6 Year Total
Incentive**	\$1.76	\$2.05	\$2.15	\$2.01	\$1.93	\$1.96	\$11.87
Admin***	\$1.74	\$1.92	\$1.92	\$1.86	\$1.84	\$1.87	\$11.15
Total	\$3.50	\$3.96	\$4.07	\$3.88	\$3.77	\$3.83	\$23.02

**Incentive received by customer.

***EM&V and Miscellaneous Cost are included.

For detailed allocation of administrative costs, EM&V costs, and miscellaneous costs see Appendix A – Portfolio and Programs Summary. For details on estimated equipment and installation, costs see the DSMore Workbook.

Savings Targets

Single Family Low-Income – Estimated Annual Net Savings at Meter							
Year	2019	2020	2021	2022	2023	2024	6 Year Total
MWh Target/Savings	8,556.13	10,415.03	10,821.67	5,777.43	5,773.48	5,892.28	47,236
MW Target/Savings	1.83	2.34	2.47	1.77	1.77	1.82	12.00
Net-to-Gross	100%	100%	100%	100%	100%	100%	100%

Projected Gross MWh Savings and projected gross MW Savings can be found in the DSMore workbook.

Net-to-gross factors, the size of the potential market, and projected penetration rates are included in Appendix A – Portfolio and Programs Summary.

Cost-Effectiveness

Single Family Low-Income - 6 Yr Program Cost-Effectiveness (2019-24)				
Program	TRC	UCT	PCT	RIM*
Residential Low-Income	1.47	1.55	7.09	0.58

*Represents net fuel.

PROGRAM	Business Social Services Program
Objective	<p>The Business Social Services ("BSS") Program is designed to promote the installation of energy efficient technologies in social service 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; • Belief energy conservation is not integral to their business strategy; and • Belief that adopting energy conservation measures is a complicated, time-consuming, and potentially a costly process. <p>Energy efficient technologies may include but are not limited to lighting, HVAC, smart thermostats, motors, water heating, refrigeration and HVAC tune-ups. Measures included within this program are common in multiple marketplaces and have deemed savings calculation values associated with their energy performance. This program encourages social service business customer participation through a simple, immediate and streamlined program process.</p>
Target Market	<p>Commercial, nonprofit, and tax-exempt business customers in the Small General Service (2M) and Large General Service (3M) rate classes, that are doing business to provide social services to the low-income public, including food banks, food pantries, soup kitchens, homeless shelters, employment services, worker training, job banks, and childcare facilities.</p>
Program Schedule	<p>Program will launch March 1, 2019 and run through December 31, 2024.</p>
Program Description	<p>The BSS Program will provide lighting measures and installation at no cost and HVAC, smart thermostats, motors, water heating, refrigeration and HVAC tune-up measures at low-cost and/or no-cost to social services business customers with qualifying facilities. Program providers will supply, install, and finalize paperwork for eligible participants and identify additional energy efficiency opportunities not covered under the BSS Program. Measures within this program will be included in the Deemed Savings Table and have fixed incentive levels associated with them, although these incentive values may be altered as program budget and performance change throughout the term. Upon receipt of completed documentation, Ameren Missouri will distribute incentive payments.</p>
Eligible Measures & Services	<p>The BSS Program energy efficient eligible measures include but not limited to, lighting, HVAC, smart thermostats, motors, water heating, refrigeration and services. Ameren Missouri and Program Administrator will combine national best practice with actual experience to set an adequate payback period to drive customer adoption. A complete list of eligible program measures are included in Appendix D – Incentive Ranges.</p>

<p>Implementation Strategy</p>	<p>Responsibilities of the Program Administrator hired to implement the program, include final program design, measure lists, and implementation plan.</p> <p>Implementation plan will include but be not limited to:</p> <ul style="list-style-type: none"> • Developing a Social Services-targeted market plan for lighting, HVAC, smart thermostat and other measures that may be included in program; • Lead generation (introduction channels, customer outreach and lead qualification); • Developing a program provider structure to effectively support lighting, HVAC, smart thermostat and other measure savings opportunities; and • Developing a mobile sales tool utilized with customer for load assessment, energy savings and customer return on investment. Electronic or hard copy summary made available to customers. <p>In order for program providers to effectively promote and communicate the benefits of the program, the implementation team will provide applicable training and marketing materials. Upon submission of project documentation, projects will be reviewed and must be approved before an incentive is distributed.</p> <p>The implementation team will use free ridership and spillover data determined annually by an independent evaluator to make program improvements to minimize free ridership and maximize spillover. Program improvements could include things such as adjusting incentives, improving marketing, and adding or removing measures.</p> <p>The implementation team will use free ridership and spillover data determined annually by an independent evaluator to make program improvements to minimize free ridership and maximize spillover. Program improvements could include things such as adjusting incentives, improving marketing, and adding or removing measures.</p>
<p>Market Transformation Elements</p>	<p>The BSS Program will play an important role in market transformation by training and educating social services businesses with direct outreach and through low-income associations.</p> <p>The plan for estimating, measuring, and verifying energy and demand savings the market transformation efforts is included in Appendix E – EM&V Plan.</p>
<p>Program Response to Evolving Markets</p>	<p>Due to the unpredictable and changing nature of the marketplace, 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 qualification criteria as necessary to ensure program achieves its energy savings goals. 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 portfolio and reallocate funds and energy savings into the other programs.</p>

<p>Promotional/ Marketing Strategy</p>	<p>Marketing efforts will focus on program awareness through direct outreach. Key pillars of the marketing strategy for the BSS Program include but are not limited to:</p> <ul style="list-style-type: none"> • Lead generation: Introduction channels, customer outreach and lead qualification managed by Program Administrator and program providers. • Mobile Sales Tool: Program provider mobile sales tool utilized with customer for load assessment, energy savings and customer return on investment. Electronic or hard copy summary made available to customers. • Education: Program Administrator will play an important role in training and educating the program provider sales staff. The Program Administrator will assist program provider in identification of measures qualifying for incentives, project financing options, identify additional energy savings opportunities, and how to effectively sell all measures to customers. • Marketing Materials: Materials will be provided to customers and program provider to further enhance program awareness and increase market penetration. • Direct Mail - USPS and electronic: 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 Social Services can be promoted through community outreach associations. Along with promoting the design and customer benefits, this approach will help overcome skepticism of a program offering being delivered through a program provider. • Highlight successfully completed projects: Projects will be selectively chosen 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. • Program Providers: Ameren Missouri will utilize program providers as an additional sales/marketing channel for the program. Continual training will be provided to these providers to ensure that any business development activities are conducted to achieve program goals. • Inter-program Marketing: The Program Administrator will maintain a portfolio of programs and will increase customer’s awareness across programs as part of the application and education process. This is an opportunity to direct the customer to other possible energy savings incentives. Aiding customers in identifying the appropriate Business programs is important in maintaining high levels of customer satisfaction, creating spillover and 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 social services types (food banks, food pantries, soup kitchens, homeless shelters, employment services, worker training, job banks, and childcare facilities) will increase customer interest and drive installations. Also segment market targets by identifying inefficient facilities based on business type, facility size and actual energy usage.
<p>EM&V Requirements</p>	<p>Detailed plans to analyze program performance through EM&V can be found in Appendix E - Sample Evaluation Plans.</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 Change Process will allow stakeholder input on program changes 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 Social Services Program – Estimated Annual Installations							
End-Use	2019	2020	2021	2022	2023	2024	6 Year Total
Cooking Bus	6	11	8	3	8	7	43
Ext Light Bus	28	47	41	45	38	29	227
Cooling Bus	187	320	1,358	1,050	1,063	709	4,686
Motors Bus	23	42	40	40	37	30	212
HVAC Bus	3	6	20	22	20	14	86
Lighting Bus	3,539	6,448	5,136	5,012	4,794	3,872	28,801
Misc Bus	75	136	102	113	102	81	610
Refrigeration BUS	23	46	141	150	136	111	607
Water Heating BUS	2	3	3	3	3	2	17
Total	3,885	7,060	6,848	6,438	6,202	4,855	35,290

Estimated Budget

Business Social Services Program – Estimated Annual Budget (\$ millions)							
Year	2019	2020	2021	2022	2023	2024	6 Year Total
Incentive	\$0.25	\$0.45	\$0.49	\$0.46	\$0.44	\$0.34	\$2.41
Admin*	\$0.09	\$0.15	\$0.14	\$0.14	\$0.13	\$0.10	\$0.76
Total	\$0.34	\$0.60	\$0.63	\$0.59	\$0.57	\$0.44	\$3.17

*EM&V and Miscellaneous Cost are included.

For detailed allocation of administrative costs, EM&V costs, and miscellaneous costs see Appendix A – Portfolio and Programs Summary. For details on estimated equipment and installation costs see the DSMore Workbook.

Savings Targets

Business Social Services – Estimated Annual Net Savings at Meter							
Year	2019	2020	2021	2022	2023	2024	6 Year Total
MWh Target/Savings	986.51	1,793.28	1,699.73	1,692.23	1,582.19	1,263.30	9,017
MW Target/Savings	0.19	0.34	0.39	0.38	0.36	0.28	1.95
Net-to-Gross	94%	94%	94%	94%	94%	94%	94%

Projected Gross MWh Savings and projected gross MW Savings can be found in the DSMore workbook.

Net-to-gross factors, the size of the potential market, and projected penetration rates are included in Appendix A – Portfolio and Programs Summary.

Cost-
Effectiveness

Business Social Services Program - 6 Year Program Cost-Effectiveness (2019-24)				
Program	TRC	UCT	PCT	RIM*
Social Services Program	1.54	1.65	3.53	0.67

*Represents net fuel.

PROGRAM	Residential Appliance Recycling Program
Objective	The primary goal of the Residential Appliance Recycling ("RAR") Program is to promote the retirement and recycling of inefficient refrigerators, freezers, dehumidifiers, and/or room ACs from households by offering a turn-in incentive, free pickup of working equipment, and information and education on the cost of keeping an inefficient unit in operation.
Target Market	Residential electric customers with working refrigerators, freezers, dehumidifiers, and/or room ACs manufactured on or before a cutoff date to be determined when the contractor is engaged and program design finalized.
Program Schedule	Program will launch March 1, 2019, and run through December 31, 2024.
Program Description	<p>The Company will hire an implementation contractor to provide turnkey implementation services that include verification of customer eligibility, scheduling of pick-up appointments, appliance pick-up, recycling and disposal activities, and incentive processing. Recycling/disposal practices will be designed to prevent the release of chlorofluorocarbons ("CFCs").</p> <p>Turnkey program implementation through an appliance recycling contractor will simplify program delivery, reduce the Company's administrative costs, and ensure a streamlined participation process. The program will be designed to minimize barriers to participation by offering incentives, convenient scheduling of appointments, and cost-free pick-up of qualifying equipment.</p> <p>The program may also include pick-up and recycling of other appliances such as working dehumidifiers and window air conditioners in conjunction with a pick-up of a refrigerator or freezer. The program may also be used as a delivery channel for other low or no cost measures such as LEDs and hot water measures, where applicable, to capture additional energy savings from participants.</p>
Eligible Measures & Services	<p>The program will provide eligible customers incentives to retire working inefficient refrigerators, freezers, dehumidifiers, and room air conditioners. In addition to free pick-up of eligible equipment, the program will provide turn-in incentives. As the Appliance Recycling Program evolves and ongoing EM&V activities track program performance, the Company may revise incentive amounts or qualification criteria for appliances as the market dictates.</p> <p>A complete list of eligible program measures are included in Appendix D – Incentive Ranges.</p>
Implementation Strategy	<p>Key elements of the RAR Program implementation strategy include:</p> <ul style="list-style-type: none"> • Outsourcing implementation: The Company will contract with a prime contractor or regional/national appliance recycling company to provide comprehensive, turnkey implementation services from eligibility verification to proper disposal/recycling of turned-in appliances. • Customer education/recruitment: The Contractor will develop and implement the program marketing strategy. There will be consumer marketing and education components emphasizing how much it costs to operate an old, energy-inefficient refrigerator as well as information regarding the availability of program incentives and pick-up services. The marketing messages will vary depending on seasonality and program performance towards meeting statutory energy savings goals. <p>The implementation team will use free ridership and spillover data determined annually by an independent evaluator to make program improvements to minimize free ridership and maximize spillover. Program improvements could include things such as adjusting incentives, improving marketing, and adding or removing measures.</p>
Market Transformation Elements	<p>The program will employ a resource for customers to easily remove, recycle and dispose of inefficient refrigerators and appliances removing barriers for customers to dispose of inefficient appliances. The program includes an education component to encourage the removal of inefficient appliances.</p> <p>The plan for estimating, measuring, and verifying energy and demand savings the market transformation efforts is included in Appendix E – EM&V Plan.</p>

