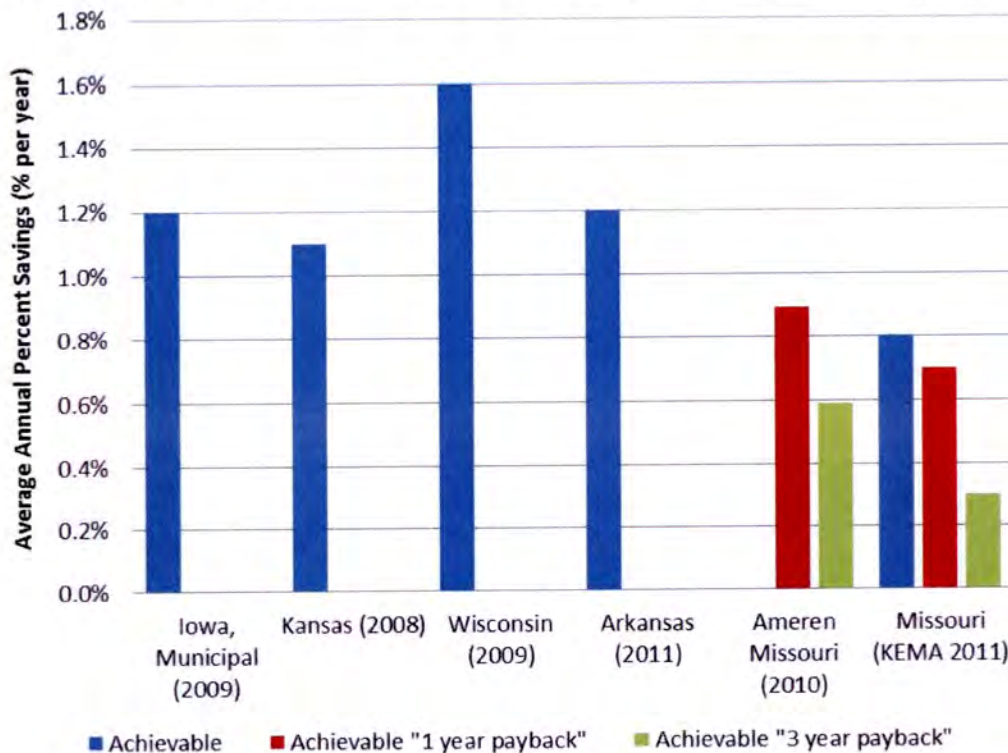


Figure 18. Achievable Potential Results for Electricity Efficiency in Missouri and the Midwest

Note: All studies except Ameren Missouri and Missouri (KEMA) are included in the Energy Center of Wisconsin (ECW) 2009 meta-review (see http://www.ecw.org/resource_detail.php?resultid=396). For Ameren Missouri and the Missouri KEMA study, we show average annual savings per year **through 2020 only**. Both studies also present results through 2030. Average annual savings values for these studies would decrease if you extend the period to 2030.

Both the Ameren Missouri study and the KEMA study include multiple scenarios as shown in Figure 18, and the variation in savings potential results reflects this uncertainty and variability in what level of savings could be "achievable" under different situations. Customer adoption rates and program funding levels are two clear drivers of efficiency program opportunities, and judgments on these data variables can lead to conservatism in the analysis.

At the request of the Missouri Public Service Commission (PSC), KEMA used a different approach than usual for its achievable potential in an attempt to make the results more comparable to the recent analysis for Ameren by Global Energy Partners (GEP 2010).¹⁹ This approach classifies efficiency potential according to 1-year and 3-year payback scenarios, similar to the Maximum Achievable Potential (MAP) and Realistic Achievable Potential (RAP) categories in the Ameren study. This approach makes some key conservative assumptions that readers should note: (1) that measures already meeting this threshold are not assigned an incentive and therefore appear not to be fully counted in the overall potential estimates; and (2) that all other measures are "bought down" through incentives to these thresholds of 1-year and 3-year paybacks.

Readers should note the inherent uncertainty in using economic parameters as the key driver of evaluating achievable potential. For example the "payback" methodology directly addresses

¹⁹ KEMA cautions, however, against drawing direct comparisons between the two studies because each study used different modeling approaches and made different assumptions. Typically, KEMA and other analysts' potential study approaches assume that programs provide a certain level of financial incentive as a percent of the incremental measure cost and a certain level of program marketing. KEMA also ran their model using that typical incentive approach, which is shown in Figure 16 below as the 75% incentive case.

economic viability of an efficiency measure and implies that customer adoption will directly correlate with economic favorability. But in reality, lack of information and misunderstanding—factors that are distinct from economic considerations—are common and persistent barriers to consumer adoption of efficiency (see Stern 1986; Lutzenheiser 1993; Friedrich et al. 2010). The ultimate example is that measures with no upfront costs and therefore a zero payback (i.e., reducing the temperature on a hot water heater) reduce energy costs but do not have 100% customer adoption. The results of Ameren Missouri's market survey (program-interest) research can help to demonstrate these common trends (Ameren Missouri 2010). While the survey research found that the average customer-reported adoption rate was higher for 1-year payback measures (33%) than for 3-year paybacks (25%) (which shows some level of correlation with economic parameters), in both cases the majority of consumers reported that they would not adopt the measures even in the presence of economic incentives and short paybacks.

These results demonstrate that customer education and marketing are critical aspects of energy efficiency incentive programs, and that successful program portfolios will target the multiple barriers to customer adoption. Achievable potential assessments do attempt to account for these behavioral aspects through models of customer adoption rates; however it is important to understand that achievable analyses by nature have this limitation.

We summarize the Ameren Missouri and KEMA study achievable results in Table 1. In aggregate savings, Ameren's RAP, KEMA's 1-year payback, and KEMA's 75% payback scenarios present fairly similar results for 2020 (6.5%, 6.8% and 8.4% respectively for electricity; and 5% versus 7% for natural gas). These are also the most cost-effective based on the TRC results. On an average annual savings basis, as shown above in Figure 18, these scenarios represent savings of 0.6% - 0.8% per year through 2020, which is what we estimate for our policy analysis for proven utility programs. For our policy analysis we also estimate additional energy efficiency opportunities that are not typically accounted for in the energy efficiency potential studies (discussed next) as well as address areas of overlap. After accounting for these additional opportunities and areas of overlap, we estimate that average incremental annual savings of 1% is achievable through 2020, increasing to incremental savings of 2% by 2025.

Table 1. Summary of Achievable Electricity Potential Results for Missouri

	ELECTRICITY					NATURAL GAS				
	TRC Ratio	Program Costs* (Real, Billion \$)	Net Benefits (PV\$)	Net Savings in 2020** (GWh)	% savings in 2020**	TRC Ratio	Program Costs (Real, Billion \$)	Net Benefits (PV\$)	Net Savings (Mil. Therms)	% savings
Ameren Missouri Study						n/a				
RAP	1.66	\$1.4		2,627	6.5%					
MAP	1.57	\$2.9		3,943	9.8%					
KEMA Missouri Study										
3-Year Payback	2.27	\$1.0	\$1.6	3,066	3.4%	1.62	\$0.13	\$0.12	43	2%
1-Year Payback	2.29	\$2.5	\$3.3	6,138	6.8%	1.76	\$0.43	\$0.36	114	5%
75% Incentive	2.96	\$2.2	\$4.5	7,569	8.4%	2.03	\$0.43	\$0.65	171	7%

Notes: MAP = Maximum Achievable Potential. RAP = Realistic Achievable Potential (as described in GEP 2010) *Program costs are reported through 2020 for the KEMA study and through 2030 for the Ameren Missouri study, which are the values readily available in the reports. **For comparison of the energy savings potential, we present savings data for 2020 for both studies.

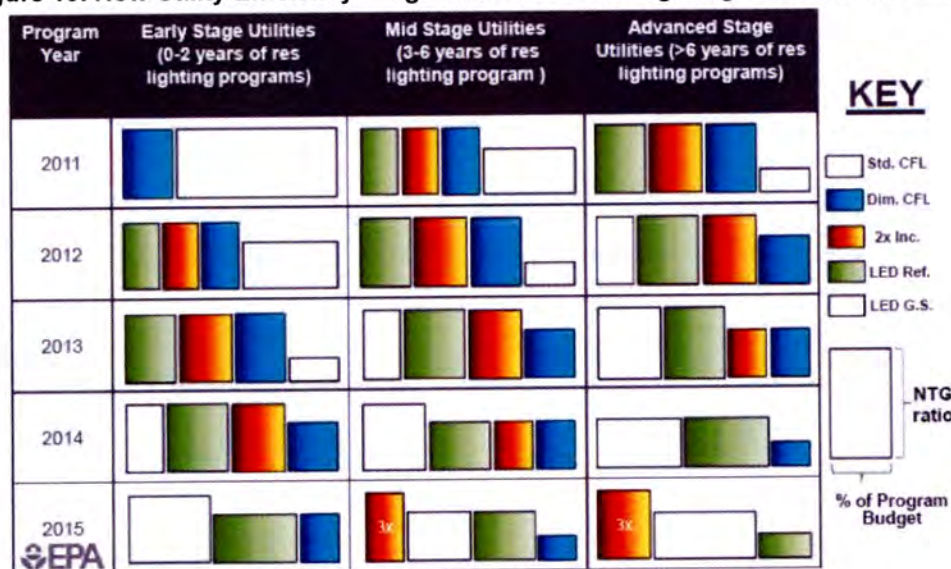
Additional Energy Efficiency Opportunities

It is difficult to fully understand the assumptions, methodology, and results of another analyst's energy efficiency potential models. Therefore it is not good practice to dissect the results into individual components and then attempt to evaluate the effects of different assumptions or methods. Rather, the results are best taken in aggregate for general trends and broad classifications. While ACEEE does not attempt to analyze the specific results of the efficiency potential studies presented above, we do offer some general comments here on broad areas of energy efficiency potential that are *not* typically included in efficiency potential studies. These broad areas of additional efficiency opportunities include behavioral measures (i.e., customer feedback mechanisms and conservation), building energy codes, agricultural production efficiency, and combined heat and power (CHP) systems. Missouri could pursue a combination of or all of these strategies to achieve energy efficiency savings. We discuss and analyze some of these policy and program opportunities in the next sections on policy options.

Also, we noted that the KEMA analysis in its achievable scenarios assumed that most CFL lighting savings would discontinue after 2013 due to the lighting efficiency standards in the Energy Independence and Security Act (EISA) of 2007 that will phase-out traditional incandescent technology beginning in 2012. While savings from lighting programs are somewhat uncertain, it is not yet clear how the new federal lighting standards will shift the "baseline" market of new light bulbs because some incandescent lamps will comply with the new standards along with CFL bulbs. This means that some utility programs for CFL technology and other EISA-compliant light bulbs may still be cost-effective by achieving energy savings above the baseline technology (see Figure 19). For example, programs could target sales of dimmable CFLs and very high-efficiency incandescent light bulbs ("2x Inc" in Figure 19). In short, potential savings from CFLs, LEDs, and other residential lighting will continue to evolve in the near term as an efficiency program opportunity.

Finally, while achievable potential results are a helpful tool to inform policy and program decisions, readers should note that, to some extent, the level of efficiency savings viability are dependent on non-economic factors such as the political willingness to adopt energy efficiency strategies and customer adoption of efficiency measures. Economic models can provide helpful guidance; however program deployment, marketing and outreach, and infrastructure (e.g., training contractors, builders, and programmatic avenues) are difficult to predict and evaluate using an economic model.

Figure 19. How Utility Efficiency Programs Could Shift Lighting Portfolios 2011–2015



POLICY OPPORTUNITIES

Recent assessments of technical, economic, and achievable energy efficiency potential in Missouri clearly identify a significant, untapped resource in the state. But while efficiency has the potential to provide economic and environmental benefits to the state, numerous structural barriers prevent consumer adoption. Missouri policymakers have already begun to address these barriers through state, utility, and local government initiatives. Here we present a number of policy options that can augment existing efforts in the state or open up new opportunities for improved energy efficiency, economic vitality, and sustainable energy use. We estimate that by 2020, this suite of efforts can achieve electricity savings of 10%, reduce peak demand by 18%, and save about 7% of natural gas (see Table 2). By 2025, we estimate these increase to 17% electricity savings, peak demand reductions of 25%, and 13% natural gas savings (all relative to projected usage in that year). At the core of this suite of policies is a set of multi-year energy savings targets for utilities to meet through energy efficiency programs. First, we discuss the utility program targets and associated regulatory policies, and then discuss each of the policies listed in Table 2.

Table 2. Summary of Total Annual Energy Savings in 2020 by Policy or Program

Policies and Programs	Electricity		Peak Demand		Natural Gas	
	GWh	%	MW	%	Million Therms	%
Utility Res. Buildings and Equipment Programs*	3,645	4.0%	911	5.1%	65	2.5%
Utility Commercial Buildings and Equipment Programs*	1,559	1.7%	231	1.3%	28	1.1%
Advanced Buildings Initiative*	334	0.4%	56	0.3%	9	0.3%
Manufactured Homes*	69	0.1%	17	0.1%	2	0.1%
Behavioral Initiative	246	0.3%	62	0.3%	7	0.3%
<i>Proven Utility Programs</i>	<i>5,854</i>	<i>6.4%</i>	<i>1,276</i>	<i>7.1%</i>	<i>111</i>	<i>4.2%</i>
Manufacturing Initiative	935	1.0%	95	0.5%	29	1.1%
Rural and Agriculture Initiative	202	0.2%	20	0.1%	n/a	n/a
Building Energy Codes and Enforcement	909	1.0%	227	1.3%	36	1.4%
State and Local Public Building Retrofits	416	0.5%	62	0.3%	10	0.4%
Combined Heat and Power	848	0.9%	110	0.6%	n/a	n/a
Demand Response Programs	n/a	n/a	1,458	8.1%	n/a	n/a
Total Savings	9,164	10.1%	3,249	18.1%	187	7.1%
Reference Case Energy Usage	90,819		17,958		2,642	

Notes: Savings are shown for the year 2020. % savings are measured against reference case energy usage in 2020. *We assume these program savings go toward meeting the utility efficiency program targets, which start as 5-year targets that ramp up to 1% by 2017. Additional programs and policies could be eligible toward achieving targets, and the target levels should depend on how inclusive they are of multiple program strategies.

Utility Energy Efficiency Program Targets and Regulatory Policies

Electric and natural gas utilities in Missouri are already implementing several energy efficiency programs for their customers. For example, some individual electric utilities plan to meet energy savings equivalent to about 0.2–0.5% of their own sales from efficiency, which represents in aggregate about 0.1% of statewide electricity sales.²⁰ However, there is much more potential for cost-effective energy efficiency programs in the state. To tap into this potential in the coming years, the

²⁰ In 2008, Missouri utilities achieved 0.02% savings as a percent of statewide electricity sales compared to the national average of about 0.2% (Molina et. al 2010). Budgets for 2010 have increased substantially over the 2008 budgets, and we estimate that savings in 2010 are on the order of 0.1% of statewide sales. Ameren Missouri plans to meet about 0.2% of its sales from efficiency in 2012 (Ameren Missouri 2011) and KCP&L plans to meet about 0.5% of sales by 2014 from efficiency programs.

state must first fine-tune its regulatory framework to align investor-owned utilities' financial interest with efficiency programs, and utilities should continue to build on their programmatic experience. Missouri could as a next step develop binding, 3 or 5-year energy efficiency targets for investor-owned utilities, which could be tailored to individual utilities and would work in conjunction with utility IRP processes.²¹ Five-year goals for IOUs could start at modest levels and ramp up to 1% savings: 0.3% in 2012, 0.5% in 2013, 0.7% in 2014 and 2015, and 1% in 2016. There is general agreement among stakeholders that these types of savings are achievable in the short-term. Therefore, these initial results can be used to help set longer-term savings targets—an approach that consistent with Missouri being the “Show Me” state. After the programs are implemented and evaluated, the Commission stakeholders could then reexamine the targets for the following five-year program cycle. Depending on program success, the savings targets could then ramp up to 1.2% in 2022 and to 1.5% by 2025.

If additional efficiency savings opportunities, such as utility activities toward building code implementation and combined heat and power are allowed to contribute to meet the goals, and if industrial customers are required to self-direct energy efficiency projects as part of utility savings, then higher savings targets would be warranted. And state and local energy efficiency programs also offer additional potential for savings, however because the PSC does not have the statutory authority to establish energy savings targets for other energy efficiency efforts in the state, in this section we limit the discussion to utility efficiency program targets and policies only.

Next, we discuss recent experience around the country with utility energy efficiency program targets, best practices for utility cost recovery and incentives, options for large consumer self-direct programs, and finally our methodology for modeling utility program target energy savings in this policy analysis for Missouri.

Energy Efficiency Resource Standards: Recent Experience

Twenty-six states in the U.S. currently are implementing an Energy Efficiency Resource Standard (EERS), which is a policy that sets mandatory, multi-year (three years or more) energy-savings targets for utilities. States take various approaches in setting the targets. They are sometimes enacted by state legislature, codified by public utility commissions, or established through utilities' integrated resource planning (IRP) processes. To meet these cost-effective energy savings goals, utilities offer energy efficiency programs of their choosing that help their customers reduce energy usage. These program portfolios aim to address the diverse barriers to efficiency (e.g., rebate and financing programs to address upfront costs; education and marketing to address lack of awareness; and 'up-stream' incentives for retailers and distributors to stock high-efficiency measures, which can address the split incentive problem). While some state utility commissions set targets annually as part of a ratemaking process, an EERS is a multi-year mechanism to lock in future benefits and create certainty that makes it easier for utilities to shape their resource plans.

Recent analysis has shown that most states with an EERS for electricity utilities are readily meeting their targets while only a few states with very aggressive goals currently fall short, but are getting back on track to meet their targets (Sciortino et al. 2011). A few states with aggressive targets in the first few years have found it challenging to create the program and regulatory guidelines and ramp up program infrastructure in such a short time frame. Based on this recent experience, ACEEE finds that new electricity EERS policies can be most effective in “rapid start” states when the targets start at modest levels, such as 0.3% of annual sales, and ramp up over several years to savings levels of about 1.2–2%, which are levels that several leading states are readily achieving today (Sciortino et al. 2011). In the adopted rules to implement the 2010 Missouri energy efficiency law (MEEIA), the PSC set guidelines for energy efficiency goals that are in line with this approach of gradually ramping up over time (however, those are “soft” goals are not binding targets).

²¹ Several states have implemented tailored utility efficiency targets, including Iowa, Oregon, Florida, Colorado, and Maine. See Sciortino et al. 2011.

Despite the recent success in achieving existing targets, significant challenges still lie ahead in the need to ramp up to achieve higher levels of savings in the next several years. Not only will states have to expand their existing program portfolios, but also program designers need to account for upcoming federal efficiency standards, which reduce some of the easier program saving opportunities such as CFL lighting programs. To fill in this savings gap, leading program designers in the country are exploring a host of strategies, including advanced lighting programs, support for building energy code enforcement to earn savings credit, and significant increases in penetration of custom efficiency programs for large commercial and industrial customers (Nowak et al. 2011). Designing and implementing robust program portfolios beyond the easier lighting programs will be challenging, but leading program designers are already showing that the task is doable.