<p>Program Response to Evolving Markets</p>	<p>Due to the unpredictable and changing nature of the marketplace, 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 qualification criteria as necessary to ensure program achieves its energy savings goals. 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 portfolio and reallocate funds and energy savings into the other programs.</p>																																																								
<p>Promotional/ Marketing Strategy</p>	<p>The program will employ strong consumer education and marketing components emphasizing the savings associated with retiring old, inefficient refrigerators and freezers and the importance of ensuring proper disposal/recycling. Call Center staff will be trained and provided with program collateral.</p> <p>Marketing materials may include:</p> <ul style="list-style-type: none"> • Web content; • Bill stuffers and other direct mail; • Limited mass market advertising around special promotions; • Print (newspaper, newsletter, etc.); • TV, radio; • Garage sale ads, promotional handouts to Low-income Home Energy Assistance Project (LIHEAP) agencies, realtors, and appliance retailers; • Door-hangers; • Billboards; and • Bill messages. <p>Additional strategies will likely be deployed to maximize spillover.</p>																																																								
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Estimated Budget

Residential Appliance Recycling– Estimated Annual Budget* (\$ millions)							
Year	2019	2020	2021	2022	2023	2024	6 Year Total
Incentive**	\$0.22	\$0.31	\$0.31	\$0.32	\$0.32	\$0.32	\$1,80
Admin***	\$0.48	\$0.53	\$0.54	\$0.56	\$0.53	\$0.54	\$3.18
Total	\$0.70	\$0.85	\$0/85	\$0.88	\$0.85	\$0.86	\$4.98

**Incentive received by customer.

***EM&V and Miscellaneous Cost are included.

For detailed allocation of administrative costs, EM&V costs, and miscellaneous costs see Appendix A – Portfolio and Programs Summary. For details on estimated equipment and installation costs see the DSMore Workbook.

Savings Targets

Residential Appliance Recycling – Estimated Annual Net Savings at Meter							
Year	2019	2020	2021	2022	2023	2024	6 Year Total
MWh Target/Savings	3,369	4,762	4,779	4,847	2,894	2,902	23,552
MW Target/Savings	0.49	0.68	0.69	0.70	0.45	0.46	3.46
Net-to-Gross	77%	77%	77%	77%	77%	77%	77%

Projected Gross MWh Savings and projected gross MW Savings can be found in the DSMore workbook.

Net-to-gross factors, the size of the potential market, and projected penetration rates are included in Appendix A – Portfolio and Programs Summary.

Cost-Effectiveness

Residential Appliance Recycling - 6 Year Program Cost-Effectiveness (2019-24)				
Program	TRC	UCT	PCT	RIM*
Residential Appliance Recycling	1.56	1.56	∞	0.46

*Represents net fuel.

PROGRAM	Residential Efficient Products Program
Objective	The objective of the Residential Efficient Products ("REP") 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 Schedule	Program will launch March 1, 2019 and run through December 31, 2024.
Program Description	<p>The REP Program is meant to be an umbrella program, incorporating various program partners, products, and program delivery strategies. Some aspects of the program will be encouraged through an on-line marketplace and mail-in and instant rebates, while others may be packaged together and delivered through program partners and contractors or through a midstream rebate approach. 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 helps accelerate future ENERGY STAR® specification revisions and code changes.</p>
Eligible Measures & Services	<p>Measures may consist of qualified ENERGY STAR® appliances, power management, water heaters, window air conditioning units, pool pumps, various building shell measures, connected home products and learning thermostats. As the REP Program evolves and ongoing EM&V activities track program performance, the Company may revise eligible measures, incentive amounts or qualification criteria for appliances as the market dictates.</p> <p>A complete list of eligible program measures are included in Appendix D – Incentive Ranges.</p>
Implementation Strategy	<p>The Company will hire a Contractor to administer this program. Customers will purchase some program-qualified products at participating retailers, or on-line through Ameren Missouri's marketplace or other retail websites. Participants 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 implementation team will use free ridership and spillover data determined annually by an independent evaluator to make program improvements to minimize free ridership and maximize spillover. Program improvements could include things such as adjusting incentives, improving marketing, and adding or removing measures.</p>
Market Transformation Elements	<p>The program will include education elements designed to educate customers on the benefits of energy efficiency and will provide incentives to reduce the upfront cost of energy efficient products which can be a barrier to the adoption of energy efficiency absent the program.</p> <p>The plan for estimating, measuring, and verifying energy and demand savings the market transformation efforts is included in Appendix E – EM&V Plan.</p>
Program Response to Evolving Markets	Due to the unpredictable and changing nature of the marketplace, 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 qualification criteria as necessary to ensure program achieves its energy savings goals. 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 portfolio and reallocate funds and energy savings into the other programs.

<p>Promotional/ Marketing Strategy</p>	<p>The Company and its implementation contractors will 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>Marketing activities include but are not limited to:</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; and • Utilizing 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. <p>Additional strategies may be deployed to maximize spillover.</p>																																																								
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Savings Targets

Residential Efficient Products– Estimated Annual Net Savings at Meter							
Year	2019	2020	2021	2022	2023	2024	6 Year Total
MWh Target/Savings	11,862	13,248	14,127	15,192	16,040	16,917	87,386
MW Target/Savings	3.12	3.53	3.79	4.23	4.51	4.77	23.95
Net-to-Gross	72.6%	72.6%	72.6%	72.6%	72.6%	72.6%	72.6%

Projected Gross MWh Savings and projected gross MW Savings can be found in the DSMore workbook.

Net-to-gross factors, the size of the potential market, and projected penetration rates are included in Appendix A – Portfolio and Programs Summary.

Cost-Effectiveness

Residential Efficient Products- 6 Yr Program Cost-Effectiveness (2019-24)				
Program	TRC	UCT	PCT	RIM*
Residential Efficient Products	1.47	2.58	3.32	0.70

*Represents net fuel

PROGRAM	Residential Energy Efficiency Kits
Objective	The objective of the Energy Efficiency Kits ("EEK") Program is to increase customer awareness of the benefits of "high-efficiency" products (ENERGY STAR®, CEE Tiers, or better); to educate residential customers about energy consumption in their homes; and offer information, products, and services to residential customers to encourage saving energy cost-effectively.
Target Market	All eligible residential customers within the Ameren Missouri service territory.
Program Schedule	Program will launch March 1, 2019 and run through December 31, 2024.
Program Description	<p>The EEK Program provides energy efficiency kits and education materials to electric water heating customers through multiple channels including:</p> <ul style="list-style-type: none"> • An educational channel to secondary schools; • Single family home customers with electric water heating; and • Community based events in select areas.
Eligible Measures & Services	<p>Eligible products are selected specifically to encourage energy savings at home and engage families in activities that support and reinforce the energy saving concepts.</p> <p>The program will include these types of products:</p> <ul style="list-style-type: none"> • High-efficiency shower heads; • Kitchen faucet aerators; • Bathroom faucet aerators; • ENERGY STAR® LED light bulbs; • Electric domestic hot water pipe wrap; and • Filter alarm <p>A complete list of eligible program measures are included in Appendix D – Incentive Ranges.</p>
Implementation Strategy	<p>The Company will hire a Contractor to administer this program. Distribution channels for the EEK may include: 1) educational channel to secondary schools; 2) single family home customers with electric water; and 3) community based events. Where possible the company will seek to deliver the kits in conjunction with the natural gas and water companies.</p> <p>School Education Kits</p> <p>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, but not limited to, sixth grade students in Ameren Missouri's service area.</p> <p>Students will receive a take-home kit containing previously mentioned energy efficiency information. Along with the kit, students will read and work through an educational workbook with the assistance of their parent, to identify and install energy saving products throughout their home and track and record what they are doing as part of a homework activity. This will allow them to gather valuable data about their home and report it back to the Company in a survey.</p> <p>The students 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 installations and energy and water efficiency knowledge.</p> <p>Single Family Kits</p> <p>Single-family kits will target single-family homes with electric water heating. Customers will receive educational material along with installation instructions.</p> <p>The implementation team will use free ridership and spillover data determined annually by an independent evaluator to make program improvements to minimize free ridership and maximize spillover. Program improvements could include things such as adjusting incentives, improving marketing, and adding or removing measures.</p>

<p>Market Transformation Elements</p>	<p>The program will include elements designed to educate secondary school students and customers on the benefits of energy efficiency.</p> <p>The plan for estimating, measuring, and verifying energy and demand savings the market transformation efforts is included in Appendix E – EM&V Plan.</p>																																																								
<p>Program Response to Evolving Markets</p>	<p>Due to the unpredictable and changing nature of the marketplace, 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 qualification criteria as necessary to ensure program achieves its energy savings goals. 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 portfolio and reallocate funds and energy savings into the other programs.</p>																																																								
<p>Promotional/ Marketing Strategy</p>	<p>The EEK program 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 encourage participants to seek 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 result of the marketing plan will be having the homeowner participate in one or more of the other programs.</p> <p>For 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> <p>Additional strategies may be deployed to maximize spillover.</p>																																																								
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Estimated Budget	Residential Energy Efficiency Kits – Estimated Annual Budget* (\$ millions)							
	Year	2019	2020	2021	2022	2023	2024	6 Year Total
	Incentive**	\$1.31	\$1.31	\$1.24	\$1.24	\$1.24	\$1.24	\$7.60
	Admin***	\$0.60	\$0.54	\$0.44	\$0.46	\$0.46	\$0.45	\$2.95
	Total	\$1.92	\$1.85	\$1.68	\$1.70	\$1.71	\$1.70	\$10.55
<p>**Incentive received by customer.</p> <p>***EM&V and Miscellaneous Cost are included.</p> <p>For detailed allocation of administrative costs, EM&V costs, and miscellaneous costs see Appendix A – Portfolio and Programs Summary. For details on estimated equipment and installation costs see the DSMore Workbook.</p>								
Savings Targets	Residential Energy Efficiency Kits – Estimated Annual Net Savings at Meter							
	Year	2019	2020	2021	2022	2023	2024	6 Year Total
	MWh Target/Savings	8,047	8,047	5,423	5,423	5,423	5,419	37,782
	MW Target/Savings	1.38	1.38	0.98	0.98	0.98	0.98	6.69
	Net-to-Gross	90%	90%	90%	90%	90%	90%	90%
<p>Projected Gross MWh Savings and projected gross MW Savings can be found in the DSMore workbook.</p> <p>Net-to-gross factors, the size of the potential market, and projected penetration rates are included in Appendix A – Portfolio and Programs Summary.</p>								
Cost-Effectiveness	Residential Energy Efficiency Kits - 6 Year Program Cost-Effectiveness (2019-24)							
	Program	TRC	UCT	PCT	RIM*			
	Residential Energy Efficiency Kits	1.71	2.04	5.96	0.57			
<p>*Represents net fuel.</p>								

PROGRAM	Residential Home Energy Reports Program
Objective	The Residential Home Energy Reports ("RHEP") program focuses on promoting changes in energy consumption behavior that result in reduced electricity through customer behavior modification.
Target Market	Residential customers identified by the Company and implementation contractor.
Program Schedule	Program will launch March 1, 2019 and run through December 31, 2024.
Program Description	The Home Energy Report provides 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 and location demographics. Customers will be chosen by Ameren Missouri and the Program Administrator to participate. Customers are eligible to opt-out of program and/or are able to opt-in for electronic communications. A control group of non-participating customers will be identified and maintained for the program period, based on program design needs. The Ameren Missouri program website will provide customers online access to their Home Energy Report, an interactive portal and access to additional energy efficiency information beyond that presented on the mailed report. Additional program support could include bill alerts and other communication to engage the customer. Reports may be mailed, emailed or both and may include additional communication channels.
Eligible Measures & Services	<p>The program focuses on energy consumption behavior changes that result in reduced electricity consumption. As such, the overall metric is reduced monthly/annual energy consumption. There are no specific energy efficiency measures associated with the program however; there may be incentives or rewards for behavioral modifications.</p> <p>A complete list of eligible program measures are included in Appendix D – Incentive Ranges.</p>
Implementation Strategy	<p>The Company will hire a contractor to administer this program. The selected implementation 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:</p> <ul style="list-style-type: none"> • Identify customers for participation; • Identify customers for the control group; • Mailed and emailed Home Energy reports to targeted residential customers on a preset frequency and may include additional delivery channels for engagement; and • Online access for customers to a portal and an interactive audit-like functionality ("best tips for me," etc.), and access to additional energy efficiency information beyond that presented on the report. <p>The analysis by the independent evaluator will determine net savings, so minimizing free ridership and maximizing spillover are not an issue for this program.</p>
Market Transformation Elements	<p>The program will include education elements designed to educate customers on the benefits of energy efficiency. The program will also provide tools and resources designed to encourage the adoption of energy efficiency and conservation.</p> <p>The plan for estimating, measuring, and verifying energy and demand savings the market transformation efforts is included in Appendix E – EM&V Plan.</p>
Program Response to Evolving Markets	Due to the unpredictable and changing nature of the marketplace, 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 qualification criteria as necessary to ensure program achieves its energy savings goals. 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 portfolio and reallocate funds and energy savings into the other programs.

<p>Promotional Marketing Strategy</p>	<p>Energy use, housing, disaggregation methods, demographic data, and available past program participation data will be used 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 and current program participation & rebate redemption (e.g. ENERGY STAR® and other rebates; rate programs, etc.) if available; and • 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); and additional disaggregation methods. <p>Identify high-potential prospects for program marketing by profiling historical participants and available historical marketing campaign results.</p>																																								
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Savings Targets

Residential Home Energy Report– Estimated Annual Net Savings at Meter							
Year	2019	2020	2021	2022	2023	2024	6 Year Total
MWh Target/ Savings	35,250	35,250	35,250	35,250	35,250	35,250	35,250
MW Target/ Savings	16.43	16.43	16.43	16.43	16.43	16.43	16.43
Net-to-Gross	100%						100%

Behavioral savings have a 1 year estimated life. The chart reflects savings for the 6-year term with no incremental savings each year.

Projected Gross MWh Savings and projected gross MW Savings can be found in the DSMore workbook.

Net-to-gross factors, the size of the potential market, and projected penetration rates are included in Appendix A – Portfolio and Programs Summary.

Cost-Effectiveness

Residential Home Energy Report - 6 Year Program Cost-Effectiveness (2019-24)				
Program	TRC	UCT	PCT*	RIM**
Residential Home Energy Report	1.23	1.23		0.51

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

**Represents net fuel.

PROGRAM	Residential HVAC Program
Objective	The objective of the Residential Heating, Ventilation, and Air Conditioning ("HVAC") Program is to obtain energy and demand savings through improvements in the operating performance of existing residential cooling units or replacement of central air conditioning ("AC") units and heat pumps.
Target Market	<p>The program will target residential customers with central AC units or heat pumps. The program will be available to both single and multifamily residential electric customers.</p> <p>To be eligible for participation in the program, the dwelling unit must be one of the following:</p> <ul style="list-style-type: none"> • Single-family residence; • Multifamily building with four units or fewer, in any configuration; • Row house, which is defined as a single-family dwelling unit that shares common vertical walls only with other single-family dwelling units; and • Multistory, multifamily dwelling units with greater than four units that also share a horizontal surface (floor or ceiling) with another dwelling unit.
Program Schedule	Program will launch March 1, 2019 and run through December 31, 2024.
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, and retrofit and replacement upgrades. The program may also conduct a pilot or limited implementation of targeted mid-stream incentives to promote adoption of efficient systems, and may use the local HVAC contractor base to promote installation of heat pump water heaters and learning thermostats.</p> <p>The program includes marketing concepts that, when successful, can be used for other programs in the Company's service area. The Company will utilize a marketing approach containing multiple data sets including billing, census, and county/municipality data to target the best opportunities for participation.</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 and by promoting the use of new high-efficiency systems in both existing homes and in 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. The baseline conditions for existing air conditioning systems usually include age-related degradation, improper refrigerant charge, and airflow across the coils.</p>
Eligible Measures & Services	<p>Eligible measures are cost-effective measures included in the TRM, which include new and replacement central AC units and heat pumps for single and multifamily properties and tune-ups.</p> <p>A complete list of eligible program measures are included in Appendix D – Incentive Ranges.</p>
Implementation Strategy	<p>The Company will hire a contractor to administer 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>Implementation Strategy</p>	<p>The program will employ the implementation contractor's preferred protocols to verify refrigerant charge and airflow optimization and quality installations. The components of this process include:</p> <ol style="list-style-type: none"> 1. Units will be qualified for early replacement based on operational status and unit nameplate efficiency. 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; and 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. 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. <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> <p>The implementation team will use free ridership and spillover data determined annually by an independent evaluator to make program improvements to minimize free ridership and maximize spillover. Program improvements could include things such as adjusting incentives, improving marketing, and adding or removing measures.</p>
<p>Market Transformation Elements</p>	<p>The program will train a network of HVAC contractors on the concept of including energy efficiency as a tactic in their sales strategy. Contractors will have access to tools and marketing materials to support those efforts. The program also includes elements designed to educate customers on the benefits of purchasing high efficiency equipment and will provide incentives to reduce the upfront cost which can be a barrier to adoption of energy efficient HVAC equipment absent the program.</p> <p>The plan for estimating, measuring, and verifying energy and demand savings the market transformation efforts is included in Appendix E – EM&V Plan.</p>
<p>Program Response to Evolving Markets</p>	<p>Due to the unpredictable and changing nature of the marketplace, 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 qualification criteria as necessary to ensure program achieves its energy savings goals. 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 portfolio and reallocate funds and energy savings into the other programs.</p>
<p>Promotional/ Marketing Strategy</p>	<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 which suppliers 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"> • In conjunction with Ameren Missouri, 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 target tactics to these customers identifying potential HVAC improvements tailored to their specific situation as defined by the data analysis. • 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 contractors to identify existing customers that may qualify for the program and provide assistance to those contractors to help them identify and develop new clients. • The program will develop marketing materials to support all aspects of the program, especially materials for customers and contractor. • 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>HVAC 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> <p>Additional strategies may be deployed to maximize spillover.</p>

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Cost-
Effectiveness

Residential HVAC - 6 Yr Program Cost-Effectiveness (2019-24)				
Program	TRC	UCT	PCT	RIM*
Residential HVAC	1.75	3.79	2.68	0.92

*Represents net fuel.

PROGRAM	Residential Lighting Program
Objective	Increase sales and awareness of ENERGY STAR® qualified lighting products.
Target Market	The target market will consist of all residential customers within the Ameren Missouri service territory.
Program Schedule	Program will launch March 1, 2019 and run through December 31, 2024.
Program Description	<p>The program will be run through a Program Administrator and its subcontractors with significant experience in markdown and rebate processing and working with national and local retail outlets. The subcontractors will offer incentives to local, national and online 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. Ameren Missouri will also offer an Online Marketplace store to ensure availability to customers who do not have a retailer near their location. The program will continue to leverage past program partners but also build on national best practices for consumer marketing opportunities.</p>
Eligible Measures & Services	<p>Cost-effective lighting measures included in the TRM. Markdowns incentives are price reductions offered by retailers to increase sales of a specific product. The goal of the markdown 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 or an online marketplace.</p> <p>Incentive levels are not fixed and will likely change to reflect market conditions and drive the market participation.</p> <p>A complete list of eligible program measures are included in Appendix D – Incentive Ranges.</p>
Implementation Strategy	<p>The Company will hire a contractor to administer this program. The selected implementation 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; <ul style="list-style-type: none"> ○ 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; <ul style="list-style-type: none"> ○ 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; <ul style="list-style-type: none"> ○ 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; • Provide instant rebates online through the online stores of participating retailers; and • Implement strategies to minimize free riders

	<p>The implementation team will use free ridership and spillover data determined annually by an independent evaluator to make program improvements to minimize free ridership and maximize spillover. Program improvements could include things such as adjusting incentives, improving marketing, and adding or removing measures.</p>																								
<p>Market Transformation Elements</p>	<p>The program will include education elements designed to educate customers on the benefits of energy efficiency and will provide incentives and markdowns on lighting products to reduce the upfront costs which can be a barrier to the adoption of energy efficiency absent the program.</p> <p>The plan for estimating, measuring, and verifying energy and demand savings the market transformation efforts is included in Appendix E – EM&V Plan.</p>																								
<p>Program Response to Evolving Markets</p>	<p>Due to the unpredictable and changing nature of the marketplace, 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 qualification criteria as necessary to ensure program achieves its energy savings goals. 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 portfolio and reallocate funds and energy savings into the other programs.</p>																								
<p>Promotional/ Marketing Strategy</p>	<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 point of purchase materials (hangtags, 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, on-line advertising, 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> <p>Additional strategies will be deployed to maximize spillover.</p>																								
<p>EM&V Requirements</p>	<p>Detailed plans to analyze program performance through EM&V can be found in Appendix E - Sample Evaluation Plans.</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 Change Process will allow stakeholder input on program changes 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>																								
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Estimated Budget

Residential Lighting – Estimated Annual Budget* (\$ millions)							
Year	2019	2020	2021	2022	2023	2024	6 Year Total
Incentive**	\$1.48	\$1.72	\$1.39	\$0.72	\$0.72	\$0.71	\$6.75
Admin***	\$1.40	\$1.49	\$1.16	\$0.84	\$0.37	\$0.33	\$5.58
Total	\$2.88	\$3.21	\$2.55	\$1.57	\$1.09	\$1.04	\$12.34

**Incentive received by customer.

***EM&V and Miscellaneous Cost are included.

For detailed allocation of administrative costs, EM&V costs, and miscellaneous costs see Appendix A – Portfolio and Programs Summary. For details on estimated equipment and installation costs see the DSMore Workbook.

Savings Targets

Residential Lighting – Estimated Annual Net Savings at Meter							
Year	2019	2020	2021	2022	2023	2024	6 Year Total
MWh Target/ Savings	19,475	20,313	17,290	8,727	2,037	1,896	69,738
MW Target/ Savings	2.91	3.03	2.58	1.30	0.30	0.28	10.41
Net-to-Gross	64.1%	64.3%	64.6%	65.6%	72.9%	72.9%	64.9%

Projected Gross MWh Savings and projected gross MW Savings can be found in the DSMore workbook.

Net-to-gross factors, the size of the potential market, and projected penetration rates are included in Appendix A – Portfolio and Programs Summary.