Utility Program Cost Recovery, Lost Revenues, and Performance Incentives

Utilities across the country have identified the significant disincentive they face to invest in energy efficiency. By reducing customer energy usage and therefore energy bills, energy efficiency can have the effect of lowering electricity and/or natural gas sales to utilities that leads to lower utility revenues. Utilities and their shareholders have natural concerns that, over time, reduced revenues without timely adjustments for cost recovery could impede the utilities' ability to provide energy services due to decreased earnings or financial margins. To address this barrier, utilities throughout the country have pursued mechanisms such as lost revenue recovery, decoupling, and/or performance incentives, to provide a return on energy efficiency investments.

Utility performance incentives, for example, are noted as an important indicator that sets apart leading utility energy efficiency programs (Kushler et al. 2009). A recent review of states with performance incentives identifies several examples of states successfully implementing performance incentives and associated lessons learned (Hayes et al. 2011). The Missouri PSC recent rulemaking on MEEIA permits utilities to adopt measures to implement energy efficiency through customer programs in the state. For example, it sets forth guidelines and filing requirements for utilities to establish a demand-side investment mechanism (DSIM) that would allow utilities to recover program costs, recover lost revenues, and to earn an incentive for high performance toward the savings goals. To date, however, no utility has exercised its options under the MEEIA rules. After the rules were finalized the major utilities have sent signals that still more that more needs to be done to create certainty in the regulatory structure, establish firm utility performance incentives, and guarantee timeliness of cost recovery (St. Louis Dispatch 2011). Ameren Missouri announced its resource plans that would decrease efficiency investments compared to last year's programs (Ameren Missouri 2011). KCP&L also announced plans to decrease some of its efficiency programs, however the PSC stated in the utility's last rate case that it should continue offering programs at its current levels (KCP&L 2011). Clearly these actions signal that additional changes and revisions to the newly established rules to enact MEEIA may be warranted. To achieve the amount of energy savings through utility programs outlined in this report requires a regulatory framework that effectively aligns utility financial interests with saving energy through successful customer energy efficiency programs. The initial impacts stemming from recent rate cases and related proceedings before the PSC suggest that such a framework has yet to be established.

Utility spending on energy efficiency programs can impact the financial position of a utility in three ways: (1) through the direct costs of the programs; (2) through reduced revenues due to falling sales; and (3) through the return on investment on supply-side resources guaranteed by traditional utility regulation. Failure to recover the direct costs of efficiency programs means utilities lose the equivalent of those costs from their overall earnings. Falling revenues from lower sales hamper the ability of utilities to pay their fixed costs, such as paying off capital costs. Under traditional utility regulation, utilities are provided a return on their investment in supply-side resources, so spending on efficiency programs is money diverted from these capital investments that provide utilities with a return on their equity. To encourage utilities to invest in energy efficiency, all three of these issues should be addressed because neglecting to do so puts utilities in a relatively weaker financial position, dissuading them from pursuing energy efficiency further. In other words, a strong foundation for utility investments in energy efficiency is to provide a three-legged stool. We discuss each of

these “legs” in turn. Combined these legs form the strong regulatory framework that is needed in Missouri to fully support and enable the utilities to capture the higher levels of cost-effective energy efficiency our analysis suggests are achievable.

Cost Recovery

Missouri presently provides that utilities may recover the cost of prudent energy-efficiency investments through the DSIM. However, cost-recovery decisions are made after-the-fact and utilities must front funds in anticipation of future cost-recovery. Missouri is one of the only states that amortizes program expenses, which creates a time lag for recovery and also creates a “regulatory asset” (essentially a regulatory accounting asset, not a physical/capital asset such as a power plant). Recent rulings by the Missouri PSC have reduced the amortization period (from ten years to six years for Ameren as an example), but this remains somewhat of a financial barrier and risk for utilities. Most states now allow utilities to recover costs as expenses are incurred. For example, Arkansas allows utilities to recover program costs in rates on a monthly basis through an energy efficiency cost recovery rider (EECR) for cost recovery. Utilities are also permitted to seek a true-up of the costs when they file their annual reports on the performance of their efficiency programs. A similar system should be considered in Missouri.

Lost Revenue Recovery

Lost revenue recovery is an important issue to the state’s utilities.²² Recognizing this, the Missouri PSC allows utilities to recover the fixed cost portion of sales “lost” to energy efficiency programs. In the MEEIA rules, lost revenues are defined as the net reduction in revenues that occurs when a utility’s approved efficiency programs cause a drop in net system retail kWh delivered to its customers below the level used to set the electricity rates.²³ Utilities are not happy with this last provision because growing sales have typically provided utilities with extra revenues absent energy-efficiency programs and this last provision can cut into this revenue stream. A variety of approaches can be used to address this problem. First, the Commission could move to a forward-looking test year, so that projected sales, costs and energy-efficiency impacts could all be considered when setting rates. Second, the Commission could institute revenue decoupling, in which revenues are adjusted up or down depending on actual sales. Decoupling removes the link between sales and profits, and allows utilities to recover fixed costs if sales go down and prevents over collection of fixed costs if sales go up.²⁴ As part of such a system, the Commission could consider how much profit utilities typically make through growing sales and include such profits in allowed rates of return in lieu of earning them from the arbitrage between historic and actual sales. Third, compensating incentives could be provided, as discussed in the section below. Fourth, adjustments could be made to the current lost revenue provision, although changes proposed by Ameren were recently rejected by the Commission in a July 2011 decision in the Ameren rate case.²⁵ Additional information about lost revenues is provided in a forthcoming ACEEE report (Hayes 2011).

Shareholder Incentives

The third “leg” of the stool is shareholder incentives. Such incentives provide financial rewards to utilities for successfully implementing energy efficiency programs. Three main approaches have been used in other states as described in a recent ACEEE report (Hayes et al. 2011, p. 4):

²² As Ameren Missouri’s Bill Davis notes, in a subrebuttal testimony in MO PSC Case No. ER-2011-0028, that even with direct program cost recovery, “The reduction to sales, and thus revenues, between rate cases is still a severe and unique economic disadvantage to energy efficiency.”

²³ As defined in MEEIA rules, *Demand-Side Programs Investment Mechanism*, 4 CSR 240-20.093(1)(Y)

²⁴ This approach is discussed in detail in a recent report by the Regulatory Assistance Project, *Revenue Regulation and Decoupling: A Guide to Theory and Application*. <http://www.raponline.org/Publications.asp>.

²⁵ Missouri Public Service Commission. 2011. July 13.

1. **“Rate of return:** Rate of return incentives allow utilities to earn a rate of return based on efficiency spending or savings. For example, a utility may earn a rate of return for efficiency investments equal to the rate it earns for new supply capacity investments.
2. **Shared benefits:** Shared benefits mechanisms allow utilities to earn some portion of the benefits of a successful energy efficiency program with the ratepayers. For example, a utility may earn a share of the positive difference in efficiency program spending and the value (benefits) of energy savings achieved as a result the program.
3. **Performance targets:** Performance target incentives reward utilities for meeting energy savings goals and other targets. For example, a utility may earn a percentage of efficiency program costs for achieving pre-established energy savings goals.” And as described further on p.11: “The incentives available via performance target mechanisms are generally based on a percentage of program costs with the percentage varying depending on how targets are met or exceeded. Many of the performance target mechanisms are tiered and different earnings potentials are available as a function of the percentage of targets reached. Maximum available incentives range from 4.4% to 12% of program costs. On average, utilities earned incentives that were roughly equivalent to 6% of program spending.”

Additional information about incentives is provided in Hayes et al. 2011. The second and third approaches are most common. The shared savings approach is intuitive, but implementation can be challenging as many estimates must be made to determine net benefits. The performance bonus approach requires more work up front to determine reasonable targets and incentives, but once such a mechanism is established, implementation is usually straightforward.

Under the MEEIA rules, utilities are permitted to propose incentive mechanisms. We recommend that the utilities prepare such proposals and the Commission approve such proposals if they are reasonable.

Self-Direct or Opt-Out for Large Industrial Customers

Large industrial consumers in states with Energy Efficiency Resource Standards have often requested the right to “self-direct” and/or “opt-out” as an opportunity to self-fund energy efficiency projects. These consumers cite numerous reasons for requesting to self-direct or opt-out: (1) they often feel that their needs are not adequately served by their local utility’s programs; (2) they may have already increased energy efficiency with their own funds; (3) utility programs may emphasize inflexible mandates without considering whether distributed generation such as combined heat and power (CHP) could more cost-effectively meet the energy savings goals (see Chittum and Elliott 2009). But while reasonable consumer concerns might encourage the self-direct or opt-out provisions in energy efficiency standards, utility efficiency program administrators need to weigh other considerations about program administration.

While the terms “self-direct” and “opt-out” have historically been interchangeable, in practice they can vary substantially depending on the goals of the system that these large consumers operate within, and therefore have developed into a continuum. At one end is the pure “opt-out” program, where the industrial end-user declines to pay into efficiency programs, choosing to pursue energy efficiency on its own with no oversight. Further along the continuum are programs that allow large energy consumers to opt out of paying into the programs in exchange for investing in some type of energy efficiency on their own, with varying degrees of oversight, targets and reporting requirements. These programs, while not necessarily maximizing benefits to the entire electricity system, do ensure that these consumers deliver some level of benefits to the system, despite not paying into statewide or utility efficiency programs. While some efficiency gains are achieved, utilities are forced to operate their programs with a smaller revenue pool and a smaller number of participants.

At the other end of the continuum is the “self-direct” approach, where the industrial end-user is responsible for paying into efficiency programs but is given the option to direct a portion or all of that payment into energy-efficiency improvements in their own facilities. Any remainder usually goes into programs that are supported by all consumers. Ideally, “self-direct” programs incorporate targets and

reporting requirements in order to provide certainty that the large energy consumers are directing ratepayer funds towards improvements that benefit all consumers within the system.

The MEEIA rules allow large industrial consumers to opt-out of utility energy efficiency programs, with varying approaches along the continuum described above. Customers with demand over 5,000 kW can opt out with no requirement for achieving energy savings, while consumers with a demand between 2,500 kW and 4,999 kW can opt out if they demonstrate to the PSC that their own programs achieve savings at least equal to those expected from utility-provided programs. While this approach addresses the concerns of large industrial consumers, it also needs to be monitored to ensure implementation of energy efficiency improvements. Based on best practice program experience elsewhere, Missouri's opt-out provision could be improved by establishing verification standards based on best practices and requiring periodic independent verification to ensure the appropriate savings performance.

Program Models

There are numerous best practice models for energy efficiency programs from around the nation. In the text box below, we present several of these program types along with specific examples of successful implementations that are drawn from the National Action Plan for Energy Efficiency's Rapid Deployment Energy Efficiency toolkit. ACEEE's report *Compendium of Champions: Chronicling Exemplary Energy Efficiency Programs from across the U.S.* also provides a number of examples (York, Kushler, and Witte 2008). Missouri utilities have already begun to run some of these energy efficiency program models through their energy efficiency program portfolios. However, they are far from achieving the levels of savings outlined in this policy analysis. As utilities look to develop future energy efficiency program plans, the examples highlighted in ACEEE's best practices reports (see York, Kushler, and Witte 2008 and Novak et al. 2011) and the text box below can provide some guidance on how to expand upon the existing programs to offer comprehensive, and cost-effective utility energy efficiency programs over the long term

Methodology for Utility Program Targets Analysis

Electricity

In Missouri, we suggest that five-year annual targets should be set as a percentage of electricity sales. Every few years, the targets should be examined and re-set for the following three years to ensure that the goals are reasonable. For our analysis, the 5-year goals for IOUs start at modest levels and ramp up to 1% savings: 0.3% in 2012, 0.5% in 2013, 0.7% in 2014 and 2015, and 1% in 2016. After the programs are implemented and evaluated, the Commission stakeholders should then reexamine the targets for the following five-year program cycle. For our analysis, we assume the savings targets then ramp up to 1.2% in 2022 and to 1.5% by 2025. The savings targets would apply to the investor-owned utilities (IOUs), which represent about 70% of statewide electricity sales. These utilities (Ameren Missouri, Kansas City Power and Light, and Empire District) cover mostly the metropolitan areas of St. Louis, Kansas City, Joplin, and St. Joseph.

While not subject to PSC regulations, electric cooperatives and municipal utilities also offer significant potential to invest in energy efficiency as part of their resource portfolios. These utilities represent 30% of electricity sales in the state and also represent a larger share of residential sales (40%) because they cover rural areas. These utilities will thus be crucial in helping residential customers improve energy efficiency to reduce energy bills. Some cooperative and municipal utilities are already delivering energy efficiency services to their customers. As one example, Columbia Water and Light (CW&L), a municipal utility, outlined energy efficiency (demand-side management) programs in their 2008 IRP as the least cost power supply option and offers energy efficiency programs to its roughly 45,000 electricity customers (CW&L 2011). As a policy measure, municipal utilities could develop voluntary five-year targets similar to the IOU energy savings targets, as we model in our policy analysis, with savings ramping up more slowly to allow time to build program capacity.

Natural Gas

In addition to savings targets for electricity utilities, several states have set targets for natural gas distribution companies. Leading natural gas efficiency programs in the nation are achieving 0.5% to 1% incremental annual natural gas savings per year after several years of running programs. Promoting efficiency and reducing customer bills are likely to be important to utilities for customer retention in the long term. In our policy analysis we assume savings 0.2% in 2011, 0.3% in 2012, etc., ramping up to annual targets of 1.0% in 2020 and thereafter each year through 2025. As discussed with the electricity program targets, the regulatory framework could allow other, complementary programs to contribute to the savings targets. We assume that industrial consumers would also contribute savings to help meet the targets (which we model as the 'manufacturing initiative' in our policy analysis), as well as other efforts such as a behavioral programs.

Total Utility Program Savings and Complementary State or Local Programs

In our policy analysis of utility program targets we assume the levels of electricity savings as described above for the IOUs, municipal, and cooperative utilities, as well as the natural gas savings targets. Cumulatively, these electricity savings accrue to 6.4% of electricity sales forecasted in 2020 and 11.3% in 2025. Natural gas savings toward the utility targets reach 4.2% in 2020 and 7.9% in 2025 of forecasted natural gas use. We estimate that proven residential and commercial programs offered by the utilities, combined a behavioral initiative,²⁶ and additional targeted programs for manufactured homes and advanced new buildings, could together achieve these levels of savings targets. The manufacturing initiative, which achieves savings in the industrial sector, could also contribute savings toward the targets. However with the current opt-out of industrial customers from utility programs, we do not assume that these savings contribute to the targets.

In addition to programs offered by utilities, several complementary program and policy measures offer additional efficiency savings opportunities, up to 17% electricity savings by 2025 and nearly 13% natural gas savings in 2025. These savings levels are more in line with the "soft" goals outlined in the MEEIA rules. While we model these other policies and programs as "non-utility" programs in the analysis, they do offer insight into future avenues for utility program savings. For example, building energy codes could be another source of savings for utility programs if utilities make concerted efforts to advance stringent and enforced building energy codes. Also, the state could examine ways the energy efficiency targets for utilities could be inclusive of other energy efficiency efforts in the state. For example, effective, state-led and local program strategies could help to meet energy savings targets. If these additional program savings are eligible to contribute savings, higher savings targets would be warranted.

Collaboration among different program administrators, through some joint education, marketing, and program strategies can enable effective program implementation. To enable collaboration, the state could set up a coordinating entity similar to the Northeast Energy Efficiency Partnerships (NEEP) that has provided shared administration and marketing for some northeast utility programs such as rebates over the past 15 years.²⁷ The entity would not be the sole program administrator, but rather be a way to share information and marketing as needed. The MEEIA rules have a provision for a mandatory statewide collaborative, which could serve as a starting point for a longer-term coordinating entity. However, this collaborative mentioned in MEEIA would apply only to investor-owned utilities and not cooperatives and municipal utilities. A statewide collaborative that is open to all groups in the state implementing energy efficiency programs should also be initiated. And in addition to the best practice programs described in the text box below, utilities can also explore fairly new areas of savings programs to contribute to the targets, such as encouraging adoption and implementation of building energy codes and behavioral programs. Several of these policies and

²⁶ We assume that the behavioral initiative contributes savings toward utility program targets through 2020. Longer terms savings from these behavioral initiatives are not as well-studied, and therefore we do not count savings post-2020 from this initiative to contribute to the utility targets.

²⁷ For more information, visit www.neep.org

programs are discussed next, and could contribute to meeting the targets depending on how the goals are designed and how the utilities participate.

Examples of Proven Residential, Commercial, and Industrial Efficiency Programs:

The National Action Plan's Rapid Deployment Energy Efficiency Toolkit

As described in: http://www.epa.gov/RDEE/documents/rdee_toolkit.pdf, Wisconsin Focus on Energy and Northwest Industrial Efficiency Alliance

ENERGY STAR Labeled Products: This residential and small commercial sector program promotes efficient lighting (CFLs and fixtures) and appliances through a variety of incentive structures including direct rebates to the customer as well as upstream incentives. This program generally targets the broad residential and small commercial marketplace. Particular products may be selected for inclusion, such as lighting products or home appliances. Savings will depend upon the products included. Typical savings range from approximately 0.5 to 3.0 Million British thermal units (MBtu) per participant.

Residential Energy Audit and Direct Installation: This program targets the same market and works with the same set of contractors as Home Performance with ENERGY STAR (see below); the key difference is a more basic audit and a less-extensive and lower-cost set of measures, such as CFLs, hot water heater wraps, pipe insulation, and low flow showerheads. Typical savings are approximately 3 to 6 MBtu per participant.

Home Performance with ENERGY STAR: This residential sector program offers whole home retrofits using qualified contractors, established home assessment protocols, and incentives from the program sponsor. This program can be a good strategy particularly for older, pre-code constructed homes. The program is estimated to reduce home energy bills by 20 percent on average.

Residential Efficient Heating, Ventilation, and Air Conditioning (HVAC): This program targets HVAC contractors and homeowners to increase sales and proper installation of ENERGY STAR-qualified HVAC equipment, such as air conditioners and furnaces. Savings are very sensitive to local climate conditions, but the minimum savings range per participant is approximately 5 to 20 MBtu.

Non-Residential Prescriptive Rebates: This program provides incentives to the commercial, institutional, and industrial market for upgrade or retrofit of equipment with new, more energy-efficient equipment, such as lighting, HVAC equipment, and products like motors and refrigerators. Particular equipment and products may be selected for inclusion in this program, such as lighting; savings depend upon the equipment and products included. Generally, a large percentage of program savings come from lighting retrofits.

Building Retrocommissioning: Retrocommissioning offers building owners a systematic process for evaluating a structure's major energy-consuming systems and identifying opportunities to optimize equipment operation. Retrocommissioning tunes up existing buildings, improving their energy efficiency and operational procedures. It is typically carried out through local networks of commissioning providers. Typical savings range from approximately 4,000 to 20,000 MBtu per participant.

Examples of Proven Residential, Commercial, and Industrial Efficiency Programs, Continued...

Commercial Food Service Equipment Incentives: This program rebates energy-efficient commercial food service equipment such as refrigerators, freezers, steamers, fryers, hot food holding cabinets, ice machines, dishwashers, ovens, and other technologies, primarily aiming to influence the buyer to purchase more efficient equipment when their existing equipment has failed. Typical savings range from approximately 20 to 60 MBtu per participant.

Non-Residential Custom Incentives: A commercial and industrial Custom Program supports Commercial and Industrial (C&I) customers in identifying and implementing site-specific and complex energy efficiency opportunities, which often require calculations to determine energy savings. A typical project may involve industrial process efficiency, chillers/boilers, data center efficiency, or electric motor retrofits, or projects that otherwise fall outside of the prescriptive program. Savings per project can be very large, but vary widely by state/industry.

Non-Residential Benchmarking and Performance Improvements: This program works with commercial facility operations staff and owners to benchmark, monitor, and improve building energy performance using tools such as ENERGY STAR Portfolio Manager and building sub-metering equipment, as well as to recommend energy efficiency upgrades based on analyses of building performance data. This program is estimated to reduce building energy use by 10 to over 30%.

Non-Residential On-Site Energy Manager: This program assists larger customers by providing an On-Site Energy Manager (OEM) to work with them for a six-month period or longer. During their tenure with a business, the OEM will evaluate facilities' energy use and work with maintenance staff to reduce energy usage and costs. Long-term energy and cost savings of 10-15% are achievable, largely through behavioral changes.

Wisconsin Focus on Energy Industrial Program: This nonprofit organization has a program specifically for industrial efficiency generally focused on projects greater than one-year payback through both prescriptive and custom offerings that complement each other. Focus on Energy programs are both technology- and market sector-based, working with sector trade allies. The program offers field-based technical support, including third-party review of vendor proposals, onsite energy management, technology assessments, measurement and verification, information and education, and project application support.

Northwest Industrial Efficiency Alliance: The Northwest Energy Efficiency Alliance (NEEA) operates an industrial program that leverages industrial allies such as the Northwest Food Processors Association. The effort supports industrial co-led efforts that leverage DOE's Save Energy Now tools and resources to provide corporate executives with an understanding of the strategic importance of efficiency; the resources to identify and implement energy efficiency; and support for the identification of suppliers and technologies to fulfill industry's strategic energy management needs.

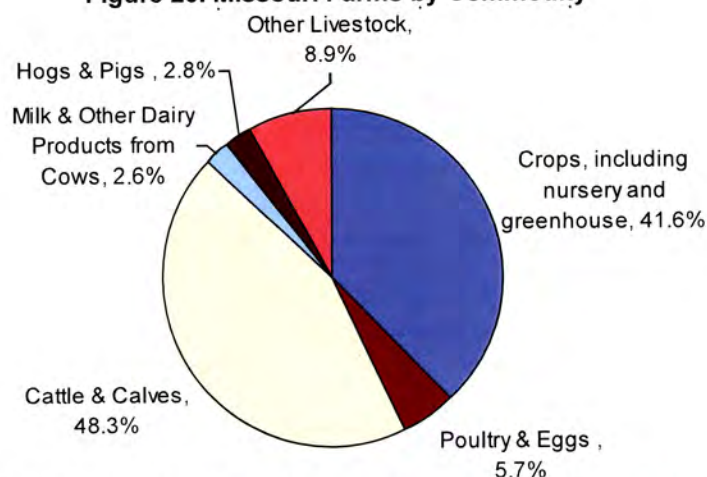
Rural and Agricultural Initiative

The agriculture sector presents a unique opportunity for energy efficiency given its prevalence in the Missouri economy. As part of this overall report on energy efficiency opportunities, EnSave, a national program administrator of energy efficiency agriculture programs, prepared the following policy analysis specific to Missouri.

Overview & Demographics

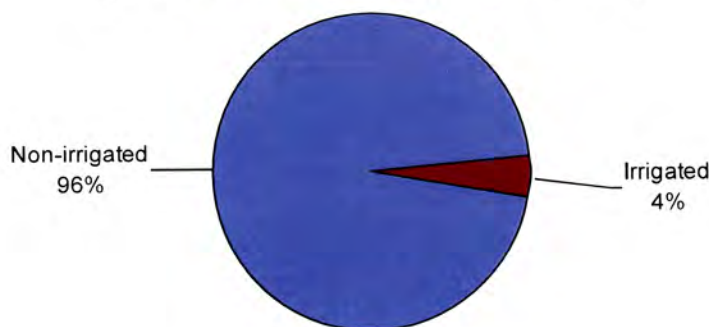
Missouri currently has the 12th largest agricultural economy in the United States, with sales of agricultural products representing over \$7.5 billion in 2007. The state's agricultural sector comprises over 100,000 farms and 29 million acres of land, employing about 400,000 people or about 15% of the state's workforce.²⁸ Missouri is among the top ten U.S. States for value of sales from cotton, poultry and eggs, and beef cattle.²⁹ With the USDA defining a farm as an operation that produces, or would normally produce and sell \$1,000 or more of agricultural products per year, many types of operations are part of the fabric of Missouri agriculture (see Figure 20).

Figure 20. Missouri Farms by Commodity



Note: Numbers do not add up to 100% due to multiple commodities per farm.
Source: USDA (2007)

Figure 21. Missouri Farms by Irrigated Acreage



Source: USDA (2007)

²⁸ Missouri Agriculture quick facts, Missouri Agricultural Statistics Service, seen on Missouri Biotechnology Association web site, <http://www.mobio.org/docs/pdfs/MoAgQuickFacts.pdf>

²⁹ United States Department of Agriculture National Agricultural Statistics Service 2007 Census of Agriculture, state profile for Missouri

The agricultural sector is a significant consumer of energy in the state of Missouri, using energy to power equipment used in farm buildings (such as poultry houses, dairy barns, and farm shops), as well as to power field equipment such as tractors and irrigation pumps. The fertilizers used on most farm fields also consume a lot of energy in an indirect manner, as natural gas is used as a main component of synthetic fertilizers.

Missouri has among the lowest electric rates in the nation, with its residential, industrial, and commercial rates rated 9th, 7th, and 5th lowest among the 50 states and the District of Columbia (MO PSC 2010). Low energy prices can be a barrier to progress in energy efficiency, because Missourians may not see a need to conserve a resource that is provided cheaply. Nevertheless, this does not mean that all Missourians can well afford their energy consumption. Many Missouri farmers are struggling to pay their electric and other fuel costs, particularly as other expenses also rise and commodity prices decline.

Missouri is primed to become a leader in agricultural energy efficiency. Its agriculture is diverse, and Missouri agricultural leaders are taking an active interest in energy use on the farm. The MEEIA rules allow investor-owned utilities to recover costs from implementing energy efficiency programs for their customers, an initiative that may lead to greater investment in energy efficiency from the utilities. The increased budget among the utilities, combined with the interest generated by agriculture energy efficiency programs funded by the American Recovery and Reinvestment Act (ARRA) have combined to form a prime opportunity to invest in energy efficiency. There is enormous untapped potential to increase the energy efficiency of Missouri farms and enhance the viability of the farm sector. All that is needed are program recommendations that will resonate with agricultural producers and lead to actual measure implementation.

Energy Consumption/ Projected Savings

The Missouri agricultural sector uses approximately 23 trillion BTUs of energy on an annual basis. About 10.75 trillion BTUs are used by crop production, and 12 trillion BTUs are used for livestock. The annual cost of this energy to Missouri farmers is approximately \$380 billion.

Most agricultural products are traded in a commodity market, where farmers have a contract for a set price. This system has two important repercussions for energy efficiency. First, since farmers cannot raise prices at will, their only options to increase profitability are to expand production or reduce operating expenses. With energy as a significant operating expense, farmers can clearly benefit from energy efficiency. However, when commodity prices are low, farmers lose money and have no discretionary income to put towards energy efficiency upgrades, even if a project has a short payback period. This also means that farmers cannot commit to the long-term loans that are popular in commercial and industrial energy efficiency programs. Furthermore, there are many competing priorities on the farm—energy is just one operating cost that also competes with feed costs, insurance, fertilizers, personnel, and other expenses. These factors lead to the ongoing challenge of agricultural energy efficiency programs: how to convince farmers to invest in energy efficiency when funds are extremely limited.

Conservatively, the agricultural sector can save about 1.25% of its propane consumption and 1.75% of its electricity consumption per year from 2011 through 2025.³⁰ This estimate, and other data in this report referencing the agricultural sector, include the farmstead only and do not take the farm house into account. Farm residence energy savings potential is included in the residential section of this report. The infrastructure for supply and distribution of natural gas is rare in rural settings, where most farms are located. Therefore we do not have a valid basis to assume potential savings for this generalized purpose. Similarly, fuel oil is used relatively rarely on farms and we do not have a valid basis to assume savings. While diesel fuel is a considerable expense on farms, our experience is primarily on the farmstead (not field operations) and therefore we do not have a valid basis to assume potential diesel savings. However, since diesel fuel is sometimes used in irrigation (a significant

³⁰ Based on program experience and analysis of EnSave, Inc.

energy use in Missouri agriculture), and other field operations, a future study estimating diesel energy savings potential in Missouri would be warranted. Our energy savings estimates assume a robust offering of energy efficiency programs, with incentives available to all sectors of agriculture. The status quo for energy efficiency programs in Missouri relies heavily on loans and other options that are less attractive to farmers. If the status quo continues, Missouri will see fewer savings.

To determine these projections, we reviewed the national non-manufacturing sector energy consumption statistics from the Energy Information Administration, which includes agricultural consumption. We then applied factors from the USDA Census of Agriculture data to determine baseline consumption for Missouri agriculture in 2010, and repeated the process to project energy usage over the next fifteen years. We arrived at annual implemented reduction rates of 1.25% for propane and 1.75% for electricity based on savings and percent of farms participating in two representative agricultural energy efficiency programs.

On an individual basis, recent farm energy audits completed in Missouri have shown energy savings anywhere from 10% to 35% of total energy savings. MBTU (million BTU) savings have ranged from 63 MBTU for a dairy farm to over 2,400 MBTU for a poultry broiler operation.

Existing Energy Efficiency Programs

In the past few years, there have been several initiatives to increase the energy efficiency of Missouri farmers. The Missouri Department of Natural Resources Division of Energy, which administers the state energy program, has overseen the Energize Missouri Agriculture program, a suite of various energy efficiency programs for agriculture using ARRA State Energy Program funds. Additionally, the Missouri Agricultural and Small Business Development Authority offers value-added grants to producers, including projects that use alternative energy.³¹

In 2010, the Division of Energy provided cost share grants through the Energize Missouri Agriculture program, offering grants up to 75% of the cost of an energy saving system, up to \$5,000. This program ran from January through April 2010 and awarded \$6.1 million in grants to Missouri farms. Also in 2010, the state began operating the Agricultural Energy Loan Program through Energize Missouri Agriculture, which makes \$4.5 million in loan funds available, with a minimum loan of \$30,000 and a maximum of \$500,000.³² The third component of Energize Missouri Agriculture is the Field Day Energy Training, which awarded \$500,000 to five organizations to offer energy efficiency training to farmers. During the same year, the Missouri Department of Agriculture was awarded an ARRA grant through the Better Buildings program to administer the MAESTRO (Missouri Agriculture and Energy Savings Team—A Revolutionary Opportunity) program. MAESTRO offers cost-shared energy audits, a loan interest buy-down to 3% or an equivalent amount in a cash down payment, loan guarantees up to \$50,000, and grants up to 75% of the equipment cost, with a maximum of \$5,000.

Energy efficiency assistance has also been available through USDA Rural Development's Rural Energy for America program (REAP), which offers grants and loan guarantees to farms and rural small businesses who install energy efficiency or renewable energy projects. Grants range from \$1,500 to \$250,000 for energy efficiency projects and \$2,500 to \$500,000 for renewable energy. Guaranteed loans can fund up to 50% of a project's eligible cost, with a minimum of \$5,000 and a maximum of \$10 million.

Missouri's REAP awarded thirteen energy efficiency/renewable energy grants in FY 2009 totaling \$487,334. Nine of the awards and \$470,759 was awarded to farmers. In FY 2010, the REAP awarded fifty five grants totaling \$1,986,417. That year, thirty six grants totaling \$1,135,232 went to farmers. FY 2010 also saw the awarding of eight guaranteed loans, six of which went to farms. Nearly all the grants in both years went to grain dryer replacements and poultry house energy efficiency.³³ REAP

³¹ Missouri Department of Agriculture Yearly Review, 2009

³² Energize Missouri Agriculture Web site, www.dnr.mo.gov/transform/energyziemissouriagriculture.htm

³³ List of FY 2009 and FY 2010 REAP awards, provided by USDA Rural Development's Missouri office

also has an energy audit/renewable energy development assistance grant, which provides funding to units of state, tribal or local government, educational institutions, public power entities, and rural electric cooperatives to provide energy efficiency and renewable energy improvement projects. In 2010 Missouri awarded Associated Electric Power Cooperative with grant funding to offer 100 farm energy audits to members of its distribution cooperatives.

The REAP data from Missouri is encouraging because of the dramatic increase in funded projects from FY 2009 to FY 2010. In many states, REAP awards have historically gone to mostly renewable energy projects, which are very expensive and can dominate the funding. Rural development has made some important changes in recent years to encourage greater participation from farms with smaller projects. They have also made the application process easier and provided a longer application period.

Because nearly all farm grants in Missouri funded poultry or grain drying improvements, there is likely some form of technical assistance in-state to assist with determining energy savings from these projects. When REAP is provided on its own without resources to assist farmers with determining energy savings or providing application help, some farmers are unable to seek the assistance they need. However, the presence of other resources to help leverage REAP can make for a successful use of funds.

In 2010, the USDA Natural Resources Conservation Service (NRCS) began offering financial assistance for Agricultural Energy Management Plans (AgEMPs). These AgEMPs provide an energy management plan to farmers, and NRCS provides a payment to the farmer of about 75% of the cost. AgEMPs are provided by Technical Service Providers, professionals who must register and be approved by NRCS before performing services for farmers. By providing assistance with the cost of an energy management plan, NRCS is helping to remove cost as a barrier to farmers receiving energy management plans. This program is promising, especially as it provides a product that can be used with a REAP application and to leverage other funding.

Challenges

According to several leaders of the Missouri agricultural community, the major challenges to Missouri farmers include high input costs (which includes both fuel and fertilizer costs), low commodity prices, volatility of commodity prices, and weather. These challenges are not unique to Missouri, but are felt in some measure by farmers across the U.S. Reduced energy consumption can directly address the concerns about high input costs and uncertain prices. The main obstacle to farmers participating in existing energy efficiency programs—and implementing energy efficient equipment—is seen by many stakeholders as farmers' reluctance to take on additional debt, as well as general lack of education or awareness both about energy efficiency technologies and the programs that encourage those technologies.

To learn of the challenges and opportunities within Missouri for agricultural energy efficiency, we spoke with ten individuals representing nine organizations: Missouri Department of Agriculture, USDA Natural Resources Conservation Service, Missouri Farm Bureau, Associated Electric Cooperative, USDA Rural Development, Missouri Department of Natural Resources, University of Missouri Extension, the Missouri Agricultural and Small Business Development Authority, and the Mid-America Regional Council. We asked stakeholders for their opinions on challenges facing Missouri farmers and small businesses, the extent to which energy prices and consumption were a concern, specific policies that impact energy use, programs or policy actions that would be most helpful to encourage Missouri farmers to adopt more energy efficient practices, and the main obstacles for farmers implementing energy efficient practices and to participating in programs that are currently available.

Several stakeholders pointed to the complexity of energy efficiency programs, which can create challenges for farmers who lack the time or staff needed to complete applications for programs. Stakeholders were somewhat divided in their opinion of the extent to which energy prices and consumption are a concern for farmers. Some believed energy is one of their main concerns, while

others thought Missouri's relatively low energy prices discouraged greater interest in energy efficiency.

Farmers have access to many loan opportunities through the federal government as well as private lenders. However, with many farmers extremely debt ridden the opportunity to take on additional debt to finance energy efficiency improvements may often be seen as a low priority.

Recommendations

1. *Increase availability of grants as a funding instrument for state energy program energy efficiency improvements, particularly for small projects*

Several agricultural stakeholders have mentioned the reluctance of farmers to take on additional debt. By having grants rather than loans available, farmers are more likely to take advantage of a program and implement an energy efficiency measure. Some agricultural programs, such as Energize Missouri Agriculture, have a minimum loan amount of \$50,000. Thus far, this program has received minimal participation, perhaps because farmers already have access to other loans and many smaller farms would have energy efficiency projects that fall well below the \$50,000 minimum. On the other hand, the Energize Missouri Agriculture grant program was popular because the grants matched the size of most projects, and the grants were much more appealing to farmers than loans. MAESTRO is also seeing more activity with the addition of grants to the funding mix.

Different types of agriculture have wide ranging expenses for energy efficiency projects. Poultry house energy efficiency measures tend to be much more expensive than dairy measures, for example. While there are some technologies, such as lighting, that are used throughout all types of agriculture, some energy efficiency measures are highly specialized to a specific agricultural process (a milk plate cooler, for example). An energy efficiency program that targets all agricultural producers should ensure that grants are appropriately sized to allow all types of farms to access the grants. The program should also have a wide enough range of measures to allow for the diversity of agricultural operations.

2. *Engage private sector involvement in agricultural energy efficiency in collaboration with the Missouri Department of Natural Resources Division of Energy*

Several states award some of their energy efficiency funding to the private sector through a competitive bidding process. This method works particularly well when energy service companies and other entities are able to design their own program delivery mechanism because they can control the factors that lead to cost-effectiveness.

Missouri can do well to model its efforts on states that direct the utilities to offer a percentage of their energy efficiency funding to third party program administrators. Such a model encourages innovation by requiring third parties compete for programs on the basis of cost-effectiveness. This allows for a "race to the top," whereby utilities and other program administrators strive to reduce costs and seek energy savings from underserved markets such as agriculture. Other states encourage participation of third party organizations through solicitations for specific projects, and also encourage unsolicited proposals for new program concepts.

Another benefit to involving third parties in the delivery of energy efficiency services is that sometimes farmers are reluctant to participate in a program offered by the typical administrators. For example, the Missouri Department of Natural Resources is seen by many farmers as the prime regulatory agency for animal waste. Some farmers can be leery of an agency that is often seen as an adversary, now offering financial assistance, no matter how good the program. Similarly, because Missouri does not have a long history of utility administered energy efficiency programs, farmers can wonder why their utility is interested in helping them use less energy. With Missouri organizations new to the energy efficiency industry, they can learn from seasoned consultants and experts about the type of program delivery approach that are most likely to deliver energy savings.

Missouri electric utilities should reserve a portion of their funding for the private sector to bid on energy efficiency programs of their own design. Since there are opportunities for rural and agricultural energy efficiency beyond electric savings alone, the Missouri Department of Natural Resources should remain a source of additional funding to address other fuel savings through energy efficiency programs. Like the utilities, DNR should offer opportunities (subject to available funding) for the private sector to launch energy efficiency programs of their own design.