Cost-Effectiveness

Residential Lighting - 6 Year Program Cost-Effectiveness (2019-24)				
Program	TRC	UCT	PCT*	RIM**
Residential Income Eligible	3.11	3.64		0.58

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

**Represents net fuel.

PROGRAM	Residential Multifamily Market Rate Program
Objective	The objective of this program is to deliver long-term energy savings and bill reductions to multifamily properties that do not qualify for the low-income program by delivering energy efficiency services to Ameren Missouri customers who are tenants, property owners and operators of eligible multifamily properties. This will be achieved through education, outreach and a variety of no-cost and low-cost energy saving measures.
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).</p> <p>The Multifamily Market Rate ("MFMR") program will target owners and operators of multifamily properties residing within the Company’s service territory. For this program, a property's eligibility will be determined by the income qualification of the tenant occupants. If a property does not qualify for the Multifamily low-income program then it will qualify for the Multifamily Market Rate Program.</p>
Program Schedule	Program will launch March 1, 2019 and run through December 31, 2024.
Program Description	<p>The Multifamily Market Rate program provides select bundled energy efficiency measures ("kits") and education materials to multifamily properties for the benefit of their electric water-heating customers. The property facility manager installs the measures included in the kits in rental units.</p> <p>The program will conduct group, and when necessary, individual educational meetings with property managers and 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 also provide incentives for multifamily market rate whole-building and common area measures. The program will offer a basic energy assessment to develop a list of recommended measures that would provide savings.</p> <p>Financing support for whole-building, common area, and dwelling unit projects in this segment will be essential for program success. Therefore, assistance to identify additional and alternative financial support such as grants, loans and other available options will be made available to property owners/management.</p> <p>Incentives under this program will only be provided toward multifamily market rate properties, dwelling units and common areas. Measures installed through the program are not eligible for Incentives through any of the Company’s other energy efficiency programs.</p> <p>The Program Kits may include the various measures for dwelling units, but not limited to:</p> <ul style="list-style-type: none"> • LEDs; • High efficiency faucet aerators; • High efficiency showerheads; • Electric domestic hot water pipe wrap; and • Furnace whistle. <p>In addition to the dwelling unit measures the following measures are indicative of what may be incentivized for the whole-building and common areas:</p> <ul style="list-style-type: none"> • Additional lighting; • HVAC; • Electric heating and Domestic water heating upgrades; and • Motors and envelope improvements. <p>Ameren Missouri will also offer HVAC rebates to MFMR properties, defined as multistory dwelling units with greater than four units that also share a horizontal surface (floor or ceiling) with another dwelling unit.</p> <p>Where possible the Company will seek to partner in conjunction with the natural gas and water companies for co-delivery.</p>

<p>Eligible Measures & Services</p>	<p>Eligible measures are energy efficient measures defined in the TRM. Direct install incentives reflect the full incremental cost as they will be directly installed.</p> <p>The additional incentivized measures will consist of cost-effective measures associated with the following end-use categories: building shell, cooling, HVAC, lighting, refrigeration, water heating, etc. More refined data will be provided after the measures have been vetted through the implementation team.</p> <p>A complete list of eligible program measures are included in Appendix D – Incentive Ranges.</p>
<p>Implementation Strategy</p>	<p>The Company will hire a contractor to administer this program. An initial outreach effort will be the primary component of this program. The contractor will identify multifamily market rate properties and 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.</p> <p>The program participants will include owners, operators, managers, developers and re-developers of program-eligible residential properties. The program will provide owners and tenants of multifamily buildings a single point of contact ("Coordinator") for communication. The Coordinator's duties will include:</p> <ul style="list-style-type: none"> • Determining eligibility and ensuring eligible customers are aware of the available incentives from all utilities; • Assisting in the application process for 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; • 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; and • Maintaining working relationships with and providing outreach and education to stakeholders such as lenders, Missouri agencies, and other identified parties. <p>The program may provide a kit of specific energy efficiency measures as described in the Program Description that shall be installed in tenant units, in compliance with program requirements. Training and follow-up with properties' maintenance crew to ensure proper installment.</p> <p>The first set of projects performed 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> <p>The implementation team will use free ridership and spillover data determined annually by an independent evaluator to make program improvements to minimize free ridership and maximize spillover. Program improvements could include things such as adjusting incentives, increasing marketing, and adding or removing measures.</p>
<p>Market Transformation Elements</p>	<p>These programs will conduct individual and/or group educational meetings with participating low-income customers to increase awareness of energy efficiency habits and measures, such as purchasing ENERGY STAR® certified products to encourage market transformation.</p> <p>The plan for estimating, measuring, and verifying energy and demand savings from the market transformation efforts is included in Appendix E – EM&V Plan.</p>

<p>Program Response to Evolving Markets</p>	<p>Due to the unpredictable and changing nature of the marketplace, 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 qualification criteria as necessary to ensure program achieves its energy savings goals. 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 portfolio and reallocate funds and energy savings into the other programs.</p>
<p>Promotional/ Marketing Strategy</p>	<p>The program will use marketing communications appropriate to the distinct needs of the multifamily market and may include the following but not limited to:</p> <ul style="list-style-type: none"> • Materials to create awareness and understanding of the program, its benefits, and its sponsor, among occupants of participating properties. • General background material on specific suggestions and learning opportunities to tenants for improving their home's energy efficiency. • Sales "bundle" folder for property owners, managers and Program Partners 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 • Materials for building tenants/residents: <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 <p>On-line program overview</p>
<p>EM&V Requirements</p>	<p>Detailed plans to analyze program performance through EM&V can be found in Appendix E - Sample Evaluation Plans.</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 Change Process will allow stakeholder input on program changes 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

Residential Multifamily Market Rate – Estimated Annual Installations							
End-Use	2019	2020	2021	2022	2023	2024	6 Year Total
Building Shell RES	228	484	500	730	930	950	3,822
Cooling RES	1,108	1,675	2,050	2,950	3,075	3,302	14,160
HVAC RES	2,368	3,500	4,402	4,752	4,852	4,960	24,834
Lighting RES	27,917	21,427	26,816	27,015	27,223	27,441	157,839
Misc RES	581	872	1,133	1,190	1,249	1,312	6,337
Pool Spa RES	10	15	20	25	25	25	120
Water Heating RES	11,623	17,434	22,664	23,797	24,987	26,236	126,741
Total	43,835	45,406	57,585	60,459	62,341	64,227	333,853

Estimated Budget

Residential Multifamily Market Rate – Estimated Annual Budget* (\$ millions)							
Year	2019	2020	2021	2022	2023	2024	6 Year Total
Incentive**	\$0.42	\$0.66	\$0.79	\$0.99	\$1.04	\$1.07	\$4.96
Admin***	\$0.95	\$1.22	\$1.39	\$1.53	\$1.67	\$1.91	\$8.68
Total	\$1.36	\$1.89	\$2.18	\$2.52	\$2.71	\$2.98	\$13.64

***EM&V and Miscellaneous Cost are included.

For detailed allocation of administrative costs, EM&V costs, and miscellaneous costs see Appendix A – Portfolio and Programs Summary. For details on estimated equipment and installation costs see the DSMore Workbook.

Savings Targets

Residential Market Rate – Estimated Annual Net Savings at Meter							
Year	2019	2020	2021	2022	2023	2024	6 Year Total
MWh Target/ Savings	3,381	4,878	6,029	6,502	6,914	7,217	34,922
MW Target/ Savings	1.01	1.58	1.91	2.41	2.57	2.68	12.16
Net-to-Gross	90%	90%	90%	90%	90%	90%	90%

Projected Gross MWh Savings and projected gross MW Savings can be found in the DSMore workbook.

Net-to-gross factors, the size of the potential market, and projected penetration rates are included in Appendix A – Portfolio and Programs Summary.

Cost-Effectiveness

Residential Multifamily Market Rate - 6 Yr Program Cost-Effectiveness (2019-24)				
Program	TRC	UCT	PCT	RIM*
Residential Multifamily Market Based	1.14	1.92	2.72	0.67

*Represents net fuel.

PROGRAM	Residential Demand Response
Objective	<p>The objective of the Residential Demand Response ("DR") program is to build a resource available to Ameren Missouri to reduce the peak demand during a peak event for the Ameren Missouri system. The program will obtain demand savings by providing residential electric customers incentives to allow the program to control program approved devices, reducing their demand during demand response events. The Company's program design includes annual energy savings from custom smart thermostat programming that achieves energy savings throughout the year that are above and beyond the inherent energy savings from smart thermostats. The program will use an integrated, data-informed approach to customer engagement and marketing of available demand response offerings.</p>
Target Market	<p>All residential electric customers within the Ameren Missouri service territory.</p>
Program Schedule	<p>Program will launch March 1, 2019 and run through December 31, 2024.</p>
Program Description	<p>The Residential DR program will engage residential customers to control a variety of energy loads, which may include but will not be limited to heat pumps, central air conditioners, electric water heaters, and pool pumps through, program-approved devices. The Company will provide incentives to encourage customers to enroll in the program and agree to allow Ameren Missouri to cycle or set back the customer's specific energy loads during DR events. The program may also reduce energy usage by utilizing a continuous load shaping strategy during non-peak periods. Ameren Missouri will devise an approach to maximize customer satisfaction and the available load under control by the program.</p>
Eligible Measures & Incentive Strategy	<p>Eligible cost-effective measures include enrollment, installation, and annual incentives. Program approved devices may include, but are not limited to; smart thermostats that are Wi-Fi connected and control a central air conditioner, or professionally installed switches that control water heaters, pool pumps, and central air conditioners. Customers also will receive incentives to enroll their existing devices in the program, purchase and install a new device and enroll in the program, or to have a device professionally installed and enrolled in the program.</p> <p>In addition to an enrollment incentive, customers may also be incentivized per event that they participate or once for an event season that they participate. Behavioral actions that result in demand savings could also be a part of the program. Costs, participation, measure mix, and incentive dollars will be refined after engagement with the Program Administrator.</p> <p>A complete list of eligible program measures are included in Appendix D – Incentive Ranges.</p>
Implementation Strategy	<p>The Company will hire a contractor to administer this program. The Program Administrator will provide the necessary services to effectively implement the program and obtain the demand savings goals outlined in the plan while adhering to the planned budget. Key implementation aspects include:</p> <ul style="list-style-type: none"> • Customer education/recruitment: The Program Administrator will develop and implement the marketing strategy. Participant acquisition cost per channel will be balanced with recurring program costs; • Identify customers for the control group: Control groups will be identified as needed by the EM&V Contractor, the Program Administrator, and Ameren Missouri; • Participant communication strategy: Communications regarding enrollment, education, DR events, program season, and any ongoing communications will be refined after engagement with the Program Administrator. Communications will include education on program benefits and timely information regarding DR events, and will leverage the Program Administrator's best practices; and • Event management: Processes and protocols associate with DR event identification and execution will be refined after engagement with the Program Administrator. <p>Demand Response programs expect a net-to-gross of 100%. There will not be any free ridership or spillover.</p>
Market Transformation Elements	<p>There are no market transformation elements associated with Residential DR.</p>

Program Response to Evolving Markets	<p>Due to the unpredictable and changing nature of the marketplace, 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 qualification criteria as necessary to ensure the program achieves its energy savings goals. 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 portfolio and reallocate funds and energy savings into the other programs</p>																								
Promotional/ Marketing Strategy	<p>Ameren Missouri and its Program Administrator will develop and execute a multifaceted marketing approach that utilizes existing customer data to target customers with a high propensity to participate in the Residential DR programs. Due to the unique nature of the Residential DR program, which includes ongoing incentives for participants, Ameren Missouri will seek to control initial program participation and resulting recurring program costs. The program will balance ongoing participation costs with costs of recruitment per different marketing channels, such as existing learning thermostat owners, energy efficiency participants, and time of sale recruitment during purchase of program approved devices. Activities that may be utilized to acquire customers include but are not limited to direct mail, e-mail, web messaging, social media, and on-bill messaging, cross selling from energy efficiency programs. As the program becomes more saturated door-to-door and outbound calling can be utilized to deeply penetrate certain geographies or customer segments. Local and cable TV, radios, tabling, trade shows, seminars and other retail channel partnering can increase customer education and awareness.</p>																								
EM&V Requirements	<p>Detailed plans to analyze program performance through EM&V can be found in Appendix E - Sample Evaluation Plans.</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 Change Process will allow stakeholder input on program changes 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>																								
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Residential Demand Response – Estimated Annual Budget																									
	2019	2020	2021	2022	2023	2024	6 Year Total																		
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Savings Targets	Residential Demand Response – Estimated Annual Net Savings at Meter							
		2019	2020	2021	2022	2023	2024	6 Year Total
	Incremental MWH Target/Savings	1,130	1,311	4,409	4,454	5,426	5,878	22,608
	Incremental MW Target/Savings	11	13	45	45	55	60	230
	Net-to-Gross	100%	100%	100%	100%	100%	100%	100%
<p>Projected Gross MWh Savings and projected gross MW Savings can be found in the DSMore workbook.</p> <p>Net-to-gross factors, the size of the potential market, and projected penetration rates are included in Appendix A – Portfolio and Programs Summary.</p>								
Cost-Effectiveness	Residential Demand Response – 6 Year Program Cost-Effectiveness (2019-24)							
	Program	TRC	UCT	PCT	RIM			
	Residential Demand Response	1.75	1.75	∞	1.55			