3. Leverage REAP with additional availability of reduced-cost energy audits and grant opportunities

Despite the recent increases in funded projects, REAP still has not gained the same traction in Missouri as in other states. State agricultural leaders point to a lack of farmer awareness as the main impediment to participating in energy efficiency programs. Although USDA Rural Development has simplified the application process, many producers who contemplate smaller energy efficiency projects find the lengthy application process outweighs the potential grant benefit.

The ready availability of energy audits can help leverage REAP funding and lead to greater implementation throughout the state. We recommend a program to offer and publicize reduced cost energy audits, which will be used as tools to access REAP funds. A natural partnership exists within USDA, with USDA NRCS' Agricultural Energy Management Plans. By cost-sharing these plans, NRCS creates a source of high-quality, inexpensive energy audits that can be used as part of the application for REAP. Because one of the greatest barriers to program participation is awareness, we recommend a publicity campaign to promote these plans to farmers throughout the state.

4. Offer Micro Loans through Revolving Loan Fund

Many states look to a revolving loan fund as a self-sustaining mechanism to finance energy efficiency improvements. These loan funds typically work well for commercial or industrial customers, who have more working capital to invest in energy efficiency. However, these loan funds are typically not successful in attracting agricultural participants. As mentioned earlier in this report, agricultural producers are constrained by a commodity market, and energy efficiency must compete with several other priorities on the farm demanding an initial investment.

The overwhelming majority of Missouri agricultural producers are small business operators. While some do have the financial means to invest in energy efficiency, many do not. Of the 107,000 farms in Missouri, 82% have net cash from farm income of \$49,000 and less. The average farm net cash is \$18,176. Furthermore, the higher income operators are less likely to need any financial assistance while the lower net income producers will likely not have enough available cash to invest in energy efficiency. Also, both the livestock and especially the dairy industries are still reeling from the effects of low milk prices.

To offer a loan program that is tailored to agriculture, we recommend the creation of a pilot loan program that would make streamlined affordable financing available to qualified agricultural businesses. The loan fund would take the form of an on-bill financing model, whereby the loan is amortized over the payback period for the energy efficiency measure installed. The program would require full energy audits in order to determine energy savings from a range of energy efficiency projects. When the farmer installs the project, he or she would begin repaying the loan in an amount less than or equal to the value of the energy savings. For example, if a farmer installed a project that saved \$250 per month in energy costs, the loan would be structured so the payments would not exceed \$250 per month, meaning that there is no net change in the farmer's cash outlay per month. When the loan is paid off, the farmer begins saving \$250 per month for the remaining useful life of the installed equipment.

We recommend the Missouri Department of Agriculture, which already administers several agricultural loans, be the administrator of this fund. Once the loan fund is established, Missouri will be

better positioned to apply to outside funders for additional support. Additionally, all principal repayments stemming from the pilot program will remain in a revolving loan fund and will be available for use in making future farm energy efficiency loans, thus creating a sustainable fund.

5. *Encourage Partnerships with Agricultural Organizations in Delivery of Energy Efficiency Programs*

Agricultural organizations, such as the state Department of Agriculture, Farm Bureau, or milk cooperatives are intimately involved with the agricultural producers. The involvement of these organizations is critical to the delivery of a successful farm energy efficiency program. These organizations can be valuable partners in the marketing and administration of an energy efficiency program, working in concert with third-party program administrators.

Any agricultural energy efficiency program needs to fully engage the agricultural community, as these organizations have a direct link to producers and are a trusted source of information about the benefits of a given program.

Manufacturing Initiative

The industrial sector accounts for a large share of electricity and natural gas usage (30%) in Missouri, and therefore represents a significant opportunity for energy efficiency. Based on discussions with a range of stakeholders involved with the manufacturing sector, we propose a government/utility/industrial collaborative we are calling the "Missouri Efficient Manufacturing Initiative." The goal of the initiative would be to address the three key barriers to expanded industrial energy efficiency identified by the stakeholders:

- The need for assessments that identify energy efficiency opportunities;
- Access to industry-specific expertise; and
- The need for an expansion of the trained manufacturing workforce with energy efficiency experience.

The initiative would establish Manufacturing Centers of Excellence in the model of the U.S. DOE's Industrial Assessment Center (IAC)³⁴ program, where university engineering students are trained to conduct energy audits at industrial sites. Missouri currently has an IAC center at the University of Missouri Columbia, and previously had an IAC at Missouri University of Science and Technology (S&T) for most of the 1990s. The IAC program has a proven track record of achieving savings through local manufacturers. An initial Manufacturing Centers of Excellence could be run through the existing IAC, allowing them to expand their industrial services. An additional center could also be established at another major engineering school, perhaps reestablishing a center at Missouri S&T. Expanding beyond the IAC model, these new centers could partner with Missouri's community colleges to bring their students into the larger network centered on the local Center of Excellence. These nearby satellite centers could extend training and associated materials to the community college partners, and offer the opportunity to join the audits they conduct. By applying in-state resources to the IAC model (as several states currently do), the Missouri Centers of Excellence would allow a greater array of training opportunities and be able serve a larger portion of industry, including larger manufacturers not currently served by the IAC program.

Working together with organizations such as Missouri Enterprise (the local Manufacturing Extension Partnership), the Missouri Chamber of Commerce and Industry, and manufacturing trade associations could provide outreach to manufacturing companies that might not otherwise be aware of energy efficiency programs. Further collaboration with the Missouri Department of Natural Resources' industrial energy efficiency programs would allow the program to coordinate and build on existing infrastructure and expertise on industrial sustainability, energy, and job creation.

³⁴ For more information on the IAC program, visit: <http://iac.rutgers.edu/>.

This initiative would provide multiple benefits to the state:

- Meet the needs of Missouri manufacturers for a trained technical workforce;
- Provide valuable real-world work experience to students interested in working in manufacturing energy management;
- Meet the need of manufacturing facilities for reliable, knowledgeable, and affordable consultation with regard to their energy usage and opportunities for improved productivity; and
- Build capacity at educational facilities and in the MEP outreach efforts that connect Missouri's manufacturers to the wealth of knowledge and proficiency that resides in the state.

This initiative would also be able to leverage the resources and tools developed by the U.S. DOE's Save Energy Now (SEN) program.³⁵ Supporting an expanded federal manufacturing initiative similar to what has been suggested in recent congressional discussions could also benefit the state's manufacturing base.³⁶ These proposals would represent an opportunity to leverage successful national efforts to benefit the state's manufacturers.

IAC program and implementation results recorded over the last 20 years show that this program could identify 10-20% in electricity savings per facility and achieve a 50% implementation rate. Program costs for the IAC program are about \$1 for every \$10 saved by industry. We factor in another \$0.25 per \$10 saved to account for additional education costs. Under these assumptions we estimate the Missouri Efficient Manufacturing Initiative would have cumulative savings of 290 GWh in 2015 and 1,580 GWh in 2025, or 8% of projected industrial electricity consumption in 2025. Similarly, we estimate natural gas savings of 9 million therms by 2015 and 50 million therms in 2025, or over 5% of projected industrial natural gas consumption.

Manufactured Homes

Currently there are nearly 200,000 manufactured homes in Missouri, which represent 7% of the housing stock (Moody's 2011). Manufactured homes built before 1976 were highly inefficient and not subject to federal standards. Energy costs for these pre-1976 homes and also those subject to more recent standards can often be higher than site-built homes. In 1976 the U.S. Department of Housing and Urban Development required construction and safety standards, and homes built since then have improved in efficient practices. Much more potential remains for efficiency improvements, however, including retrofits of existing homes (especially pre-1976 homes) and new homes that go beyond the minimum federal standard.

ENERGY STAR qualified models today achieve about 30% savings on heating and cooling bills compared to homes built to the federal standard. And replacing pre-HUD homes with new ENERGY STAR models can save an average of 6,200 kWh per year and 175 therms of natural gas annually (or about \$500 on electricity). Savings are achieved through more insulation, better windows and doors, improved ventilation, better sealed heating ducts, and reduced drafts. Many pre- and post-HUD code homes are also excellent candidates for cost-effective efficiency retrofits including duct sealing, insulation improvements, and Heating, Ventilation, and Air Conditioning (HVAC) upgrades. But while the vintage of manufactured homes makes them an attractive target for weatherization, in many cases the homes are dilapidated to the extent that weatherization may not be cost-effective and therefore full replacement may be more economical.

Forecasts suggest that an additional 55,000 manufactured homes will be built in the state by 2025, or 3,000-4,000 homes per year, which means their share will grow to 8% of the housing stock (Moody's 2011). New and existing homes represent a significant potential to achieve energy efficiency savings and economic benefits to Missouri consumers. While new homes are subject to federal efficiency standards, existing manufactured homes in the state represent a significant opportunity for energy

³⁵ For more information on SEN program, visit <http://www1.eere.energy.gov/industry/saveenergynow/>

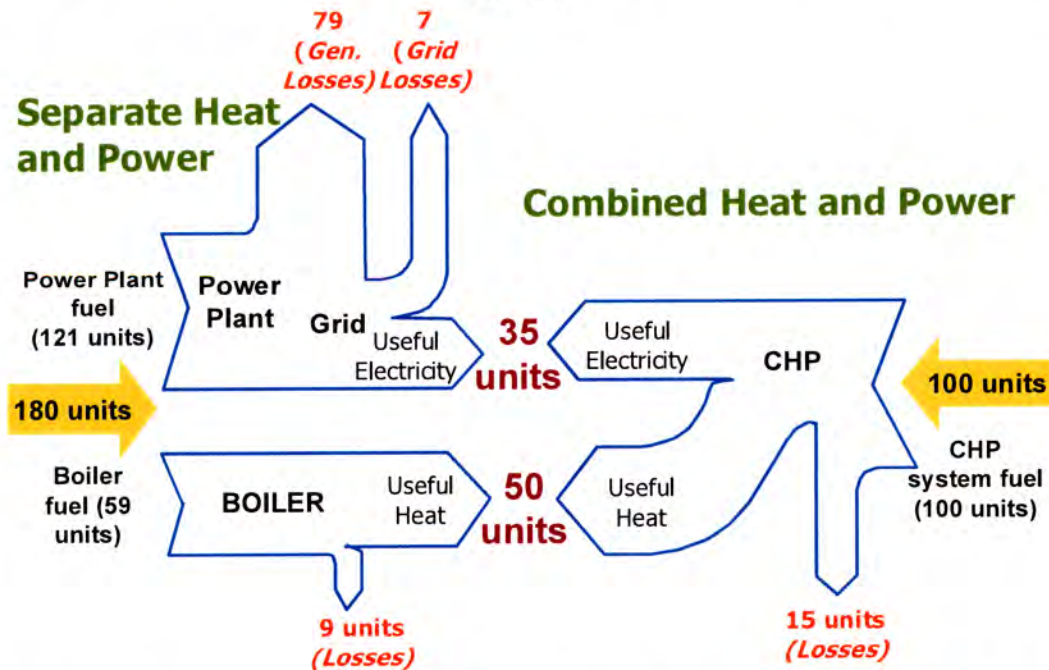
³⁶ See <http://aceee.org/industry/iac.htm>.

savings through efficiency upgrades. We estimate that a targeted energy efficiency upgrade program could achieve about 20% savings per home. When scaled up to retrofit about 35,000 homes by 2025, this could achieve energy savings of about 150 GWh and 4 million therms per year by 2025, equivalent to meeting about 0.2% of the state's electricity and natural gas needs by 2025.

Combined Heat and Power

Combined Heat and Power (CHP) improves efficiency by combining usable thermal energy production (e.g., of chilled water and steam) with power production (e.g., electricity). This co-generation process avoids many of the thermal losses inherent in traditional thermal electricity generation, where one-half to two-thirds of fuel input is typically rejected as waste heat. By combining the generation of heat and power into a single process, CHP systems can produce fuel utilization efficiencies of 65% or greater (see Figure 22) (Elliott and Spurr 1999).

Figure 22. Comparison of a Combined Heat and Power System to Separate heat and Power Systems



Missouri industrial, commercial, and institutional customers could benefit from the improved efficiency of CHP by replacing a thermal system (usually a boiler) with a CHP system that produces both electricity and thermal energy for heating or industrial processes. Currently there are about 20 CHP facilities in operation at sites in Missouri, including the Missouri State Hospital in St. Louis and the University of Missouri in Columbia (see Table A-5 in Appendix A) (ICF 2011). While CHP can represent an attractive energy efficiency opportunity, it can also face significant regulatory and market barriers that inhibit implementation. Policies and market incentives provide an important catalyst to overcoming these barriers and increasing the presence of CHP systems. Next, we discuss the barriers to CHP in Missouri, the policy opportunities to encourage greater deployment, and finally an analysis of CHP potential in the state.

Regulatory Barriers and Policy Opportunities

The current policies and regulatory environment in Missouri do not encourage the development of CHP. Between 2005 and 2010, Missouri installed only one new CHP system with a capacity of 10.7 MW. For Missouri to see greater CHP deployment in the future, it is imperative that this policy

environment be improved through the policy opportunities discussed below. Supportive CHP policies could help large- and medium-scale manufacturers in the state utilize CHP technology to lower energy costs, thereby greatly increasing their competitiveness. Facilities that use CHP consequently reduce their dependence on grid-supplied electricity, which can free up a grid's reserve margin and increase the grid's reliability and stability—benefiting all electricity users. Many existing industrial boilers may face a need to invest in new boilers to meet new federal EPA air quality regulations.³⁷ Making these investments in a new CHP system to replace an aging boiler rather than extending the old boiler's life with new pollution controls represents an opportunity for greater efficiency.

Interconnection standard. An interconnection standard provides distributed generation systems such as CHP with clear guidance on how to connect to the local electric grid. Missouri's interconnection standard currently affects only certain smaller renewable-energy systems. The standard applies only to systems up to 100 kW in capacity (DSIRE 2011). Because most CHP systems are far larger, this interconnection standard—even if it explicitly included CHP—would fail to provide a clear path for interconnecting to the grid for most, if not all, viable CHP systems.

A good option for Missouri is to develop an interconnection standard in line with the recommended national guidelines established by EPA.³⁸ Ideally, an interconnection standard would allow for systems of at least 20 MW in size, and include multiple tiers of interconnection, so that smaller systems would benefit from a more expedited interconnection process. Much of the interconnection process is currently left to the discretion of the state's public and private electric utility companies, whose current business models discourage distributed generation, which includes CHP systems. CHP stakeholders in Missouri have cited interconnection with the grid as being one of the biggest barriers to greater CHP deployment (Chittum and Kaufman 2011).

Net metering. Net metering allows owners of distributed generation systems to receive credit for excess electricity that they produce on-site. Under net metering rules, the customer installs a bi-directional meter that spins backwards when electricity is being sent back to the grid, offsetting the electricity purchased at another time. Missouri's net metering rules, established in 2007 and refined in 2009, currently only apply to renewable energy systems below 100 kW. Therefore, Missouri utilities are not required to purchase power from any non-renewable fueled distributed generation, which includes most CHP systems in the state. We recommend that this policy be amended to apply to non-renewable fuel-powered CHP systems, perhaps with some emission or efficiency criteria, and that the capacity limit be increased substantially. The current rules do not fairly reflect the environmental, economic, and reliability benefits of non-renewable fired CHP as an inherently energy-efficient technology.

Standby rates. Along with clear interconnection standards and net metering, utility standby, backup, and supplemental rates can help determine the economic viability of CHP. To this end, the avoided costs of purchasing electricity from the grid should be greater than the capital and operating costs involved in installing a CHP system. Excessive standby rates and other charges can upset this balance by adding to operating costs, thereby negatively impacting the economics of CHP systems. For onsite generation, *Kansas City Power and Light Company* provides standby service through executed contracts for a specific amount of demand. Customers with independent generators are charged for the contract demand as if they were regular customers, and are then charged for their electricity using real-time standby power pricing, in addition to charges specific to the provision of standby power. There is no demand ratchet in place.³⁹ *Ameren Missouri* also contracts with standby power customers, which would include most CHP hosts, for a specific amount of energy demand, and then charges for that energy based upon what a typical, non self-generating customer would pay. The demand charges under this rider are high, compared to the energy charges. Neither of these rates is

³⁷ See EPA's industrial boiler regulations: <http://www.epa.gov/airquality/combustion/actions.html>

³⁸ See the EPA's CHP partnership Web pages for additional information on suggested interconnection standards: <http://www.epa.gov/chp/state-policy/interconnection.html>

³⁹ The use of demand charge "ratchets" discourages CHP by maintaining a high demand charge, initially levied for a one-time outage, for a period ranging from several months to more than a year. Ratchets thus turn a charge for a one-time demand peak into a long-term fee for the CHP facility.

seen as favorable to CHP. EPA offers useful guidance to states in developing standby rates that are more conducive to CHP development.⁴⁰

Financial incentives. Some states provide incentives to CHP projects in the form of favorable tax treatment, grants or low-interest financing. Stakeholders in Missouri have identified financial constraints as one of the largest barriers to CHP (Chittum and Kaufman 2011). Missouri does not currently offer any statewide financial incentives for CHP, and because CHP installations tend to be capital intensive and require large upfront costs, financial hurdles often preclude development. To further encourage CHP deployment, the state may wish to consider a financial incentive or financing program that directly targets CHP projects and developers.

CHP in a portfolio standard. Missouri voters passed a mandatory renewable electricity standard in 2008 calling for 15% renewable generation by 2021. However, the standard does not include CHP as an eligible technology and there is no complementary energy efficiency resource standard (EERS) that includes CHP. Should the state implement an EERS or individual utility DSM plans, it is important that CHP be included as an eligible resource.⁴¹ When CHP is included as an eligible technology and thus an eligible efficiency resource, there is an increased incentive for CHP developers to bring systems to Missouri. Including CHP as an eligible technology in any definition of an EERS or utility program targets is a positive signal for CHP developers and can help improve the economics of CHP, as utilities are encouraged to deploy technologies that count toward the targets.

Output-based emissions regulations. Output-based emissions regulations define emissions limits based on the amount of pollution produced per unit of useful output (e.g., pounds of sulfur dioxide per megawatt-hour of electricity). A major benefit of output-based emissions standards is that they encourage cost-effective, long-term pollution prevention through process efficiency. The U.S. EPA has proposed a new Air Transport rule designed to reduce the interstate transport of pollutants between states. Once the final rules are promulgated, these regulations will be applicable to Missouri and the state will be required to implement an EPA-developed Federal Implementation Plan (FIP) to achieve the required emission reductions of sulfur dioxide (SO₂) and nitrogen oxide (NO_x). States will likely be allowed to engage in some intrastate and some interstate trading of emission allowances in order to meet their emission reduction targets, and output-based options will be included in the FIP, encouraging energy efficiency and CHP. The rule is now closed for comment and will likely be published in July 2011, to take effect sometime in 2012.

Many of Missouri's policies and regulations that affect CHP development could be improved by legislative action or regulatory proceedings. Many other U.S. states have recently enacted and improved CHP-related policies, providing good examples of steps that could be taken at the state level.⁴² These states have better insured that their industrial, commercial, and institutional base of businesses can continue to operate and compete in a more robust and cost-effective manner.

Other Barriers

Missouri's electricity rates are slightly lower than average for the country but like everywhere else are increasing. The exceptionally low rates for commercial and industrial facilities make it much more difficult for CHP to look attractive to developers. With payback periods of 10 to 15 years, large CHP projects rarely come to fruition. Volatile natural gas prices have also made the economic viability of CHP projects uncertain, although recent low natural gas prices make CHP highly economical. What little CHP there is in Missouri was primarily implemented in the industrial sector over 20 years ago thanks to negotiated preferential utility rates. For smaller applications—such as institutions or hospitals—CHP “just doesn't stand a chance,” according to one Missouri advocate (Chittum and Kaufman 2011).

⁴⁰ See the EPA's CHP Partnership Web page on standby rates for more information: http://www.epa.gov/chp/state-policy/utility_fs.html

⁴¹ For guidance on how to include CHP in and EERS, see Chittum and Elliott (2009).

⁴² For more information on CHP policies in each state, visit ACEEE's online *State Energy Efficiency Policy Database* at <http://aceee.org/sector/state-policy/clean-distributed-generation>

In addition to the economic uncertainty, the electric utility community makes CHP development in Missouri difficult. Dealing with utilities in the state has been reported as being an onerous process (Chittum and Kaufman 2011). Some utilities are more amenable to CHP than others, but Missouri's IOUs in particular have not encouraged CHP development. Some municipal utilities and cooperatives are more interested in CHP, but typically only on a small scale, and the economics of small projects are rarely attractive in the state.

Uncertainty also plays a role in discouraging further development. The implementation of Senate Bill 376 rules, which enables utilities to earn performance incentives for cost-effective energy efficiency programs that achieve certain levels of efficiency, may help to shape decisions about energy use in Missouri. Many industries are putting efficiency projects on hold, awaiting a greater degree of certainty with regard to their investments (Chittum and Kaufman 2011). Additionally, many facilities and developers are not aware of where they can obtain support for CHP project research and implementation (Chittum and Kaufman 2011). One such point of support is the DOE's Midwest Clean Energy Application Center, whose express mission is to facilitate the development of CHP in the Midwest.⁴³

Analysis

Based on data from Energy and Environmental Analysis (EEA), a division of ICF International, about 20 CHP plants are currently in operation in Missouri for a total capacity of 225 MW (see Table A-1 in Appendix A). For this report, we estimate potential for higher penetration of CHP systems in Missouri using recent statewide analyses developed by EEA for Arkansas, North Carolina, and South Carolina. We use those analyses as a starting point for comparison. Next, because the economics (relatively low electricity rates compared to natural gas rates, known as the "spark spread") are highly similar between Arkansas and Missouri, we use the Arkansas results as a basis for a reasonable estimate of CHP potential in Missouri (see Neubauer et al. 2011). We then adjust the results to account for differences between the two states in terms of the sizes of industrial and commercial/institutional sectors.

Statewide analysis for CHP includes three levels of potential:

- Technical Potential represents the total capacity potential from existing and new facilities that are likely to have the appropriate physical electric and thermal load characteristics that would support a CHP system with high levels of thermal utilization during business operating hours.
- Economic Potential reflects the share of the technical potential capacity (and associated number of customers) that would consider the CHP investment economically feasible.
- Cumulative Market Penetration represents an estimate of CHP capacity that will actually enter the market between 2008 and 2025. This value discounts the economic potential to reflect non-economic screening factors and the rate that CHP is likely to actually enter the market.

Adjusting the Arkansas results to the Missouri mix of industrial and commercial/institutional customers, we estimate technical potential of around 3,600 MW of CHP capacity. Next, we estimate CHP market penetration given market realities in the base case (assuming no policy changes) of 20 MW by 2025. Finally, we estimate market potential in a hypothetical policy scenario, in which changes in policies and regulations reduce costs by \$1,000 incentive per MW installed. By 2025, we estimate that about 220 MW of CHP would be cost-effective and feasible in Missouri under this policy scenario, which would be the equivalent of doubling the existing capacity of CHP in the state. This would save about 1,400 GWh in 2025, or 1.5% of the state's electricity needs. And the individual facilities that install CHP systems benefit substantially by reducing energy bills, which in turn benefits the local economy because they facilities tend to be large employers.

⁴³ For more information on the Midwest Clean Energy Application Center, visit <http://www.chpcentermw.org/home.html>.

Building Energy Codes and Enforcement

Building energy codes are a foundational statewide energy efficiency policy that ensures that new buildings follow current efficiency practices and use minimal energy, saving homeowners and business owners money on energy bills throughout the life of the building. Missouri is one of only a few states in the country that does not have mandatory statewide building energy codes. This gap represents a significant opportunity for the state to tap into its efficiency resource. When buildings do not incorporate optimal energy efficiency at the time of construction, the new building stock represents a “lost opportunity” for energy savings because efficiency is difficult and more expensive to install after construction is completed. Building energy codes capture these energy and dollar savings and dollar by requiring a minimum level of energy efficiency for all new residential and commercial buildings, as well as major renovations. Further, builder compliance is encouraged by adopting straightforward codes, which allow contractors to follow performance-based or prescriptive-based paths, through training, and enforcement strategies.

Adopting the 2009 International Energy Conservation Code (IECC) for residential buildings would substantially improve energy efficiency in Missouri’s new and renovated homes, as would the most recent code for new commercial buildings, called ASHRAE 90.1-2007. An average new Missouri home built to the 2009 IECC, for example, could save a homeowner about \$350 to \$565 per year on energy bills, an 18%-26% reduction in code-affected energy usage (DOE 2009). The ASHRAE 90.1-2007 could similarly achieve savings of about 20% for new commercial buildings according to U.S. DOE estimates.

Although there are no existing state standards, local jurisdictions have authority to set minimum required building energy codes for new residential and commercial buildings subject to voter approval. And two counties, Clay (Kansas City metro area) and Jefferson (St. Louis metro area), are authorized to adopt building and construction regulations without voter approval (BCAP 2011). Some jurisdictions have already pursued greater energy efficiency for new buildings. Saint Louis County has adopted the 2009 IECC, and Saint Louis City and St. Charles County are also considering adoption (Belcher 2011). Local jurisdictions typically adopt every other IECC code rather than each 3-year cycle, which means that the 2015 IECC would be the next likely code adoption for the Saint Louis region. Franklin County and the City of Union are in the process of adopting the IECC 2009 as well (Appelbaum 2011). Kansas City has adopted the 2006 IECC without amendments, and is exploring adoption of the 2012 IECC. While statewide building standards presents a great opportunity for energy and cost savings, updating to the latest standards in all high-growth local jurisdictions would be a sizeable first step. The Saint Louis and Kansas City Metropolitan Statistical Areas, for example, comprise 50% of the expected growth in the state’s population (MO Office of Administration 2011).

To establish streamlined, statewide codes, the Missouri state legislature would have to revise state law. Efforts to adopt statewide codes, however, have not been successful and have been met by strong resistance from many rural parts of the state. But ongoing local efforts across the state are building capacity for updated building energy codes and emphasize that adoption of the latest codes at the local level has been successful model. Other local jurisdictions, especially those which expect higher growth, should pursue building energy codes. Information sharing and cooperation on enforcement and compliance measures, as discussed next, would bolster the effectiveness of local building energy codes.

Enforcement and Compliance

Compliance and enforcement are critical in achieving the full savings potential from new building energy codes. Whether a state or local jurisdiction adopts a mandatory code, enforcement will be implemented by local code officials. Collaborative training and joint compliance studies are some steps that local jurisdictions can take to achieve greater rates of compliance. It is often difficult, however, for local officials to afford training. It is therefore critical that enforcement agencies have adequate capacity, understanding, technology and training. For example, local jurisdictions need statewide support for training both code officials and builders, and to encourage greater interaction between the two communities. The U.S. DOE has awarded Missouri a grant to provide assistance

toward local code adoption, training and compliance, which can be a helpful step toward better codes and compliance.

Analysis

Missouri is estimated to add about 370,000 new homes between 2011 and 2025, which means about a 15% growth from its current housing stock of about 2.5 million homes (Moody's 2011). Based on the state's employment forecasts, we expect commercial construction to grow about 11% over the same time period (Moody's 2011). Our policy analysis assumes that local governments in Missouri adopt building energy codes equivalent to the IECC 2012, which becomes effective in 2013, and this new model code reduces energy usage by about 30% in new residential construction (for energy usage affected by the codes) relative to the 2006 IECC (DOE 2009). We also model the adoption of commercial building energy codes for the most recent ASHRAE 90.1-2007 codes which achieve savings of about 20%. Next, we assume that local jurisdictions update residential code to the 2018 IECC, which can achieve an additional 20% savings over the 2012 IECC, and ASHRAE 90.1-2010, which is estimated to achieve savings of about 20% over the 90.1-2007 code. Through these policy measures, we estimate that the state can achieve total annual energy savings in 2025 of nearly 1,500 GWh and 60 million therms of natural gas from reduced energy consumption in its residential and commercial buildings, enough to meet 1.6% of the state's total electricity needs in 2025 and 2.3% of natural gas needs.

Advanced New Buildings Program

An Advanced New Building Initiative would complement building energy codes by encouraging voluntary high performance, new residential and commercial buildings. Barriers to low-energy buildings are not technical in nature, but rather based on economic and social barriers: split incentives (builders do not pay the energy bills for the building); various motivations of owners, designers, and builders; and higher up-front costs. As a result the market has been very slow to develop. This advanced buildings initiative, through technical assistance and financial incentives, would increase market share for high performance new building practices while preparing the market for updated building energy codes. This initiative would also complement existing home retrofit programs.

For the residential sector, the ENERGY STAR New Homes program is an excellent model and there are five builders in the state committed to building 100% ENERGY STAR New Homes and numerous more ENERGY STAR builder partners.⁴⁴ Best practice programs have demonstrated success in state-led management of this type of program, while bidding out competition for program implementation to local governments, non-profit organizations, and utility partners (Sciortino 2010). For example in Colorado, program partners were selected based on their capacity to implement an aggressive program, ability to develop relationships with stakeholders, and ability to contribute matching funds. While the state manages the program, there is an opportunity to customize the program based on local needs. In the Colorado program, the majority of activities targeted homebuilders, contractors and homebuyers, and the program emphasized integration of local green building programs and utility energy efficiency programs. In coordination with utility programs, Missouri could similarly build on statewide experience.

There are several excellent resources on how to model an effective advanced commercial buildings program. The U.S. DOE, for instance, has developed materials on how to achieve significant savings in new and existing buildings.⁴⁵ Another useful source of information is the New Buildings Institute, which has a Web site on "Getting to Fifty" [percent savings].⁴⁶ ENERGY STAR also publishes a breadth of information on energy efficiency in commercial buildings and industrial plants.⁴⁷ Providing financial incentives to contractors or building owners will be crucial to guaranteeing that efficiency

⁴⁴ http://www.energystar.gov/index.cfm?fuseaction=new_homes_partners.showAreaResults&s_code=MO&msa_id=all

⁴⁵ <http://www.eere.energy.gov/buildings/highperformance/>

⁴⁶ <http://www.advancedbuildings.net/>

⁴⁷ http://www.energystar.gov/index.cfm?c=business.bus_index

measures are implemented beyond what is already required by code. The Energy Policy Act of 2005 included a \$1.80/square foot tax deduction for commercial building owners for each building constructed that uses 50% less than a new building designed to a national model reference code. Commercial contractors can also visit the Tax Incentives Assistance Project (TIAP) Web site for federal tax incentives for commercial energy efficiency investments: www.energytaxincentives.org.

A coordinated, statewide initiative would strive to achieve 30% and 50% beyond code savings and net-zero energy homes and buildings. For this policy we use the same assumptions as the building code analysis about projected growth in the state, and then estimate savings levels for a gradual ramp-up of the penetration of advanced new buildings. First, we assume an increasing number of homes achieve ENERGY STAR-compliant levels, which currently achieve 18% whole-house energy savings beyond non-ENERGY STAR homes, ramping up from 10% of new homes in 2011 to 25% in 2014, and 55% in 2018. Advanced new homes can achieve 30–50% beyond code savings, and in practice this initiative should pursue a multiple pathways of advanced building practices that work best in Missouri. Advanced new commercial buildings should also be included, and can achieve savings of 30–50% beyond code. We assume that penetration of advanced new buildings ramps up from 10% in 2012 to 25% in 2015 and 55% by 2019. For both residential and commercial buildings, the initiative would work in conjunction with building energy code upgrades. We estimate that this effort can achieve energy savings of about 530 GWh by 2025 and 13 million therms in natural gas savings.

Behavioral Initiative

Guided by research in social psychology from the past several decades, utilities and the energy industry have recently begun to appreciate the power of providing consumers with localized, comparative information on household energy consumption to influence their behavior and encourage energy conservation. Comparative information, in the form of periodic reports, is equivalent to having an in-home energy monitor that provides information such as seasonal variations of energy use and goes a step further by providing a comparison of one household's consumption pattern to similar households. When households are given information on how they perform relative to their peers, they are motivated to follow suit. Robert Cialdini, a social psychologist, regards this as "social proof," or an instinct akin to peer pressure (Tsui 2009).

Behavior programs are a helpful complement to energy efficiency standards and financial incentive programs. Missouri programs have already begun to deliver behavior-based initiatives, including the Neighborhood Challenge Program administered by the Department of Natural Resources that aims to motivate participants to reduce energy consumption. DNR teamed up with a company called OPOWER to send out home energy reports, to about 1200 homes, and uses in-home energy monitoring devices over the course of year to provide consumers feedback on their energy usage.

Evaluations of OPOWER's programs in other states have shown that mailing comparative energy reports alone can reduce energy consumption by about 1.8% (EDF 2011). The reports consist of monthly electricity consumption that compares one household's usage patterns to similar neighbors and to neighbors that are relatively more successful (or less successful) in reducing energy usage in their homes. The reports also make energy efficiency recommendations—ranging from simple steps like turning down your thermostat to more time- or dollar-intensive steps like purchasing ENERGY STAR products when replacing appliances and equipment. Targeted rebate coupons can also be issued with the reports, increasing the likelihood that consumers will respond to the efficiency recommendations.

Furthermore, an ACEEE meta-review of a variety of consumer feedback initiatives on energy usage, including real-time Web-based or in-home feedback devices and enhanced billing approaches, found that these initiatives, on average, have reduced individual household electricity consumption 4 to 12% across a multi-continent sample and 2 to 11% when we limit the analysis to only studies of participants the U.S. (Ehrhardt-Martinez et al. 2010).

We model a statewide comparative energy report behavioral initiative that gradually ramps up participation levels so that 80% of households are reached by 2025. In our analysis, individual households achieve about 2% savings on average each year through conservation measures, and savings persist each year only through continuous, annual administration of the program. We estimate that this initiative could achieve savings of 530 GWh in 2025, or 0.6% of the state's electricity needs in that year, and 16 million therms, or 0.6% of the state's natural gas usage.

State and Local Public Building Upgrades: Leading by Example

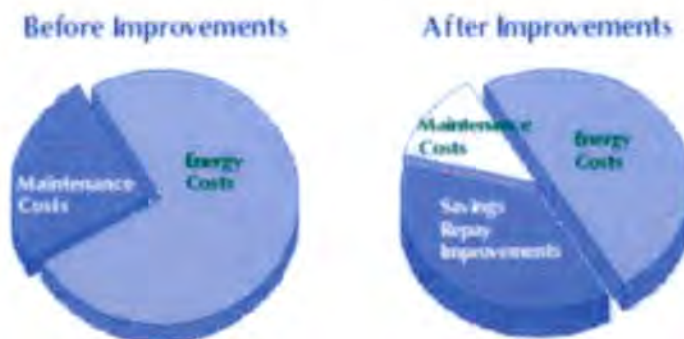
State and local government facilities, such as state agencies, public schools, and universities, represent unique opportunities for Missouri to implement and ramp up energy efficiency practices. Improving efficiency in these facilities is not only a way to capture significant energy savings, but is also a powerful outreach tool to lead by example and engage local neighborhoods, the private sector, and individuals. Missouri has multiple efforts to achieve savings in public facilities:

- The Missouri DNR Division of Energy maintains an energy revolving loan fund to provide low-interest loans to schools and governments for energy efficiency upgrades in public buildings. Since 1989, the fund has provided more than \$80 million for about 440 completed projects that achieved more than \$146 million in cumulative energy bill savings (MO DNR 2010).
- In 2008, the Governor signed Senate Bill 1181 which requires that all designs for state buildings over 5,000 square feet involving new construction or substantial renovation and any building over 5,000 square feet considered for purchase or lease by a state agency shall comply with a minimum energy efficiency standard. That standard must be at least as stringent as the 2006 International Energy Conservation Code (2006 IECC), or the latest version of the Code rather than the current standard of American Society of Heating, Refrigerating, and Air Conditioning Engineers ([ASHRAE](#)) Standard 90.
- In 2009, Governor Nixon issued Executive Order No. 09-18 which requires that all state agencies under the direction of the Office of Administration adopt policies designed to reduce energy consumption by 2% each year for 10 years. Also enacted in 2009, SB376 requires that appliances purchased by the state be compliant with ENERGY STAR models.

These efforts have made important strides, and lay the groundwork for lasting guidance that will continue to improve efficiency of state facilities. Since Governor Nixon enacted the savings target in 2009, state agencies have cut energy use by 5.5%.⁴⁸ This recent success shows that meaningful guidance and tools—through policy and program measures—can be effective in implementing efficiency. There remains significant potential still to improve the efficiency of all state and local public facilities in the state. According to U.S. EIA data, we estimate that all government buildings—state and local—in Missouri comprise about 20% of commercial building electricity and natural gas use.

One of the most effective mechanisms available for financing energy efficiency retrofits in government buildings, which has been used extensively by states and the federal government, is the contracting of energy service performance contracts (ESPC) through energy service companies (ESCOs). Under the ESPC model, state agencies hire pre-qualified ESCO's to implement projects that improve a building's energy efficiency and lower maintenance costs. The ESCO guarantees the performance of its services, and the energy savings are used to repay the project costs, as shown in Figure 23 (KCC 2008). This model has proven to be highly effective for institutional energy customers in many places both in terms of delivering energy savings and in terms of cost-effectiveness (LBNL 2008).

⁴⁸ http://www.forbes.com/feeds/ap/2011/05/02/business-us-energy-efficiency-missouri_8445044.html

Figure 23. Graphical Representation of How an ESPC Project Is Financed

Source: KCC (2008)

Missouri has implemented ESPC legislation that authorizes "Guaranteed Energy Savings Contracts" for state and local governments.⁴⁹ The policy scenario for this analysis assumes a comprehensive state ESPC program that encourages the majority (80%) of state and also local government facilities to implement efficiency projects that achieve 20% energy savings. We estimate that government owned buildings comprise about 15-20% energy consumption of commercial buildings in Missouri according to regional data from the EIA (EIA 2006). Next, we estimate the public building upgrades through performance contracting and low-interest loans can save about 20% energy consumption in completed projects, and that state initiates a program goal to complete projects in 80% of public buildings by 2025. This effort would save 1,000 GWh annually by 2025, which represents 1% of the state's entire electricity needs.