EDUCATION	Residential Energy Efficiency Education Channels
Objective	<p>The objective of this program is to educate customers on energy use and the benefits of energy efficiency. Education channels will encourage actions to lower energy use and promote participation in energy efficiency programs with associated energy and demand savings.</p>
Program Description	<p>Education channels will be designed to educate customers on energy use, tactics to reduce energy consumption and to promote long-term energy savings. The selected implementation contractor will provide the necessary services to implement selected strategies and meet the goal of the core programs while adhering to the planned budget. Education channels will be refined after engagement with the Contractor.</p> <p>Channels may include but are not limited to the following:</p> <p><u>Science, Technology, Engineering, and Mathematics ("STEM") Education:</u></p> <p>The implementation contractor will work with STEM partners at an education level to be determined in conjunction with the implementation contractor to provide a curriculum to be incorporated in existing lesson plans. The curriculum will focus on aspects of energy generation and delivery with particular emphasis on consumption and energy efficient equipment and behaviors.</p> <p><u>Code Compliance:</u></p> <p>Education will focus on targets high-energy impact measures that are commonly missed in residential code compliance. The implementation contractor will develop and facilitate a territory-wide energy codes collaborate with building industry stakeholders to discuss barriers of code compliance and develop methods and resources required to improve code compliance. The program will include an energy code expert to serve as a circuit rider across the Ameren Missouri service territory to provide information types on non-compliance typically found and offer practical solutions for improvement. Targeted in-person training sessions will be held based on findings and outcomes of collaborative sessions and circuit rider feedback. Examples of measures targeted in the program include:</p> <ul style="list-style-type: none"> • Basement insulation; • Window U-factor; • Duct leakage; • High-efficacy lighting; • Ceiling insulation; and • Wall insulation installation. <p><u>Community Engagement and Rewards</u></p> <p>The objective of Community Engagement and Rewards is to increase education and awareness of energy efficiency by rewarding customers for implementing energy efficient measures and encouraging efficient behavior. Communities and organizations will be targeted as a group to register and participate through an interactive web platform. The platform and gamification will be used to engage and educate customers on energy efficiency and benefits. Customers will be rewarded for completing activities that save energy.</p> <p><u>Smart Home Energy Management</u></p> <p>Smart Home Energy Management ("SHEM") technology is rapidly evolving and expanding; initially focused on energy feedback monitoring and control of a single product they have advanced to incorporate sensing, communication, actuation components and even multiple technologies working together and communicating with one another. SHEM technologies have the potential to deliver a variety of benefits to both customers who engage with them and Ameren Missouri. The goal is to increase adoption of these technologies. The products themselves can deliver demand reductions (e.g., through more efficient delivery of services such as heating, cooling, lighting, etc.), and can also support customers to reduce or shift their load, saving both energy and money. These technologies also have the potential to inform customers about how their decisions can impact their energy consumption and create long-term behavioral changes that can positively impact energy use.</p>

Real Estate Audits – Real Estate audits are designed to use real estate institutions as a channel to encourage the use of home energy audits. A portion of a home audit may be paid to encourage realtors pursue energy audits and energy efficient improvements with the intent to improve home energy performance prior to a customer's purchase of a new home.

Employee Education:

The Employee Education initiative will leverage the energy savings successes of local businesses that have participated in Ameren Missouri's MEEIA Programs. This initiative will inform the local business employees about the businesses energy savings success of current and future energy efficiency efforts within their workplace and place an emphasis on making it easy for employees to take action under the residential programs to save energy within their homes.

Note: Because this program is a campaign that seeks to educate customers, through various channels, general information about the value of lowering energy use and adopting cost-effective energy savings measures, Ameren Missouri does not believe certain of the Commission's filing requirements apply. However, if the Commission believes a formal variance or waiver of one or more rules is required, the Company will file such a request.

Estimated Budget

Residential Education – Estimated Annual Budget							
Year	2019	2020	2021	2022	2023	2024	6 Year Total
Admin	\$0.85	\$1.46	\$1.46	\$1.46	\$1.46	\$1.46	\$8.15

PROGRAM	Business Custom Incentive Program
Objective	The Business Custom Incentive Program provides energy awareness, 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.
Target Market	Nonresidential customers including commercial, industrial, and institutional. (Multifamily and low-income customers in the Residential Program are excluded from this program.)
Program Schedule	Program will launch March 1, 2019 and run through December 31, 2024.
Program Description	The Business Custom Incentive Program applies to processes, technologies, and energy efficiency measures that do not fall within the other pre-defined programs. These projects are sometimes complex and always unique, requiring customer-specific incentive applications and calculations of estimated energysavings.
Eligible Measures & Services	<p>Cost- effective measures falling outside of the scope of the other pre-defined programs will be included in the Business Custom Incentive Program. Financial incentives will be provided to offset the higher costs associated with installation of new, higher efficiency equipment retrofits, process improvements, or building system upgrades. Incentive levels will be calculated based on energy savings estimates for each proposed measure, and will be subject to modification and adjustment based on implementation experience and current market conditions and in order to balance the program’s financial requirements and savings targets.</p> <p>Project funding may be capped at a predetermined per facility and per customer levels per program year. Incentive levels may vary based on the technologies used for each customer-specific measure and as needed to adhere to budgetary limits and achieve program goals.</p> <p>A complete list of eligible program measures are included in Appendix D – Incentive Ranges.</p>

<p>Implementation Strategy</p>	<p>The customer will submit an application outlining their potential efficiency upgrades. The Program Administrator, hired to implement the program, will perform a thorough desk review of all applications, which will focus on engineering specifications, project cost, and estimated energy savings, to pre-approve qualifying installations. A pre-inspection of the site may be required. The installation of efficiency measures is the responsibility of the customer.</p> <p>To qualify, potential projects must satisfy the following common screening criteria:</p> <ul style="list-style-type: none"> • Facility eligibility – The facility must meet the program requirements (e.g., appropriate rate class, located in Ameren Missouri service territory, equipment must be new and installed at business rate class location). • Project eligibility – The project must involve installation of new, energy efficient equipment or incorporation of energy efficient designs. Proposed measures cannot qualify for another pre-defined Incentive program, and all proposed equipment must be approved by Ameren Missouri prior to purchase or installation. • Application submittal – The customer will submit the project application to Ameren Missouri for analysis and pre-installation approval. • Customer implements project – The customer has primary responsibility to install the pre-approved measures and improvements. • Post installation documents – The customer will provide data, including invoices, receipts, and any engineering analysis (if the project was altered from original application). Changes from original application will be reviewed and incentive offer may be modified accordingly. <p>For projects exceeding a specified incentive threshold, which will be defined in final program guidelines, on-site visits will be required to verify baseline data, energy savings estimates, and post-installation measuring capabilities.</p> <p>Program guidelines and market outreach will be designed to minimize free riders.</p> <p>The implementation team will use free ridership and spillover data determined annually by an independent evaluator to make program improvements to minimize free ridership and maximize spillover. Program improvements could include things such as adjusting incentives, improving marketing, and adding or removing measures.</p>
<p>Market Transformation Elements</p>	<p>A primary role in market transformation is the training and educating of marketing and sales staff of trade allies including contractors, wholesale retailers and distributors. The program also assist customers and trade allies on energy benchmarking tools, identification of measures qualifying for incentives, project financing options, identify the different application submittal channels. Another element is education of the program through professional associations and directly to market segments.</p> <p>The plan for estimating, measuring, and verifying energy and demand savings the market transformation efforts is included in Appendix E – EM&V Plan.</p>
<p>Program Response to Evolving Markets</p>	<p>Due to the unpredictable and changing nature of the marketplace, 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 qualification criteria as necessary to ensure program achieves its energy savings goals. 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 portfolio and reallocate funds and energy savings into the other programs.</p>

<p>Promotional/ Marketing Strategy</p>	<p>Marketing efforts will focus on trade allies and program partners. Key pillars of the marketing strategy for the Business Custom Incentive Program include, but are not limited to:</p> <ul style="list-style-type: none"> • Education: The Program Administrator will train and educate the trade ally sales staff and customers to identify energy benchmarking tools and measures that qualify for incentives, to identify different application and project financing options, and to effectively sell the program to customers. • Marketing Materials: To increase market penetration, materials will be provided to customers and trade allies, via direct mail and electronic communication channels, to enhance customer knowledge and awareness of energy savings opportunities and program availability. • Highlight successfully completed projects: Ameren Missouri will identify and publicize successful projects to promote the program and its benefits. This type of marketing will spur the customer’s competitors to improve building performance and increase business process efficiency. This strategy also provides promotional and marketing opportunities for customers participating in the program. • Trade Allies: Ameren Missouri will continue to utilize the growing trade ally network, including trade organizations and associations, 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: Program Administrator will maintain a portfolio of programs and will increase customer awareness across programs as part of the application and education process. This is an opportunity to direct the customer to other possible energy savings incentives. Aiding customers in identifying the appropriate Business programs is important in maintaining high levels of customer satisfaction, creating spillover, 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. Segmenting the program’s marketing campaign to focus on specific customer types (e.g., grocers, hospitals, lodging, municipalities, state and federal government, utilities, education, agriculture, restaurants, and retail chains, etc.) will increase customer interest and drive installations. Market segmentation also makes it easier to identify inefficient facilities based on business type, facility size and actual energy usage.
<p>EM&V Requirements</p>	<p>Detailed plans to analyze program performance through EM&V can be found in Appendix E - Sample Evaluation Plans.</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 Change Process will allow stakeholder input on program changes 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	2019	2020	2021	2022	2023	2024	6 Year Total
	Air Comp Bus	765	1,979	3,837	4,394	4,027	7,177	22,179
	Bldg Shell Bus	89	191	278	319	667	694	2,238
	Ext Light Bus	6,533	14,080	16,375	18,753	19,641	15,316	90,698
	Cooling Bus	6,317	14,587	18,379	24,287	27,132	31,737	122,440
	Motors Bus	1,108	2,387	4,339	4,969	4,163	5,411	22,376
	HVAC Bus	1,343	3,185	4,630	5,302	6,563	6,824	27,847
	Lighting Bus	65,135	132,435	180,979	185,215	175,507	168,073	907,343
	Misc Bus	755	1,627	2,365	13,541	11,346	11,797	41,430
	Process Bus	21,583	24,104	33,076	35,062	39,904	40,719	194,447
	Refrigeration Bus	600	1,294	1,881	2,154	3,384	1,173	10,486
	Total	104,229	195,869	266,138	293,997	292,334	288,919	1,441,484

Estimated Budget	Business Custom – Estimated Annual Budget (\$ millions)							
	Year	2019	2020	2021	2022	2023	2024	6 Year Total
	Incentive	\$3.97	\$8.27	\$11.67	\$13.49	\$14.34	\$15.26	\$67.01
	Admin*	\$3.63	\$5.62	\$7.22	\$8.35	\$8.46	\$8.83	\$42.11
	Total	\$7.60	\$13.89	\$18.89	\$21.84	\$22.80	\$24.09	\$109.12

*EM&V and Miscellaneous Cost are included.

For detailed allocation of administrative costs, EM&V costs, and miscellaneous costs see Appendix A – Portfolio and Programs Summary. For details on estimated equipment and installation costs see the DSMore Workbook.

Savings Targets	Business Custom - Estimated Annual Net Savings at Meter							
	Year	2019	2020	2021	2022	2023	2024	6 Year Total
	MWh Target/Savings	36,240	73,949	106,291	121,206	126,772	132,187	596,645
	MW Target/Savings	10.46	22.63	30.90	37.02	40.60	44.19	185.80
Net-to-Gross	94%	94%	94%	94%	94%	94%	94%	

Projected Gross MWh Savings and projected gross MW Savings can be found in the DSMore workbook.

Net-to-gross factors, the size of the potential market, and projected penetration rates are included in Appendix A – Portfolio and Programs Summary.

Cost-Effectiveness	Business Custom - 6 Year Program Cost-Effectiveness (2019-24)				
	Program	TRC	UCT	PCT	RIM*
	Business Custom	2.15	4.55	2.93	1.14

*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. Due to limited access to capital, many companies default to least cost equipment and materials. To help encourage customer to move ahead with construction or renovation projects using efficient equipment, materials, and practices, Ameren Missouri will utilize several resources to educate customer on new construction incentives and savings opportunities for their project, such as design and construction firms, trade allies, and authorities having jurisdiction.
Target Market	Nonresidential customers including commercial, industrial, and institutional, including owners of multifamily market and low-income properties.
Program Schedule	Program will launch March 1, 2019 and run through December 31, 2024.
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 of high energy efficiency measures in building construction and renovation and market adoption of these high efficiency building design and construction practices. Through increased education, training, and financial incentives, the New Construction program will influence the market and promote efficient building design and construction.</p> <p>It is vital to 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 & Services	<p>Measures and associated incentives will reflect common measures found in new construction projects. Common measures include but not limited to lighting, heating and cooling equipment and ventilation. Ameren Missouri and Program Administrator will combine national best practice with actual experience to set an adequate payback period to drive customer adoption.</p> <p>A complete list of eligible program measures are included in Appendix D – Incentive Ranges.</p>
Implementation Strategy	<p>The Program Administrator hired to implement the program will be responsible for project management, design and technical assistance, and program recruiting. Key implementation steps include:</p> <ul style="list-style-type: none"> • Identifying new construction projects within the developer/design markets through targeted marketing and incentive strategies (may include designer and customer incentive) and focused networking events and training sessions; • Designing and making available to developer/designers and customers easy to use savings and incentive tools; • Providing one-on-one assistance with the savings incentive tools and program application; <ul style="list-style-type: none"> • The Program Administrator will assist developer/designers and customers in evaluating potential energy savings and in the application process to ensure all potential savings are recognized and the application is properly filled out; • This approach fosters a positive image of the program within the construction/design industry; • Once the application is approved, the customer can begin construction; • After completion, the Program Administrator will verify proper measure installation and ensure the project meets the necessary project design specifications and building code stipulations; and • Incentive payments may be paid as one time project completion payment or partial payments based on construction stages, with final payment made after proper quality assurance and quality control (QA/QC) of completed project. <p>Program guidelines and market outreach will be designed to minimize free riders.</p> <p>The implementation team will use free ridership and spillover data determined annually by an independent evaluator to make program improvements to minimize free ridership and maximize spillover. Program improvements could include things such as adjusting incentives, improving marketing, and adding or removing measures.</p>

<p>Market Transformation Elements</p>	<p>The program will transform markets by educating developer/designers, contractors, professional associations in customers on new construction savings with an easy to use savings and incentive tool.</p> <p>The plan for estimating, measuring, and verifying energy and demand savings the market transformation efforts is included in Appendix E – EM&V Plan.</p>
<p>Program Response to Evolving Markets</p>	<p>Due to the unpredictable and changing nature of the marketplace, 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 qualification criteria as necessary to ensure program achieves its energy savings goals. 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 portfolio and reallocate funds and energy savings into the other programs.</p>
<p>Promotional/Marketing Strategy</p>	<p>Marketing efforts will focus on developer/designers, economic development organizations, building commission authorities and trade allies. Key pillars of the marketing strategy for Business New Construction program include but are not limited to:</p> <ul style="list-style-type: none"> • Education: Program Administrator will play an important role in training and educating developer/designers, economic development organizations, trade allies and building commission authorities, and will assist trade allies in use of savings and incentive tools, identification of measures qualifying for incentives, identifying the different application submission options, and identifying how to effectively sell the program to customers. • Marketing Materials: To maximize market penetration, materials will be provided to outreach groups and customers via direct mail and electronic communications to further enhance program awareness and increase market penetration. • Highlight successfully completed projects. Ameren Missouri will identify and publicize successful projects to promote the program and benefits. This type of marketing will spur the customer's competitors to improve building performance and increase business process efficiency. This strategy also provides the selected customer promotional and marketing opportunities. • Trade Allies: Ameren Missouri will continue to utilize the growing trade ally network, including trade organizations and associations, 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: Program Administrator will maintain a portfolio of programs and increase customer's awareness across programs as part of the application and education process. This is an opportunity to direct the customer to other possible energy savings incentives. Aiding customers in identifying the appropriate Business programs is important in maintaining high levels of customer satisfaction, creating spillover, 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. Segmenting the program's marketing campaign to focus on specific customer types (e.g. grocers, hospitals, lodging, municipalities, state and federal government, utilities, education, agriculture, restaurants, and retail chains, etc.) will increase customer interest and drive installations. Market segmentation also makes it easier to identify inefficient facilities based on business type, facility size and actual energy usage.
<p>EM&V Requirements</p>	<p>Detailed plans to analyze program performance through EM&V can be found in Appendix E - Sample Evaluation Plans.</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 Change Process will allow stakeholder input on program changes 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	2019	2020	2021	2022	2023	2024	6 Year Total
Air Comp Bus	253	654	912	1,219	1,251	1,429	5,719
Bldg Shell Bus	3	7	10	14	14	16	65
Cooling Bus	375	971	1,354	1,808	1,856	2,121	8,485
Motors Bus	127	328	458	612	628	717	2,871
HVAC Bus	214	552	770	1,029	1,056	1,207	4,827
Lighting Bus	4	11	16	21	21	24	97
Process Bus	189	489	682	911	935	1,068	4,275
Total	1,165	3,013	4,202	5,614	5,762	6,583	26,339

Estimated Budget

Business New Construction – Estimated Annual Budget (\$ millions)							
Year	2019	2020	2021	2022	2023	2024	6 Year Total
Incentive	\$0.44	\$1.13	\$1.58	\$2.11	\$2.17	\$2.48	\$9.91
Admin*	\$0.41	\$0.81	\$1.02	\$1.37	\$1.36	\$1.55	\$6.52
Total	\$0.85	\$1.95	\$2.60	\$3.48	\$3.53	\$4.03	\$16.44

*EM&V and Miscellaneous Cost are included.

For detailed allocation of administrative costs, EM&V costs, and miscellaneous costs see Appendix A – Portfolio and Programs Summary. For details on estimated equipment and installation costs see the DSMore Workbook.

Savings Targets

Business New Construction– Estimated Annual Net Savings at Meter							
Year	2019	2020	2021	2022	2023	2024	6 Year Total
MWh Target/ Savings	3,543	9,164	12,779	17,074	17,525	20,023	80,110
MW Target/ Savings	0.94	2.43	3.39	4.53	4.65	5.31	21.26
Net-to-Gross	94%	94%	94%	94%	94%	94%	94%

Projected Gross MWh Savings and projected gross MW Savings can be found in the DSMore workbook.

Net-to-gross factors, the size of the potential market, and projected penetration rates are included in Appendix A – Portfolio and Programs Summary.

Cost-Effectiveness

Business New Construction - 6 Year Program Cost-Effectiveness (2019-24)				
Program	TRC	UCT	PCT	RIM*
Business New Construction	1.78	3.83	2.67	1.01

*Represents net fuel

PROGRAM	Business Retro-Commissioning
Objective	This program will deliver energy savings by helping customers retro-commission existing facilities – i.e. benchmark existing system performance levels at those facilities, 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. Multifamily and low-income customers in the Residential Program are excluded from this program.
Program Schedul	Program will launch March 1, 2019 and run through December 31, 2024.
Program Description	The program will seek to identify efficiency opportunities associated with existing mechanical, electrical and thermal systems in nonresidential buildings by providing energy management optimization and options for retrofitting equipment that is inefficient and outdated, and will utilize qualified contractors and marketing partners to deliver measureable energy savings. This program also assists occupants in improving their operation and maintenance practices via compressed air and process system upgrades.
Eligible Measures & Services	<p>Retro-commissioning projects most common optimization equipment measures include lighting, space conditioning and process. Ameren Missouri and Program Administrator will combine national best practice with actual experience to set an adequate payback period to drive customer adoption.</p> <p>A complete list of eligible program measures are included in Appendix D – Incentive Ranges.</p>
Implementation Strategy	<p>The Program Administrator, hired to 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 Program Provides ("RPP") primarily identifies potential candidates for the program; • After a program application is submitted, study is conducted to assess the viability of the project and to determine energy savings and cost estimates; <ul style="list-style-type: none"> • After engineering analysis and verification of estimated savings has been completed, the Program Administrator 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 RPP, reviewed and approved by the Program Administrator and completed by the customer; <ul style="list-style-type: none"> • Potential efficiency improvements include but are not limited to: compressed air leak identification, system controls calibration, energy management systems including monitoring, and variable speed drive tune-ups; and • 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 Program Administrator, an incentive check will be delivered to the customer. <p>The implementation team will use free ridership and spillover data determined annually by an independent evaluator to make program improvements to minimize free ridership and maximize spillover. Program improvements could include things such as adjusting incentives, improving marketing, and adding or removing measures.</p>
Market Transformation Elements	<p>As part of this program, a facility energy study is completed on optimization of equipment and as part of the process customers are educated to increase their awareness of maintaining equipment efficiency. Program will also support market transformation by making customers aware of incentives to defray the cost to attend Building Operator Certification training.</p> <p>The plan for estimating, measuring, and verifying energy and demand savings the market transformation efforts is included in Appendix E – EM&V Plan.</p>

<p>Program Response to Evolving Markets</p>	<p>Due to the unpredictable and changing nature of the marketplace, 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 qualification criteria as necessary to ensure program achieves its energy savings goals. 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 portfolio and reallocate funds and energy savings into the other programs.</p>
<p>Promotional/ Marketing Strategy</p>	<p>Marketing strategy will include components associate with the business type and size. Key pillars of the marketing strategy for the Business Retro-Commissioning Program include but are not limited to:</p> <ul style="list-style-type: none"> • Education: Program Administrator will play an important role in training and educating the trade ally sales staff. The Program Administrator will assist trade allies and customers on energy benchmarking tools, identification of measures qualifying for incentives, identify the different application submittal options, and how to effectively sell the program to customers. • Marketing Materials: Materials will be provided to customers and trade allies to further enhance customer energy awareness, program awareness and increase market penetration. • Direct Mail - USPS and electronic: This marketing vehicle will require a targeted approach, identifying potential efficient installs based on business operating characteristics, size 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 and Program Providers: Ameren Missouri will continue to utilize trade ally network and Program Providers as a marketing/distribution channel for the program. Continual training will be provided to ensure that any business development activities are conducted to achieve program goals. • Inter-program Marketing: Program Administrator will maintain a portfolio of programs and increase customer’s awareness across programs as part of the application and education process. This is an opportunity to direct the customer to other possible energy savings incentives. Aiding customers in identifying the appropriate Business programs is important in maintaining high levels of customer satisfaction, creating spillover, 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 business types will increase customer interest and drive installations. Also segment market targets by identifying inefficient facilities based on business type, facility size and actual energy usage.
<p>EM&V Requirements</p>	<p>Detailed plans to analyze program performance through EM&V can be found in Appendix E - Sample Evaluation Plans.</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 Change Process will allow stakeholder input on program changes 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	2019	2020	2021	2022	2023	2024	6 Year Total
Air Comp Bus	137	369	618	826	848	968	3,766
Cooling Bus	116	312	522	698	716	818	3,182
HVAC Bus	2,670	7,193	12,036	16,082	16,506	18,859	73,346
Process Bus	758	2,041	3,415	4,563	4,684	5,351	20,812
Total	3,681	9,915	16,592	22,168	22,753	25,997	101,106

Estimated Budget

Business RCx – Estimated Annual Budget (\$ millions)							
Year	2019	2020	2021	2022	2023	2024	6 Year Total
Incentive	\$0.34	\$0.92	\$1.53	\$2.05	\$2.10	\$2.40	\$9.35
Admin*	\$0.29	\$0.59	\$0.89	\$1.20	\$1.18	\$1.35	\$5.49
Total	\$0.63	\$1.51	\$2.42	\$3.25	\$3.29	\$3.75	\$14.84

*EM&V and Miscellaneous Cost are included.

For detailed allocation of administrative costs, EM&V costs, and miscellaneous costs see Appendix A – Portfolio and Programs Summary. For details on estimated equipment and installation costs see the DSMore Workbook.

Savings Targets

Business RCx – Estimated Annual Net Savings at Meter							
Year	2019	2020	2021	2022	2023	2024	6 Year Total
MWh Target/Savings	2,835	7,637	12,779	17,074	17,525	20,023	77,873
MW Target/Savings	1.04	2.80	4.69	6.26	6.43	7.34	28.56
Net-to-Gross	94%	94%	94%	94%	94%	94%	94%

Projected Gross MWh Savings and projected gross MW Savings can be found in the DSMore workbook.

Net-to-gross factors, the size of the potential market, and projected penetration rates are included in Appendix A – Portfolio and Programs Summary.

Cost-Effectiveness

Business RCx - 6 Year Program Cost-Effectiveness (2019-24)				
Program	TRC	UCT	PCT	RIM*
Business Retro-Commissioning	3.61	4.16	5.25	1.31

*Represents net fuel.