Discussion of Enabling Programs and Policies

In this section we discuss a couple of best practice policies that enable other programs and policies to be effective, but we do not specifically analyze these policy opportunities for costs and energy savings. Rather, they are necessary tools to enable effective and broad implementation of other programs.

Customer financing for energy efficiency

The up-front costs required for energy efficiency improvements can often deter property owners from pursuing efficiency projects, especially during periods of economic uncertainty when consumer confidence is low. An important goal of policies and programs is to help minimize the initial costs of energy efficiency projects or upgrades so owners are encouraged to invest in efficiency. Below we discuss several options that either encourage consumers to purchase more efficient homes or allow property owners to make energy efficiency retrofits by reducing up-front costs while ensuring that they maximize savings.

For homebuyers, a key strategy is making sure that energy-efficient mortgages are available for purchasers of energy-efficient homes and manufactured houses. Energy-efficient mortgages should be attractive to lenders by reducing the risk of the loan because energy bills are a major household expense, particularly for moderate income households, and lowering energy bills frees up more income to make mortgage payments. With increased prevalence of home ratings such as ENERGY STAR, both for new and existing homes, identification of qualifying properties should not be a barrier. The state is in a position to encourage lending practices that take efficiency into consideration.

⁴⁹ See <http://www.ornl.gov/info/esco/legislation/mo.shtml>

One important aspect of financing mechanisms is that the debt can be spread out over the course of several years, if not decades, which decreases the annual costs thereby increasing the annual savings from the efficiency improvements substantially. Energy efficiency improvements to a property also help to increase the overall property value, and improve the cash flow of property owners (from reduced liability relative to the upfront costs), and improve resale value.

- **On-Bill Financing (Collecting):** This loan mechanism allows property owners to repay their debt through a fee on their electric bill or in some cases on other utility bills such as water or sewer. The loan can be financed either by the utility or a third-party financier, although the fee would be collected by the utility. The loan may be attached to the property.
- **Property Tax Financing (Collecting):** This is a similar model to on-bill financing, except that instead of using utility bills as the collection mechanism, the local government issues a surcharge on the annual property tax bill. The financing entity in this case would be the local government, which again could work with a third-party financier.
- **Property Assessed Clean Energy (PACE) Bond Financing:** A PACE bond is a debt that is backed by assessments against residential, commercial or industrial property that allows the owners to pay the expense of retrofitting their homes, buildings, or facilities through assessment payments normally connected with their property taxes. The bonds can be issued by municipal financing districts or other financing entities, of which the proceeds from the bonds are used to finance energy retrofits (efficiency and renewables). The assessments are then repaid over 15–20 years through annual assessments on property tax bills.

All three of these financing options would help achieve energy and cost savings while creating the jobs necessary to meet the demand for energy retrofits spurred by lower up-front costs. In 2010, the Missouri legislature authorized PACE financing for energy efficiency, however the program has been effectively stalled due to federal involvement and its future remains uncertain. Other forms of financing, however, are viable options for the state, local governments, and utilities to pursue.

Research and Development

Several states support active research and development (R&D) programs designed to develop technologies appropriate to each state's climate, economy, and other resources. R&D is critical to sustain continued improvements in energy efficiency after currently commercialized technologies and practices are widely adopted. Missouri has ongoing research efforts related to energy efficiency, including numerous programs and initiatives at the University of Missouri (MU). The University of Missouri's designated land grant institution has an interdisciplinary, campus-wide sustainable energy emphasis. One of MU's major strengths is energy efficiency. A variety of programs support increased energy efficiency in all aspects of the economy:

- **Agricultural production energy efficiency** is the focus of a program called the Missouri Agricultural and Energy Saving Team—A Revolutionary Opportunity (MAESTRO). The program provides energy audits, technical assistance, rebates, and low interest loans. With funding from DOE and under a contract with the Missouri Department of Agriculture, MU and EnSave are working to assist farmers in reducing this major cost component of their businesses.
- **Energy-efficient (green) building construction & retrofit** is the focus of several programs at MU. The Architectural Studies Department of the College of Human Environmental Sciences (HES), Agricultural Extension and HES Extension have been teaching and assisting Missouri citizens in this area for many years. MU has partnered with the Home Builders Associations of Missouri to host an annual Greening Midwest Communities Conference that is supported by a variety of associations and business organizations.
- **MU has a combined heat and power (CHP) electric generating plant** that is a leader in biomass co-fired production, a well advanced smart grid, and a comprehensive building

energy monitoring and control network. The development of this system was commenced more than 20 years ago. It yields a multi-million dollar annual savings compared to the electric supply costs prior to the system implementation.

- As discussed in the manufacturing initiative policy in the previous section, two industrial energy efficiency internships, the U.S. DOE Industrial Assessment Center (IAC) and the USEPA Pollution Prevention (P2) Program provide energy efficiency services to businesses and industries across the state.
- The University of Central Missouri houses the state Small Business and Technology Development Center (SBTDC) Program. The SBTDC provides assistance to operating and start-up companies in business and technology development. A number of energy efficiency related companies participate in this program.

These efforts at MU provide a foundation for an energy R&D center in Missouri that would give the state an independent entity that would engage in objective research, disseminate information, and provide education on energy efficiency technologies to business and policymakers. The Association for State Energy Research and Technology Transfer Institutions (ASERTTI) is a membership organization dedicated to increasing the effectiveness of research efforts that contribute to economic growth, environmental quality, and energy security. ASERTTI collaborates on research projects with state, federal, and private partners and also acts as a clearinghouse by sharing technical and operational information among its members and associates. ASERTTI members include federal research organizations, universities, state research organizations, and non-governmental organizations.

POLICY ANALYSIS—ENERGY SAVINGS, COSTS, AND BENEFITS

This section describes results from our policy analysis, including estimated total annual electricity, peak demand, and natural gas savings impacts from the efficiency policies and programs in 2025. More detailed results and assumptions are shown in Appendix A. The demand response impacts are covered in the next section and in Appendix B.

Energy Savings

Figures 24-27 show the energy savings estimates from all policies included in the analysis. We estimate that Missouri can achieve about 17% electricity savings, 25% peak demand reduction, and 13% natural gas savings compared to the reference case scenario by 2025. Savings are “total annual,” meaning they account for savings achieved in previous years and which continue to accrue over the life of the measures. See Appendix A for savings estimates in each year.

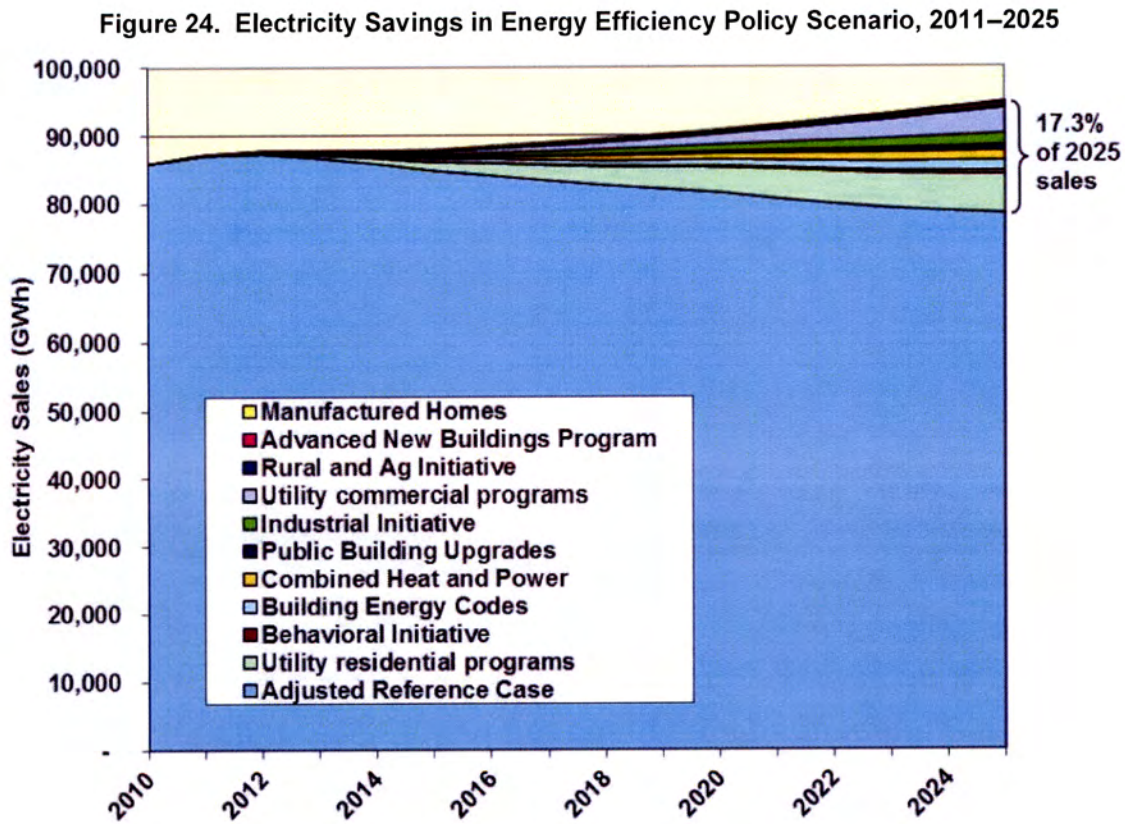


Figure 25. Share Electricity Savings by Policy in 2025
Total Savings = 16,397 GWh or 17.3% of Forecasted Use

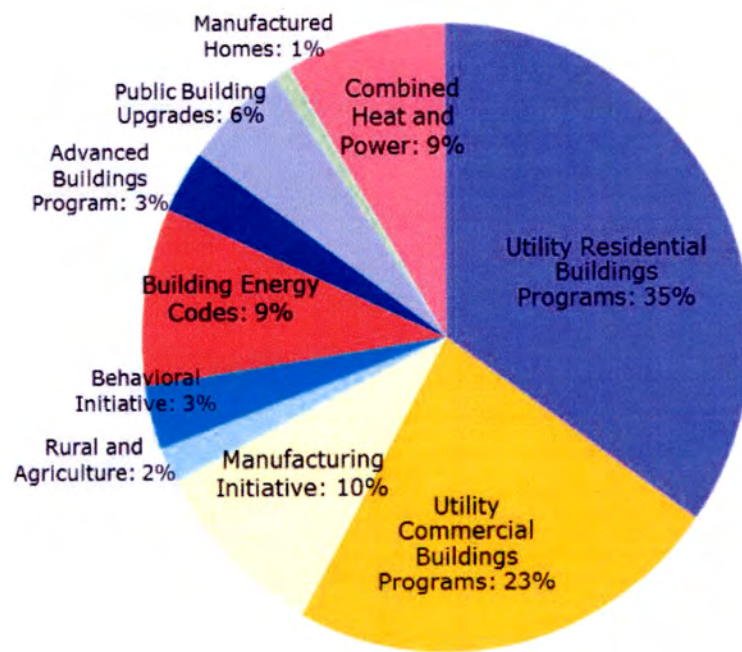


Figure 26. Peak Demand Savings in Energy Efficiency Policy Scenario, 2011–2025

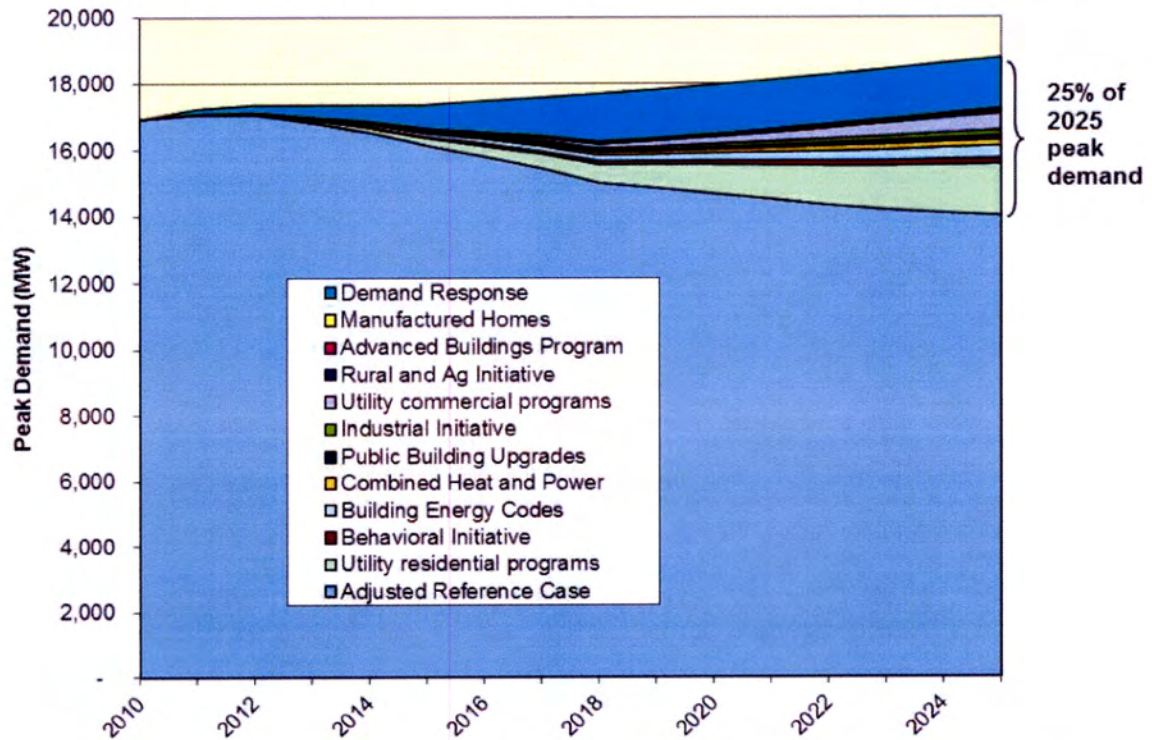
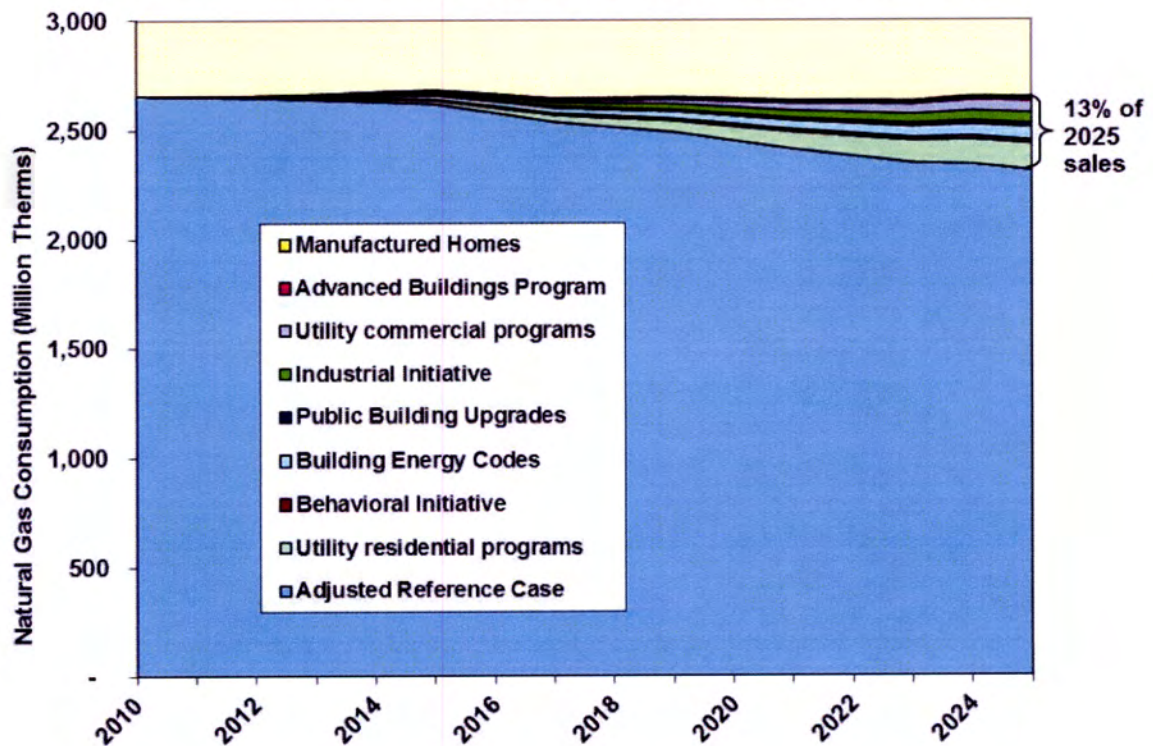


Figure 27. Natural Gas Savings in Energy Efficiency Policy Scenario, 2011–2025



Costs

Table 4 shows the estimated technology investments (in the form of both customer costs and program incentives) and administrative or marketing costs needed to implement the efficiency policies and programs in the policy analysis. The macroeconomic analysis uses these cost figures to estimate impacts of the efficiency scenario on the Missouri economy, including benefits to customers.

Table 4. Annual Energy Efficiency Costs in Policy Scenario

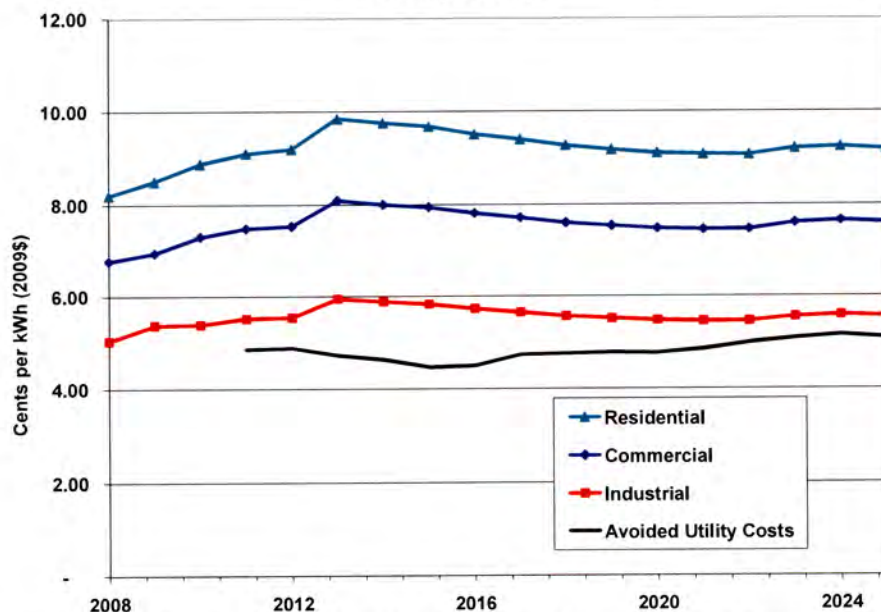
	2015			2025		
	Electricity	Natural Gas	Total	Electricity	Natural Gas	Total
Technology investments	\$264	\$75	\$338	\$431	\$91	\$522
Admin/marketing costs	\$50	\$12	\$62	\$73	\$28	\$101
Total	\$314	\$87	\$401	\$504	\$119	\$623

Note: Technology investments include both program incentives and customer contributions to energy efficiency measures.