PROGRAM	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; and • Belief that adopting energy conservation measures is a complicated, time-consuming, and potentially a costly process. <p>Small business energy efficient technologies may include but not limited to, lighting, HVAC, smart thermostats, motors, water heating, refrigeration and HVAC tune-ups. Measures included within this program are common in multiple marketplaces and have deemed savings calculation values associated with their energy performance. This program encourages small business customer participation through a simple, immediate and streamlined program process.</p>
Target Market	<p>Small nonresidential customers including commercial and institutional (Small General Service, 2M). Excluding multifamily market and low-income, which is part of the Residential Program.</p>
Program Schedule	<p>Program will launch March 1, 2019 and run through December 31, 2024.</p>
Program Description	<p>The SBDI Program will use a group of program providers to deliver energy efficient measures at low-cost and/or no-cost to small business customers. Program providers will supply, install, and finalize paperwork for eligible participants, and identify additional energy efficiency opportunities not covered under the SBDI Program. Measures within this program will be included in the Deemed Savings able and have fixed incentive levels associated with them, although these incentive values may be altered as program budget and performance change throughout the term. Upon receipt of completed documentation, Ameren Missouri will distribute incentives payments.</p>
Eligible Measures & Services	<p>Small business energy efficient eligible measures include but not limited to, lighting, HVAC, smart thermostats, motors, water heating, refrigeration and services. Ameren Missouri and Program Administrator will combine national best practice with actual experience to set an adequate payback period to drive customer adoption.</p> <p>A complete list of eligible program measures are included in Appendix D – Incentive Ranges.</p>
Implementation Strategy	<p>Responsibilities of the Program Administrator, hired to implement the program, include final program design, measure lists, and implementation plan.</p> <p>Implementation plan will include but not limited to:</p> <ul style="list-style-type: none"> • Small Business targeted market plan for lighting, HVAC, smart thermostat and other measures that may be included in program; • Lead generation (introduction channels, customer outreach and lead qualification); • Program provider structure to effectively support lighting, HVAC, smart thermostat and other measure savings opportunities; and • Mobile sales tool for load assessment, energy savings and customer return on investment, with electronic or hard copy summary made available to customers. <p>In order for program providers 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 project documentation, projects will receive a review and approval before an incentive is distributed.</p> <p>The implementation team will use free ridership and spillover data determined annually by an independent evaluator to make program improvements to minimize free ridership and maximize spillover. Program improvements could include things such as adjusting incentives, improving marketing, and adding or removing measures.</p>

<p>Market Transformation Elements</p>	<p>SBDI Program will play an important role in market transformation by training and educating small businesses through targeted business types and professional associations such as Chamber of Commerce.</p> <p>The plan for estimating, measuring, and verifying energy and demand savings the market transformation efforts is included in Appendix E – EM&V Plan.</p>
<p>Program Response to Evolving Markets</p>	<p>Due to the unpredictable and changing nature of the marketplace, 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 qualification criteria as necessary to ensure program achieves its energy savings goals. 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 portfolio and reallocate funds and energy savings into the other programs</p>
<p>Promotional/ Marketing Strategy</p>	<p>Marketing efforts will focus on program awareness through direct outreach. Key pillars of the marketing strategy for the SBDI Program include but are not limited to:</p> <ul style="list-style-type: none"> • Lead generation: Introduction channels, customer outreach and lead qualification managed by Program Administrator and program providers. • Mobile Sales Tool: Program provider mobile sales tool utilized with customer for load assessment, energy savings and customer return on investment. Electronic or hard copy summary made available to customers. • Education: Program Administrator will play an important role in training and educating the program provider sales staff. The Program Administrator will assist program provider in identification of measures qualifying for incentives, project financing options, identify additional energy savings opportunities, and how to effectively sell all measures to customers. • Marketing Materials: Materials will be provided to customers and program provider to further enhance program awareness and increase market penetration. • Direct Mail - USPS and Electronic: 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 handled through community outreach events such as Chamber of Commerce meetings and events. Along with promoting the design and customer benefits, this approach will help overcome skepticism of a program offering being delivered through a program provider. • Highlight successfully completed projects: Projects will be selectively chosen 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. • Program providers: Ameren Missouri will utilize program providers as a sales/marketing channel for the program. Continual training will be provided to these providers to ensure that any business development activities are conducted to achieve program goals. • Inter-program Marketing: Program Administrator will maintain a portfolio of programs and increase customer's awareness across programs as part of the application and education process. This is an opportunity to direct the customer to other possible energy savings incentives. Aiding customers in identifying the appropriate Business programs is important in maintaining high levels of customer satisfaction, creating spillover and 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 (grocers, hospitals, lodging, municipalities, state and federal government, utilities, education, agriculture, restaurants, and retail chains, etc.) will increase customer interest and drive installations. Also segment market targets by identifying inefficient facilities based on business type, facility size and actual energy usage.

EM&V Requirements	Detailed plans to analyze program performance through EM&V can be found in Appendix E - Sample Evaluation Plans.
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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 Change Process will allow stakeholder input on program changes 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.
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Cost-Effectiveness

Business SBDI - 6 Year Program Cost-Effectiveness (2019-24)				
Program	TRC	UCT	PCT	RIM*
Business SBDI	1.71	2.31	3.91	0.71

*Represents net fuel.

PROGRAM	Business Standard Incentive Program
Objective	The Business Standard Program is designed to promote energy awareness and installation of energy efficient technologies or services that may include but is not limited to lighting, motors, controls, HVAC, and refrigeration in nonresidential properties. This program encourages customer participation through simple and streamlined program processes.
Target Market	Nonresidential customers including commercial, industrial, and institutional. Excluding multifamily market and low-income, which will be part of Residential Program.
Program Schedule	Program will launch March 1, 2019 and run through December 31, 2024.
Program Description	<p>The Business Standard Program will provide incentives to customers to purchase energy efficient products. Measures included within this program will be included in the Deemed Savings Table and have fixed incentive levels associated with them (although these incentive values may change as program budgets and performances are altered throughout the program's term). Trade allies will be channel partners promoting the program and educating customers. Applications can be submitted by contractors/distributor or wholesale retailers of energy-efficient technologies or services or by their customers.</p> <p>Most program measures will require only a simple calculation to identify savings. Incentives will be fixed regardless of individual project characteristics.</p>
Eligible Measures & Services	<p>Business Standard Incentive Program eligible measures are typically common across business types such as lighting, space conditioning equipment and water heating. Ameren Missouri and Program Administrator will combine national best practice with actual experience to set an adequate payback period to drive customer adoption.</p> <p>A complete list of eligible program measures are included in Appendix D – Incentive Ranges.</p>
Implementation Strategy	<p>Program Administrator, hired to implement the program, will focus on numerous market segments, including but not limited to grocers, hospitals, lodging, municipalities, state and federal government, utilities, education, agriculture, restaurants, and retail chains. The main program distribution channel will be trade allies, including contractors, distributors, wholesale retailers, and where applicable, local economic development and professional associations, who will be 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>Standard program applications will be reviewed and approved before incentive distribution. Proposed projects 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 process will be utilized to encourage prompt installation and maintain accurate tracking of program savings and relative budgets.</p> <p>Components of the implementation plan will include but are not limited to:</p> <ul style="list-style-type: none"> • Customer financial incentives; • Upstream, midstream, or bounty incentives structure; • Stocking programs; • E-commerce market place and customer validation; • Educational; and • Savings evaluative tools and programs easily used by trade allies and customers. <p>The implementation team will use free ridership and spillover data determined annually by an independent evaluator to make program improvements to minimize free ridership and maximize spillover. Program improvements could include things such as adjusting incentives, improving marketing, and adding or removing measures.</p>

<p>Market Transformation Elements</p>	<p>A primary role in market transformation is the training and educating the marketing and sales staff of trade allies including contractors, wholesale retailers and distributors. The program also assist customers and trade allies on energy benchmarking tools, identification of measures qualifying for incentives, project financing options, identify the different application submittal channels. Another element is the programs education through professional associations and customer market segments.</p> <p>The plan for estimating, measuring, and verifying energy and demand savings the market transformation efforts is included in Appendix E – EM&V Plan.</p>
<p>Program Response to Evolving Markets</p>	<p>Due to the unpredictable and changing nature of the marketplace, 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 qualification criteria as necessary to ensure program achieves its energy savings goals. 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 portfolio and reallocate funds and energy savings into the other programs.</p>

<p>Promotional/ 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: Program Administrator will play an important role in training and educating the marketing and sales staff of trade allies including contractors, wholesale retailers and distributors. The Program Administrator will assist customers and trade allies on energy benchmarking tools, identification of measures qualifying for incentives, project financing options, identify the different application submittal channels, and how to effectively sell the program to customers. • Marketing Materials: Materials will be provided to customers and trade allies to further enhance customer energy awareness, program awareness and increase market penetration. • Direct Mail - USPS and electronic: This marketing vehicle is a targeted approach, identifying potential efficient installs based on business segments, operating characteristics and/or 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. Ameren Missouri will maintain a diverse trade ally advisory board to collaborate on program improvement opportunities. Continual training will be provided to all trade allies to ensure business development activities are promoting program savings opportunities and conducted within program guidelines. Trade allies will be educated on the value of promoting savings opportunities across all programs. • Inter-program Marketing: Program Administrator will maintain a portfolio of programs and increase customer’s awareness across programs as part of the application and education process. This is an opportunity to direct the customer to other possible energy savings incentives. Aiding customers in identifying the appropriate Business programs is important in maintaining high levels of customer satisfaction, creating spillover and achieving 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 (grocers, hospitals, lodging, municipalities, state and federal government, utilities, education, agriculture, restaurants, and retail chains, etc.) will increase customer interest and drive installations. Also segment market targets by identifying inefficient facilities based on business type, facility size and actual energy usage.
<p>EM&V Requirements</p>	<p>Detailed plans to analyze program performance through EM&V can be found in Appendix E - Sample Evaluation Plans.</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 Change Process will allow stakeholder input on program changes 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	2019	2020	2021	2022	2023	2024	6 Year Total
Cooking Bus	183	360	346	135	375	382	1,782
Ext Light Bus	753	1,395	1,817	2,118	1,847	1,585	9,516
Cooling Bus	12,315	18,557	20,419	25,805	26,890	23,873	127,858
Motors Bus	3,685	6,970	9,370	9,737	9,472	7,460	46,694
HVAC Bus	321	590	713	875	720	641	3,860
Lighting Bus	88,815	175,355	213,943	229,483	215,342	185,054	1,107,993
Misc Bus	2,046	4,003	4,921	5,242	4,976	4,284	25,472
Refrigeration BUS	2,212	4,357	5,239	5,651	5,293	4,594	27,345
Water Heating BUS	116	233	274	294	288	243	1,450
Total	110,447	211,820	257,042	279,340	265,205	228,115	1,351,969

Estimated Budget

Business Standard – Estimated Annual Budget (\$ millions)							
Year	2019	2020	2021	2022	2023	2024	6 Year Total
Incentive	\$3.50	\$6.72	\$8.15	\$8.84	\$8.43	\$7.25	\$42.89
Admin*	\$2.62	\$3.87	\$4.22	\$4.57	\$4.25	\$3.64	\$23.16
Total	\$6.11	\$10.59	\$12.38	\$13.41	\$12.67	\$10.88	\$66.05

*EM&V and Miscellaneous Cost are included.

For detailed allocation of administrative costs, EM&V costs, and miscellaneous costs see Appendix A – Portfolio and Programs Summary. For details on estimated equipment and installation costs see the DSMore Workbook.

Savings Targets

Business Standard – Estimated Annual Net Savings at Meter							
Year	2019	2020	2021	2022	2023	2024	6 Year Total
MWh Target/ Savings	30,920	59,757	72,600	77,617	74,606	64,077	379,577
MW Target/ Savings	6.45	12.07	14.38	16.01	15.38	13.33	77.62
Net-to-Gross	94%	94%	94%	94%	94%	94%	94%

Projected Gross MWh Savings and projected gross MW Savings can be found in the DSMore workbook.

Net-to-gross factors, the size of the potential market, and projected penetration rates are included in Appendix A – Portfolio and Programs Summary.

Cost-Effectiveness

Business Standard - 6 Year Program Cost-Effectiveness (2019-24)				
Program	TRC	UCT	PCT	RIM*
Business Standard	1.86	3.37	3.41	0.84

*Represents net fuel.