Next we present a net present value (NPV) analysis of costs and benefits for the electricity policies to program administrators, participants, and to the total electricity system. The next few tables show results from the Program Administrators Cost test, the Participant Cost Test, and the Total Resource Cost Test (TRC). Readers should note that although the study time period ends in 2025, we estimate savings from the efficiency measures as they persist over the lifetime of each measure. Without accounting for these additional savings beyond the study time period would yield a more conservative estimate of benefits and therefore a lower benefit/cost ratio.

Energy efficiency programs are highly cost effective, and on average around the country cost about 2.5 cents/kWh-saved for utilities to administer programs (Friedrich et al. 2009). At an avoided utility cost of about 5 cents/kWh in Missouri (see Figure 28), efficiency programs generate roughly \$2 in benefits for every \$1 invested, as analyzed in the program administrator's cost test (see Table 5).

Figure 28. Projections of Retail Electricity Sales and Avoided Electricity Costs in Missouri (Real, 2009\$)



Note: Retail rates are based on data from EIA 2010b and regional projections in the Annual Energy Outlook (EIA 2011). Avoided utility costs are based on data from KEMA 2011, as reported by the Missouri PSC

Table 5. Program Administrator Cost Test for Electricity Policy Measures through 2025, 2009\$

	NPV Costs	NPV Benefits	Net Benefit	B/C Ratio
Proven Residential Programs	\$1,095	\$1,850	\$755	1.7
Proven Commercial Programs	\$728	\$1,106	\$378	1.5
Manufacturing Initiative	\$226	\$514	\$287	2.3
Behavioral Initiative	\$38	\$93	\$56	2.5
Manufactured Homes Initiative	\$28	\$44	\$15.6	1.6
Advanced New Buildings Program	\$135	\$208	\$73	1.5
Rural & Agricultural Initiative	\$57	\$115	\$58	2.0
Building Energy Codes	\$106	\$656	\$549	6.2
Combined Heat and Power	\$147	\$510	\$363	3.5
State and Local Public Facilities	\$31	\$244	\$213	7.8
	\$2,591	\$5,339	\$2,748	2.1

Note: Benefits are valued over the lifetime of the efficiency measure. Costs and benefits are discounted assuming a real discount rate of 5%

In Table 6 we present estimates for the participant cost test, which assumes the perspective of an individual participating in the programs by including the participant costs only and values benefits at retail electricity prices (see Figure 26). Results of the participant test show that for every dollar invested in energy efficiency, participants will save three dollars in lower energy bills.

Table 6. Participant Cost Test for Electricity Policy Measures through 2025, 2009\$

	NPV Costs	NPV Benefits	Net Benefit	B/C Ratio
Proven Residential Programs	\$1,110	\$4,276	\$3,166	3.9
Proven Commercial Programs	\$757	\$2,249	\$1,491	3.0
Manufacturing Initiative	\$226	\$575	\$349	2.5
Behavioral Initiative	n/a	n/a	n/a	n/a
Manufactured Homes Initiative	\$32	\$100	\$67	3.1
Advanced New Buildings Program	\$158	\$454	\$296.6	2.9
Rural & Agricultural Initiative	\$80	\$218	\$137	2.7
Building Energy Codes	\$304	\$1,242	\$937	4.1
Combined Heat and Power	\$485	\$723	\$238	1.5
State and Local Public Facilities	\$156	\$371	\$215	2.4
	\$3,309	\$10,207	\$6,897	3.1

Note: Benefits are valued over the lifetime of the efficiency measure. Costs and benefits are discounted assuming a real discount rate of 5%

The Total Resource Cost (TRC) test assumes a system wide perspective and considers total costs and values benefits at utility avoided costs (Table 7). Total resource benefits are \$1.4 dollars for every dollar invested, which assumes benefits as the utility avoided costs. Readers should note, however, that the assumed utility avoided costs are conservative for long-range estimates because they hold relatively flat (because they assume no major expansions in electricity generating capability) and do not account for any future carbon emissions cost.

Table 7. Total Resource Cost Test for Electricity Policy Measures through 2025, 2009\$

	NPV Costs	NPV Benefits	Net Benefit	B/C Ratio
Proven Residential Programs	\$1,373	\$1,850	\$477	1.3
Proven Commercial Programs	\$918	\$1,106	\$189	1.2
Manufacturing Initiative	\$234	\$514	\$279	2.2
Behavioral Initiative	\$38	\$93	\$56	2.5
Manufactured Homes Initiative	\$40	\$44	\$3.6	1.1
Advanced New Buildings Program	\$188	\$208	\$19	1.1
Rural & Agricultural Initiative	\$94	\$115	\$21	1.2
Building Energy Codes	\$309	\$656	\$346	2.1
Combined Heat and Power	\$489	\$510	\$21	1.0
State and Local Public Facilities	\$187	\$244	\$57	1.3
	\$3,871	\$5,339	\$1,469	1.4

Note: Benefits are valued over the lifetime of the efficiency measure. Costs and benefits are discounted assuming a real discount rate of 5%

ASSESSMENT OF DEMAND RESPONSE POTENTIAL

This section, prepared by Navigant Consulting, defines Demand Response (DR), assesses current DR activities in Missouri, identifies policies in the state that impact DR, uses benchmark information to assess DR potential in Missouri, and identifies barriers in the state that might keep DR contributing appropriately to the resource mix that can be used to meet electricity needs. The analysis concludes with identification of policy recommendations regarding DR. Readers should note that multiple "scenarios" of demand response potential are assessed, however the medium scenario is recommended as a reasonably conservative scenario of demand response potential and therefore is the one scenario incorporated into the overall estimates of energy efficiency and demand response potential in the policy analysis.

Defining Demand Response

DR focuses on shifting energy from peak periods to off-peak periods and clipping peak demands on days with the highest demands. Within the set of demand-side options, DR focuses on clipping peak demands that may allow for the deferral of new capacity additions and enhance operating reserves to mitigate system emergencies. Energy efficiency focuses on reducing overall energy consumption with attendant permanent reductions in peak demand growth. Taken together, these two demand-side options can provide opportunities to more efficiently manage growth, provide customers with increased options to manage energy costs and develop least cost resource plans.

DR resources are usually grouped into two types of "load-shedding" activities (activities which reduce the energy load of the utility): 1) load-curtailement activities where utilities can "call" for load reductions (most often resulting from an exchange of payment, as opposed to an unpaid forced curtailment); and 2) price-based incentives which use time-differentiated and/or dispatchable rates to shift load away from peak demand periods and reduce overall peak-period consumption. Interest in both types of DR activities has increased across the country as fuel input prices have increased, environmental compliance costs have become more uncertain, and the substantial investment in overall electric infrastructure needed to support new generation resources.

The summary of DR potential presented on Table 1 focuses on load-curtailement and backup generation and does not include savings resulting from price-based incentives. Residential load-curtailement typically involves Direct Load Control (DLC) of air conditioners—although this can also cover other appliances—as well as temperature offsets, which increase thermostat settings for a certain period of time. Commercial and industrial applications of DR focus on load control of space

conditioning equipment, however this depends on customer size: self-activated load reductions are usually more prudent for larger customers. Backup generation for commercial and industrial applications involves generators with start-up equipment that allows them to come online with short notice from utilities, relieving the additional demand on the system during peak hours.

Rationale for Investigating Demand Response

DR alternatives can be implemented to help ensure that a utility continues to provide reliable electric service at the least cost to its customers. Specific drivers often cited for DR include the following:

- **Ensure reliability**—DR provides load reductions on the customer side of the meter that can help alleviate system emergencies and help create a robust resource portfolio of both demand-side and supply-side resources that meet reliability objectives. During peak periods targeted demand reductions, which call on just part of the system, may be made.
- **Reduce supply costs**—DR may be less expensive per megawatt than other resource alternatives and may defer transmission investments.
- **Manage operational and economic risk through portfolio diversification**—DR capability is a resource that can diversify peaking capabilities. This creates an alternative means of meeting peak demand and reduces the risk that utilities will suffer financially due to transmission constraints, fuel supply disruptions, or increases in fuel costs.
- **Provide customers with greater control over electric bills**—DR programs would allow customers to save on their electric bills by shifting their consumption away from higher cost hours and/or responding to DR events.

Address legislative/regulatory interest in DR—The Missouri Energy Efficiency Investment Act (MEEIA), Senate Bill 376, declares that the policy of Missouri is to value demand-side investments equal to traditional investments in supply and delivery infrastructure. The Commission is investigating how to achieve its new responsibilities under the MEEIA, within the background of Federal Energy Regulatory Commission (FERC) policies that eliminate barriers to DR and that direct the Midwest Independent Transmission System Operator (MISO) and the Southwest Power Pool (SPP) to accommodate state policy regarding retail customer demand-side activity.

Demand Response in Missouri—Background

A sound strategy for development of DR resources requires an understanding of Missouri's demand and resource supply situation, including projected system demand, peak-day load shapes, and existing and planned generation resources and costs.

Missouri utilities serve a population of almost 6 million, and generate over 91 million megawatt-hours of electricity (EIA 2010b). Missouri had a system peak load forecast of 17,739 MW in 2009 (KEMA 2011). Electricity demand has grown an average of 3% per year over the period 1990 to 2008, fluctuating moderately (EIA 2010b).

Coal-fired plants in Missouri supplied about 81% of State electricity generation in 2008 (EIA 2009). Missouri has been and likely will continue to be an importer of energy: Missouri imported more than 99 percent of the coal its power plants burned in 2008—mainly from Wyoming (UCS 2011).

Role of Demand Response in Missouri's Resource Portfolio

The DR capabilities deployed by Missouri utilities can become part of a long-term resource strategy that also includes resources such as traditional generation resources, power purchase agreements, options for fuel and capacity, and energy efficiency and load management programs. Objectives include meeting future loads at lower cost, diversifying the portfolio to reduce operational and regulatory risk, and allowing Missouri customers to better manage their electricity costs.

The 2005 Energy Policy Act provisions for Demand Response and Smart Metering has led to a number of states and utilities piloting and implementing a Smart Grid, or sometimes referred to as Advanced Metering Infrastructure (AMI). Smart Grid is a transformed electricity transmission and distribution network or "grid" that can use robust two-way communications, advanced sensors, and distributed computers to improve the efficiency, reliability and safety of power delivery and use. For energy delivery, the Smart Grid has the ability to sense when a part of its system is overloaded and reroute power to reduce that overload and prevent a potential outage situation. Principal benefits of Smart Grid technologies for DR include increased participation rates and lower costs.

The growth of renewable energy supply (and plans for increased growth) can also increase the importance of DR in the portfolio mix. For example, sudden renewable energy supply reductions (e.g., from an abrupt loss in wind) may be mitigated quickly with DR.

Assessment of Demand Response Potential in Missouri

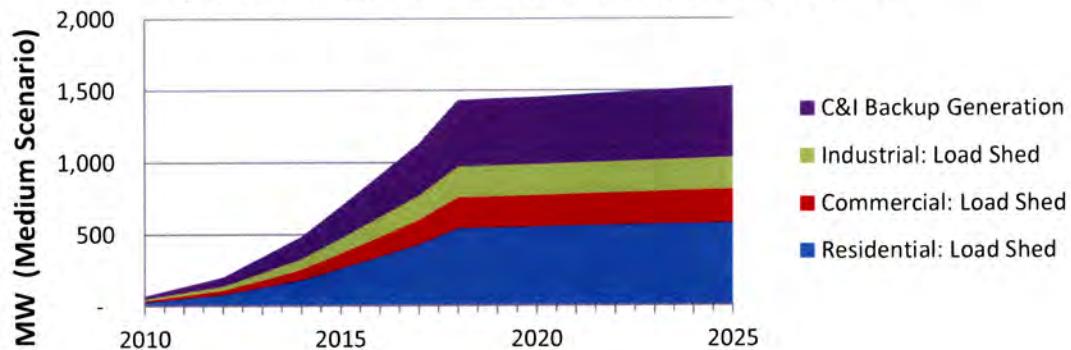
Table 8 shows the resulting load shed reductions (reductions of the electric load) possible (using results of this study from the recommended "medium" scenario) for Missouri, by sector, for years 2015, 2020, and 2025. Load impacts grow rapidly through 2018 as program implementation takes hold. After 2018, the program impacts increase at the same rate as the forecasted growth in peak demand.

The recommended and conservative results show a reduction in peak demand of 699MW is possible by 2015 (4.0% of peak demand); 1,458 MW is possible by 2020 (8.1% of peak demand); and 1,530 MW is possible by 2025 (8.1% of peak demand).

Table 8. Summary of Potential DR in Missouri, By Sector, for Years 2015, 2020, and 2025^a

	Medium Scenario *Recommended Policy Scenario		
	2015	2020	2025
Load Sheds (MW)			
Residential	262	553	580
Commercial	106	220	234
Industrial	106	216	222
C&I Backup Generation (MW)	225	469	494
Total DR Potential (MW)	699	1,458	1,530
DR Potential as % of Total Peak Demand	4.0%	8.1%	8.1%
a. See section on "Assessment of DR Potential in Missouri" in Appendix B for underlying data and assumptions.			

Figure 27 shows the resulting load shed reductions possible for Missouri, by sector, from year 2010, when load reductions are expected to begin, through year 2025.

Figure 27. Potential DR Load Reduction in Missouri by Sector

These estimates reflect the level of effort put forth and utilities are recommended to set targets for the high scenarios. These estimates are based on assumptions regarding growth rates, participation rates, and program design. These factors are discussed further in this appendix. In developing these DR potential estimates, the integration of DR with select energy efficiency activities was considered to help ensure that load impacts were not double counted. The estimated load reduction per program participant is conservatively estimated to account for increased energy efficiency in the future.

Policy Options

This assessment indicates that the system peak demand can be reduced by approximately 8.1% or 1,458MW in 2020 in the medium case. Key recommendations for increasing load reductions from DR programs include:

- Research should continue (as initiated by the Commission) to determine if any Missouri statute, law, or regulation are prohibiting or restricting electric utility customers from participating directly or indirectly through Aggregator of Retail Customers (ARCs) in DR bidding programs and other issues concerning implementation of DR.
- Appropriate financial incentives need to be offered for programs administered directly by the utilities or for outsourcing DR efforts to aggregators. Research should also be conducted to determine the optimal relationship between Missouri customers, utilities and ARCS in regards to DR participation.
- Missouri has some history of time-differentiated rates. Pricing should form the cornerstone of an efficient electric market. Daily Time of Use (TOU) pricing and day-ahead hourly pricing will increase overall market efficiency by causing shifts in energy use from on-peak to off-peak hours every day of the year. However, this does not diminish the need to have dispatchable DR programs that can address those few days that represent extreme events where the highest demands occur. These events are best addressed by dispatchable DR programs.
- DR programs need to be integrated with the delivery of EE programs for greatest impact and efficiencies. Gains in delivery efficiency are possible by combining and cross-marketing EE and DR programs. These can include new building codes and standards that include not only energy efficiency construction and equipment, but also the installation of addressable and dispatchable equipment. This can include addressable thermostats in new residences and the installation of addressable energy management systems in commercial and industrial buildings that can reduce loads in select end-uses across the building/facility. In addition, energy audits of residential or commercial facilities can also include an assessment of whether that facility is a good candidate for participation in a DR program through the identification of dispatchable loads. Furthermore, building commissioning and retro-commissioning EE programs that are becoming popular in many commercial and industrial

sector programs have the energy management system as a core component of program delivery. At this time, the application of automated Demand Response (auto-DR) (customers with automated load control systems) can be assessed and marketed to the customer along with the EE savings from these site-commissioning programs.

- Key programs that should be offered by Missouri energy providers which can be designed within a 12-month period include:
 - Residential and small business AC direct load control using switches or thermostats (or giving customers their choice of technology).
 - Auto-DR programs providing direct load curtailment for larger commercial and industrial customers.
 - "Call-able" interruptible programs with manual response to an event notification for larger commercial and industrial customers where auto-DR approaches are not acceptable to the customer or technically not feasible.
 - Aggressive enrollment of back-up generators in DR programs.
- Load reduction programs typically have less need for pilot programs as the reductions are defined by the equipment and processes outlined by the program for each participant. Time differentiated pricing is a cornerstone of efficient electric markets and the design of these programs may need more pilot testing as the customer response to pricing is voluntary and not set (as often) by program design.
- Plan for at-scale programs through the rollout period. Pilot programs can be important in determining the appropriate design of cost-effective DR programs. However, there are established DR programs and technologies. Even with the unique circumstances in Missouri, these programs can be designed for deployment at scale. However, this approach recognizes that the first year of program deployment and possibly the second year should be designed to test key design components as part of a program shakeout. The third year of a program that should represent an efficient design and an at-scale program. DSM programs are designed to be flexible and undergo year-to-year changes due to market, customer and technology factors. This will always be the case and the benefits of discrete pilot program can limit overall program participation for a number of years resulting in "lost DR MWs." The politics of DSM and diverse positions of parties can result in a compromise in the implementation of programs leading to a two to three-year pilot program. This can delay the delivery of DR at scale resulting in higher overall costs. The over-use of pilots that do not acknowledge the ability of a program roll-out to have at-scale deliver as its goal in year three, but to also have tests of design components and decision nodes built into the first two years of program rollout can result in "death by piloting" for attainable DR MWs. Also, a decision to run a pilot program must be based on the assumption that the program will not have enough flexibility in design and on-going decision nodes during the first two years to allow for the ramp up into full scale efficient deployment in year three.
- Customer education should also be included in DR efforts in Missouri. There is some perceived lack of customer awareness of programs and incentives where programs do exist. In addition, new programs will need marketing efforts as well as technical assistance to help customers identify where load reductions can be obtained and the technologies/actions needed to achieve these load reductions. Also, high-level education on the volatility of electricity markets helps customers understand why utilities and other entities are promoting DR and the customers' role in increasing demand response to help match up with supply-side resources to achieve lower cost resource solutions when markets become tight.

COMBINED MACROECONOMIC AND EMISSIONS IMPACTS FROM ELECTRICITY AND NATURAL GAS EFFICIENCY

Up to this point in the analysis we have examined the potential costs and benefits of implementing policies that might stimulate greater levels of energy efficiency in Missouri. The evidence suggests that smart policies and programs can drive more productive investments in energy efficiency technologies, and they can do so in ways that reduce the state's total energy expenditures. But the question remains, what does this mean for the state economy? Do the higher gains in energy productivity—that is, do the increased levels of efficiency investment with their concomitant reduction in the need for conventional energy resources—also create a net economic boost for Missouri? Or, does the diversion of revenues away from energy-related industries negatively impact the economy? In this chapter, we explore those issues and we present the analytical results of an economic model used to evaluate the impact of efficiency investments on jobs, income, and the overall size of the economy.

A meta-review of 48 energy policy studies done within the United States suggests that if investments in more efficient technologies are cost-effective, the impacts on the economy should be small but net positive (Laitner and McKinney 2008). As shown elsewhere in the report, from a total resource cost perspective, the benefits (i.e., the energy bill savings) outweigh both the policy costs and investments by about 1.5. In other words, the energy efficiency policy recommendations highlighted in the policy scenario result in a substantial savings for households and businesses compared to the costs of implementing the policies. As we also discuss below, this consumer energy bill savings can drive a significant increase in the number of net new jobs within Missouri.⁵⁰ In fact, continued investments in energy efficiency resources would maintain the energy resource benefits for many years into the future, well beyond the period of analysis examined in this report.⁵¹ The state therefore has the opportunity to transition its economy to a more sustainable pattern of energy production and consumption in ways that benefit consumers and businesses.