PROGRAM	Strategic Energy Management Program
Objective	The Strategic Energy Management ("SEM") Program is designed to guide commercial and industrial customers to be self-sufficient in managing energy usage within their companies. Program participants will be able to utilize tools, gain experience, identify energy savings opportunities and install new energy efficient equipment that will decrease energy consumption over time, which will result in overall reduction in utility expenses.
Target Market	Commercial and industrial customers with high energy demand.
Program Schedule	Program will launch March 1, 2019 and run through December 31, 2024.
Program Description	The SEM Program will educate commercial and industrial customers on how to implement their own in-house energy efficient team. The main goal of SEM Program is to help a company achieve continuous improvement in its energy efficiency performance over a long-term period. The benefits include energy use awareness, reduced energy costs, and improved peak demand management. The Program Administrator will work with leaders and key employees in participating companies, by providing training and assisting with developing an in-house energy team. This energy team will then develop a plan to coordinate and implement energy efficient projects for each participating company.
Eligible Measures & Services	<p>Financial incentives will be provided to offset the costs associated with energy audit, training, SEM Program plan development, benchmarking and process implementation. Incentive levels may be adjusted based on implementation experience and current market conditions.</p> <p>A complete list of eligible program measures are included in Appendix D – Incentive Ranges.</p>
Implementation Strategy	<p>Program Administrator, hired to implement the program, will lead SEM commercial and industrial customer training. In this training, the customers will learn how to:</p> <ul style="list-style-type: none"> • Set up an energy management plan; • Benchmark load data and continuous collection; • Perform evaluations; • Perform assessments; and • Initiate and complete projects. <p>Applicable energy efficiency measure upgrades will be installed based on energy assessments. Incentives for upgrades will be paid based on the appropriate business program. Customers will utilize programs such as ENERGY STAR® Portfolio Manager or similar would be utilized to save data and to serve as a tracking mechanism. It is anticipated that participation in SEM Program would increase the likelihood to complete projects.</p> <p>The implementation team will use free ridership and spillover data determined annually by an independent evaluator to make program improvements to minimize free ridership and maximize spillover. Program improvements could include things such as adjusting incentives, improving marketing, and adding or removing measures.</p>
Market Transformation Elements	<p>The SEM Program is designed to transform large commercial and industrial customers to be self-sufficient in efficiently managing energy usage within their companies. Program will also support market transformation by making customers aware of incentives to defray the cost to attend Building Operator Certification Training.</p> <p>The plan for estimating, measuring, and verifying energy and demand savings the market transformation efforts is included in Appendix E – EM&V Plan.</p>
Program Response to Evolving Markets	Due to the unpredictable and changing nature of the marketplace, 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 qualification criteria as necessary to ensure program achieves its energy savings goals. 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 portfolio and reallocate funds and energy savings into the other programs.

**Promotional/
Marketing
Strategy**

Marketing efforts will focus on customers who use large quantities of electricity. Key pillars of the marketing strategy for SEM include but are not limited to:

- **Education:** Program Administrator will play an important role in training and educating the customer. The Program Administrator will assist customers in identification of measures qualifying for incentives; identify the different application options.
- **Marketing Materials:** Materials will be provided to customers and trade allies to further enhance program awareness and increase market penetration.
- **Direct Mail - USPS and Electronic:** 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. Once energy efficiency projects are identified, trade allies will install measures.
- **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 type (large energy demand) will increase customer interest and drive installations.

**EM&V
Requirements**

Detailed plans to analyze program performance through EM&V can be found in Appendix E - Sample Evaluation Plans.

**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 Change Process will allow stakeholder input on program changes 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.

**Estimated
Participation**

Strategic Energy Management – Estimated Annual Installations							
End-Use	2019	2020	2021	2022	2023	2024	6 Year Total
Process Bus	4	8	11	13	27	27	89
Total	4	8	11	13	27	27	89

**Estimated
Budget**

Strategic Energy Management – Estimated Annual Budget (\$ millions)							
Year	2019	2020	2021	2022	2023	2024	6 Year Total
Incentive	\$0.04	\$0.08	\$0.11	\$0.13	\$0.27	\$0.27	\$0.89
Admin*	\$0.05	\$0.10	\$0.14	\$0.16	\$0.32	\$0.32	\$1.09
Total	\$0.09	\$0.18	\$0.25	\$0.29	\$0.59	\$0.59	\$1.98

*EM&V and Miscellaneous Cost are included.

For detailed allocation of administrative costs, EM&V costs, and miscellaneous costs see Appendix A – Portfolio and Programs Summary. For details on estimated equipment and installation costs see the DSMore Workbook.

Savings Targets

Strategic Energy Management – Estimated Annual Net Savings at Meter							
Year	2019	2020	2021	2022	2023	2024	6 Year Total
MWh Target/Savings	709	1,527	2,130	2,439	5,007	5,006	16,818
MW Target/Savings	0.10	0.21	0.29	0.34	0.69	0.69	2.32
Net-to-Gross	94%	94%	94%	94%	94%	94%	94%

Projected Gross MWh Savings and projected gross MW Savings can be found in the DSMore workbook.

Net-to-gross factors, the size of the potential market, and projected penetration rates are included in Appendix A – Portfolio and Programs Summary.

Cost-Effectiveness

Strategic Energy Management - 6 Yr Program Cost-Effectiveness (2019-24)				
Program	TRC	UCT	PCT	RIM*
Strategic Energy Management	3.04	3.04	11.65	0.71

*Represents net fuel.

PROGRAM	Business Demand Response
Objective	The objective of the Business Demand Response ("DR") program is to achieve demand and energy savings and a capacity resource reductions through the Midwest Independent System Operator, Inc. ("MISO") market by providing customers the resources necessary to identify and take advantage of demand response opportunities. This is intended to provide a long-term, low-cost resource for customers.
Target Market	All business customers that have interval metering. Customers that are opted out of MEEIA programs are not eligible as this will not be an interruptible or curtailable rate.
Program Schedule	Program will launch March 1, 2019 and run through December 31, 2024. The Company will begin recruiting participants after approval of MEEIA 2019-24 and before March 2019. No events will be called before the program season of 2019.
Program Description	The Business DR program will hire a Program Administrator to engage customers to participate in DR events through direct load control, manual response and the use of behind the meter assets. Participants will benefit from a customized energy reduction plan and may receive enhanced control technology.
Eligible Measures & Services	<p>A customized load curtailment strategy will be developed for each participating facility. Energy loads such as lighting, HVAC, chillers, motors, production/processing equipment, refrigeration systems, pumps, and water heating can be utilized to curtail load during a DR event. The curtailment may be a direct load control by the utility, a manual curtailment, or a behind the meter resource.</p> <p>Participating facilities will be paid, by the Program Administrator, a capacity payment based on the average MW performance across all events in a given program year, and an energy payment based on each MWh of performance during dispatches.</p> <p>There are no defined measures for Business DR. Each participant is unique and may have a variety of response mechanisms to achieve their reduction in demand.</p> <p>A list of Program measure categories are included in Appendix D – Incentive Ranges.</p>
Implementation Strategy	<p>The Company will hire a Program Administrator to implement this program. The Program Administrator will provide the necessary services to effectively implement the program and obtain the demand savings goals outlined in the plan while adhering to the planned budget.</p> <p>Demand Response programs expect a net-to-gross of 100%. There will not be any free ridership or spillover.</p>
Market Transformation Elements	There are no market transformation elements associated with DR.
Program Response to Evolving Markets	Due to the unpredictable and changing nature of the marketplace, 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 qualification criteria as necessary to ensure the program achieves its energy savings goals. 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 portfolio and reallocate funds and energy savings into the other programs.
Promotional/ Marketing Strategy	Ameren Missouri and its Program Administrator will develop and execute a multifaceted marketing approach that utilizes existing customer relationships to target customers with a high propensity to participate in the business DR programs. Program Administrator relationships with national customers and utility relationships with local contacts will be utilized for targeted leads. Specific types of customers can be operationally good candidates for reliable load reduction. Direct mail, e-mail, and digital content can be used to introduce the DR program to new customers. Case studies can be developed to help customers understand the impact and benefits of enrolling.
EM&V Requirements	Detailed plans to analyze program performance through EM&V can be found in Appendix E - Sample Evaluation Plans.

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 Change Process will allow stakeholder input on program changes 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 Demand Response – Estimated Annually							
	2019	2020	2021	2022	2023	2024	6 Year Total	
Incremental Participants	50	50	200	0	0	0	300	
Estimated Budget	Business Demand Response – Estimated Annual Budget							
	2019	2020	2021	2022	2023	2024	6 Year Total	
Budget*	\$1,260,000	\$2,520,000	\$7,560,000	\$7,560,000	\$7,560,000	\$7,560,000	\$34,020,000	
<p>*EM&V and Miscellaneous Cost are included.</p> <p>For detailed allocation of administrative costs, EM&V costs, and miscellaneous costs see Appendix A – Portfolio and Programs Summary.</p>								
Savings Targets	Business Demand Response – Estimated Annual Net Savings at Meter							
	2019	2020	2021	2022	2023	2024	6 Year Total	
Incremental MWH Target/Savings	500	500	2,000	0	0	0	3,000	
Incremental MW Target/Savings	25	25	100	0	0	0	150	
Net-to-Gross	100%	100%	100%				100%	
<p>Projected Gross MWh Savings and projected gross MW Savings can be found in the DSMore workbook.</p> <p>Net-to-gross factors, the size of the potential market, and projected penetration rates are included in Appendix A – Portfolio and Programs Summary.</p>								
Cost-Effectiveness	Business Demand Response – 6 Year Program Cost-Effectiveness (2019-24)							
	Program		TRC	UCT	PCT	RIM		
Business Demand Response			1.90	1.90	∞	1.82		

EDUCATION	Business Energy Efficiency Education Channels							
Objective	To educate customers on energy use and the benefits of energy efficiency. Education channels will encourage actions to lower energy use and promote participation in energy efficiency programs with associated energy and demand savings.							
Program Description	<p>Education channels will be designed to educate customers on energy use, tactics to reduce energy consumption and to promote long-term energy savings. The selected implementation contractor will provide the necessary services to implement selected strategies and meet the goal of the core programs while adhering to the planned budget. Education channels will be refined after engagement with the contractor.</p> <p>Channels may include but are not limited to the following:</p> <p><u>Building Operator Certification:</u></p> <p>Ameren Missouri will coordinate with Midwest Energy Efficiency Alliance ("MEEA") to offer BOC to business customers participating in MEEIA 2019-24. BOC is competency-based training and certification program for operations and maintenance staff working in commercial, institutional, or industrial buildings. BOC achieves measurable energy savings in the operation of public facilities and commercial buildings by training individuals directly responsible for day-to-day operations.</p> <p><u>Small Business Energy Reports</u></p> <p>The objective of the Small Business Energy Reports ("SBER") is to obtain energy and demand savings through behavior modification and motivation to upgrade to efficient measures as the customer receives a customized report regarding energy use. The initiative will raise awareness and educate small business customers regarding actual usage in conjunction with benchmarking comparable facilities and operations to better monitor and manage energy. Personalized communications and energy efficiency recommendations will be sent to specific small business customers to encourage the customer to monitor and adjust habits and initiate equipment upgrades to efficient measures towards energy consumption.</p> <p>The Program Administrator will provide the necessary services to effectively implement the SBER and obtain energy and demand savings while adhering to the planned budget. Key implementation aspects may include:</p> <ul style="list-style-type: none"> • Identifying small business customers for participation; • Determining the optimal number of report variations and targeted small businesses; and • Considering small business hours of operation and equipment types for normative comparisons, additional savings recommendations, etc. <p>Note: Because this program is a campaign that seeks to educate customers, through various channels, general information about the value of lowering energy use and adopting cost-effective energy savings measures, Ameren Missouri does not believe certain of the Commission’s filing requirements apply. However, if the Commission believes a formal variance or waiver of one or more rules is required, the Company will file such a request.</p>							
Estimated Budget	Business Education – Estimated Annual Budget							
	Year	2019	2020	2021	2022	2023	2024	6 Year Total
	Admin	\$0.23	\$0.24	\$0.26	\$0.08	\$0.08	\$0.08	\$0.96