The results in Table 9 below detail the benefits that will accrue to the state of Missouri when policies encourage a more efficient use of energy resources. Further discussion in this section will provide an overview of the input-output model and more detailed background information for the state of Missouri.

Table 9. Economic Impact of Energy Efficiency Investments in Missouri

Macroeconomic Impacts	2012	2015	2020	2025
Net Jobs (Actual)	1,096	4,139	7,608	9,492
Wages (Million \$2009)	\$43	\$153	\$257	\$265

Methodology

This macroeconomic evaluation consists of three steps. First, we calibrate ACEEE's economic assessment model called DEEPER (or the Dynamic Energy Efficiency Policy Evaluation Routine) to reflect the economic profile of the Missouri economy (IMPLAN 2011). This evaluation is done for the period 2009 (the base year of the model) through 2025 (the last year of this particular analysis). In this respect, we incorporate the anticipated investment and spending patterns that are suggested by the standard forecast modeling assumptions. These patterns range from typical spending by

⁵⁰ As we use the term here, the word "consumer" refers to any one who buys and uses energy. Thus, we include both households and businesses as among the consumers who benefit from greater investments in energy efficiency.

⁵¹ As we note elsewhere, the policy analysis ends in the year 2025. Yet, many of the investments we describe have a technology of perhaps 15 years. This means that investments made in 2025 would continue to pay for themselves through perhaps the year 2040 and beyond; and none of those ongoing energy savings is reflected in the analysis described in this chapter.

businesses and households in the analytical period to the anticipated construction of new electric power plants and other energy-related spending that might also be highlighted in the forecast. Second, we transform the set of key efficiency scenario results from the policy analysis into the direct inputs which are needed for the economic model. The resulting inputs include such parameters as:

- The level of annual policy and/or program spending that drives the key policy scenario investments;
- The capital and operating costs associated with more energy efficiency technologies;
- The energy bill savings that result from the various energy efficiency policies described in the main body of the report; and
- Finally, a set of calibration or diagnostic model runs to check both the logic and the internal consistency of the modeling results.

So that we can more fully characterize the analysis that was completed for this report, we next provide a simplified working example of how the modeling is done. We first describe the financial assumptions that underpin the analysis. We then highlight the analytical technique by showing the kinds of calculations that are used and then summarize the overall results in terms of net job impacts. Following this example, we then review the net impacts of the various policies as evaluated in our DEEPER model.

Illustrating the Methodology: Missouri Jobs from Efficiency Gains

To illustrate how a job impact analysis might be done, we will use the simplified example of installing one hundred million dollars of efficiency improvements within large office buildings throughout Missouri. Office buildings—traditionally large users of energy due to heating and air-conditioning loads, significant use of lighting and electronic office equipment, and the large numbers of persons employed and served—provide substantial opportunities for energy-saving investments. The results of this example are summarized in Table 10.

Table 10. Illustrative Example: Jobs Impacts from Commercial Building Efficiency Improvements

Expenditure Category	Amount (Million \$)	Employment Coefficient	Job Impact
Installing Efficiency Improvements in Year One	\$100	11.1	1,110
Diverting Expenditures to Fund Efficiency Improvements	-\$100	10.3	(1,030)
Energy Bill Savings in Years One through 15	\$200	10.3	2,060
Lower Utility Revenues in Years One through 15	-\$200	3.5	(700)
Net 15-Year Change	\$0.0		1,440
Note: The employment multipliers are adapted from the appropriate sector multipliers within the Missouri version of the DEEPER model. The benefit-cost ratio is assumed to be 2.0. The column marked "job impact" is the result of multiplying the row change in expenditure by the row multiplier. The sum of these products yields a working estimate of total net job-years over the 15-year time horizon. To find the average annual net jobs in this simplified analysis we would divide the total job-years by 15 years which, of course, gives us an estimated net gain of 96 jobs per year for each of the 15 years.			

The assumption used in this example is that the investment has a positive benefit-cost ratio of 2.0. In other words, the assumption is that for every dollar of cost used to increase a building's overall energy efficiency, the upgrades might be expected to return a total of two dollars in reduced electricity and natural gas costs over the useful life of the technologies. This ratio is similar to those cited

elsewhere in this report. At the same time, if we anticipate that the efficiency changes will have an expected life of roughly 15 years, then we can establish a 15-year period of analysis. In this illustration, we further assume that the efficiency upgrades take place in the first year of the analysis, while the electricity bill savings occur in years 1 through 15.

The analysis assumes that we are interested in the net effect of employment and other economic changes. This means we must first examine all changes in household and business expenditures—both positive and negative—that result from a movement toward greater levels of energy efficiency. Although more detailed and complicated within the DEEPER model, for this heuristic exercise we then multiply each change in expenditures by the appropriate sector employment coefficient as they are adapted from the IMPLAN (2011) data. The sum of these products will then yield the net result for which we are looking.

In our example above, there are four separate changes in expenditures, each with their separate impact. As Table 10 indicates, the net impact of the scenario suggests a cumulative gain of 1,440 jobs in each of the 15-year period of analysis. This translates into an average net increase of 96 jobs each year for 15 years. In other words, the \$100 million efficiency investment made in Missouri's office buildings is projected to sustain an average of 96 jobs each year over a 15-year period compared to a "business-as-usual" scenario.

The economic assessment of the alternative energy scenarios was carried out in a very similar manner as the example described above. That is, the changes in energy expenditures brought about by investments in energy efficiency and renewable technologies were matched with their appropriate employment multipliers. There are several modifications to this technique, however.

First, it was assumed that only 71% of the energy bill savings are spent within Missouri. We base this ratio on the consumer spending patterns reflected in the IMPLAN (2011) dataset as it describes local purchase patterns that typically now occur in the state. We also anticipate that 90% of the efficiency installations are likely (or could be) carried out by local contractors and dealers. At the same time, the scenario also assumes Missouri provides only 20% of the manufactured products consumed within the state. But again, a concerted effort to build manufacturing capacity for the set of clean energy technologies would increase the benefits from developing a broader in-state clean energy manufacturing capability.

Second, an adjustment in the employment impacts was made to account for assumed future changes in labor productivity. As outlined in the Bureau of Labor Statistics Outlook 2008–2018, productivity rates are expected to vary widely among sectors (BLS 2010). For instance, drawing from the BLS data we would expect that electric utilities might increase labor productivity by 2.8% annually while the economy as a whole might increase productivity by 1.9% per year. This means, for example, that we might expect that one million dollar expenditure for utility services in the year 2025 would support only 64% of the jobs that the same expenditure would have supported in 2009 (the base year of the model), while other sectors of the economy would support only 72% of the jobs as in 2009.

Third, for purposes of estimating energy bill savings, it was assumed that retail electricity prices in Missouri would follow the same growth rate as that described in the reference case section. Fourth, it was assumed that the efficiency investments' upgrades are financed by bank loans that carry an average 6% interest rate over a five-year period. To limit the scope of the analysis, however, no parameters were established to account for any changes in interest rates as less capital-intensive technologies (i.e., efficiency investments) are substituted for conventional supply strategies, or in labor participation rates—all of which might affect overall spending patterns. Fortunately, however, it is unlikely that these sensitivities would greatly impact the overall outcome of this analysis.

While the higher cost premiums associated with the energy efficiency investments might be expected to drive up the level of borrowing (in the short term), and therefore interest rates, this upward pressure would be offset to some degree by the investment avoided in new power plant capacity, exploratory well drilling, and new pipelines. Similarly, while an increase in demand for labor would

tend to increase the overall level of wages (and thus lessen economic activity), the job benefits are small compared to the current level of unemployment or underemployment in the state. Hence the effect would be negligible.

Fifth, as described in the previous sections for the energy efficiency policies it was assumed that a program and marketing expenditure would be required to promote market penetration of the efficiency improvements. Since these vary significantly by policy bundle we do not summarize them here but payment for these policy and program expenditures were treated as if new taxes were levied on the state commensurate with the level of energy demands within the state. Hence, the positive program spending impacts are offset by reduced revenues elsewhere in the economy.

Sixth, it should be noted that the full effects of the efficiency investments are not accounted for since the savings beyond 2025 are not incorporated in the analysis. Nor does the analysis include other benefits and costs that can stem from the efficiency investments. Non-energy benefits can include increased worker productivity, comfort and safety, and water savings, while non-energy costs can include aesthetic issues associated with compact fluorescent lamps and increased maintenance costs due to a lack of familiarity with new energy efficiency equipment (EPA 2007). Productivity benefits, for example, can be substantial, especially in the industrial sector. Industrial investments that increase energy efficiency often result in achieving other economic goals such as improved product quality, lower capital and operating costs, increased employee productivity, or capturing specialized product markets (see, for example, Worrell et al. 2003).

To the extent these “co-benefits” exceed any non-energy costs, the economic impacts of an energy efficiency initiative in Missouri would be more favorable than those reported here. Finally, although we show in Table 9 above just how the calculations would look from an employment perspective, we do not show the same kind of data or assumptions for income. Nonetheless, the approach is very similar to that described for net job impacts. And while we do not explore potential the net gains in gross regional productive in this analysis, preliminary working calculations suggest an essentially unchanged size to the overall state economy. In effect, the composition of the economy may shift in favor of more labor intensive sectors while the scale of the economy remains at projected levels.

Impacts of Recommended Energy Efficiency Policies

For each year in the analytical period, the given change in a sector spending pattern (relative to the reference scenario) was matched to the appropriate sector impact coefficients. Two points are worth special note: first, it was important to match the right change in spending to the right sector of the Missouri economy; and second, these coefficients change over time. For example, as previously suggested, labor productivity changes mean that there may be fewer jobs supported by a one million dollar expenditure today compared to that same level of spending in 2025. Both the negative and positive impacts were summed to generate the estimated net results shown in the series of tables that follow. Presented here are two basic sets of macroeconomic impacts for the benchmark years of 2012, 2015, 2020, and 2025. These include the financial flows that result from the policies described in the previous chapters. They also include the net jobs and income that result from the changed investment and spending patterns.

Table 11 presents the changes in consumer expenditures that result from these policies. While the first row in the table presents the full cost of the energy efficiency policies, programs and investments, the utility customers will likely borrow all or at least a portion of the money to pay for these investments, repaying the debt over the course of the study period. Thus, “annual consumer outlays,” estimated at \$35 million in 2012, rise to \$700 million in 2025. These outlays include actual “out-of-pocket” spending for programs and investments, along with money borrowed to underwrite the larger technology investments. The annual energy bill savings reported here is a function of reduced energy purchases.

As we further highlight in Table 11, the annual energy bill savings in 2015 show a net gain of \$152 million, reflecting the large investments required to get programs and infrastructure in place before savings accrue significantly. However, as more investments are directed toward policies and programs and the purchase of more energy efficient technologies, the investments are paid back in lower energy bills and the net cumulative savings quickly build up, reaching just over one billion net annual savings in 2025. Cumulative net energy bill savings reach over \$6.1 billion for consumers in Missouri by 2025.

Table 11. Financial Impacts from the Energy Efficiency Policy Scenario (Million 2009\$)

(Million 2009\$)	2015	2020	2025
Annual Consumer Outlays	\$154	\$373	\$609
Annual Energy-Bill Savings	\$307	\$882	\$1,623
Annual Net Consumer Savings	\$152	\$509	\$1,013
Cumulative Net Energy-Bill Savings	\$273	\$2,034	\$6,145

- 'Annual' refers to the total that is reported in the benchmark year while 'Cumulative' is the total from previous years beginning in 2011 through the benchmark year.
- Annual consumer outlays include administrative costs to run programs, incentives provided to consumers, investments in efficiency devices and interest paid on loans needed to underwrite the needed efficiency investments.
- Annual energy bill savings is the reduced expenditures for energy services that benefit both households and businesses within a given year. The net savings is the difference between savings and total consumer outlays.

Now that we have estimates of how financial flows are distributed across the end-use sectors, we can assess the impacts on the state economy using the DEEPER model. The model evaluates impact on jobs and wages sector by sector, and evaluates their contribution to Missouri's Gross State Product, which is a sum of the net gain in value-added contributions provided by the energy productivity gains throughout all sectors of the state economy. As with the previous table on financial impacts, for reader convenience, Table 12 repeats the net economic impacts.

Table 12. Economic Impact of Energy Efficiency Investments in Missouri

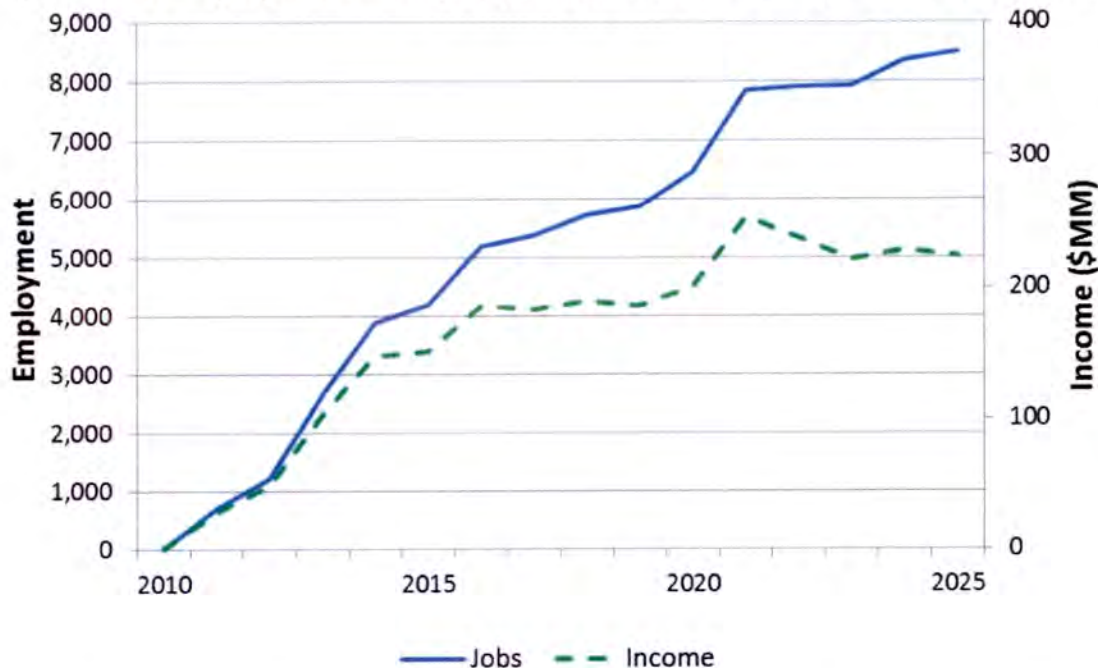
Macroeconomic Impacts	2015	2020	2025
Net Jobs (Actual)	4,199	6,455	8,512
Wages (Million 2009\$)	\$151	\$200	\$224

Given both the financial flows and the modeling framework, the analysis suggests a net contribution to the state's employment base as measured by full-time jobs equivalent. By the year 2015 we see a net increase of over 4,000 jobs, which increases to a significantly larger total of 8,500 jobs by 2025.

In Missouri, the electric power and the natural gas service sectors directly and indirectly employ about 3.5 jobs for every \$1 million of spending. But, all other sectors, including those vital to energy efficiency improvements like manufacturing and construction, utilize 10.3 jobs per \$1 million of spending. Once job gains and losses are netted out in each year, the analysis suggests that, by diverting expenditures away from non-labor intensive energy sectors, the cost-effective energy policies can positively impact the larger Missouri economy—even in the early years, but especially in the later years of the analysis as the energy savings continue to mount.

To highlight the results of this analysis in a little more detail, Figure 28 provides year-by-year impacts of the energy efficiency policies on net jobs in Missouri and the anticipated net gain to the state's wage and salary compensation (with the latter measured in millions of 2009 dollars).

Figure 28. Net Employment and Wage Impacts for Missouri in Policy Scenario (2011–2025)



The results of the policy analysis suggest that an early program incentive that drives a higher level of efficiency investments can actually increase the robustness Missouri employment and income, creating about 4,000 *net* new jobs in 2015, and rising to about 8,500 net new jobs in 2025. This is roughly equivalent to the employment that would be directly and indirectly supported by the construction and operation of 48 small manufacturing plants within Missouri. As indicated by Figure 28, these investments also increase wages in Missouri. It is worth noting that a more complete analysis of the *non-energy* or *productivity* benefits of energy efficiency investments would likely increase the overall Gross State Product (GSP) impacts. There is growing literature that documents several categories of “non-energy” financial benefits in addition to the anticipated energy bill savings (Laitner 2009). These additional savings include reduced operating and maintenance costs, improved process controls, increased amenities or other conveniences, and direct and indirect economic benefits from downsizing or elimination of other equipment (Worrell et al. 2003). The non-energy or productivity benefits can amplify energy bill savings by an additional 20 to 40 percent or more.

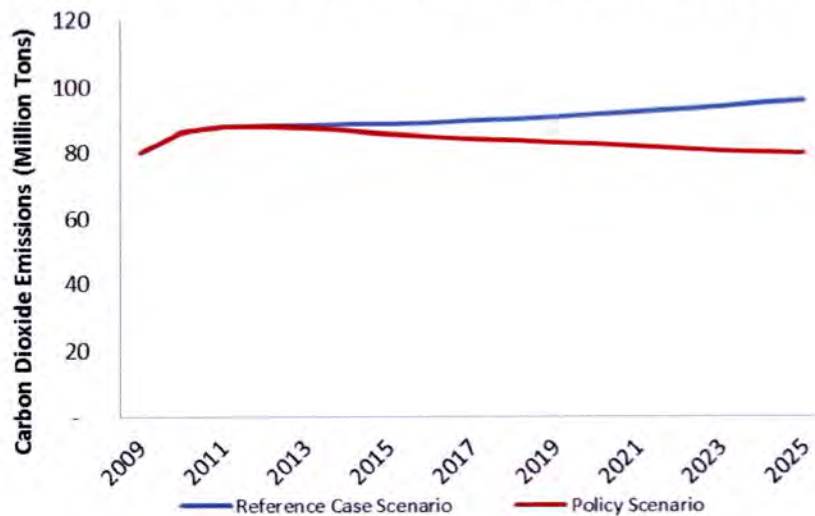
In short, the more efficient use of energy resources provides a cost-effective redirection of spending away from less labor-intensive sectors into those sectors that provide a greater number of jobs throughout Missouri. Similarly, cost-effective energy productivity gains also redirect spending away from sectors that provide a smaller rate of value-added into those sectors with slightly higher levels of value-added returns per dollar of revenue. The extent to which these benefits are realized will depend on the willingness of business and policy leaders to implement the recommendations that are at the heart of this report and found earlier in this assessment. Indeed, to the extent that business and policy leaders go beyond the recommendations described here, the evidence further suggests an even greater net positive impact on the Missouri economy.⁵²

⁵² As a further thought experiment, we ran the DEEPER model to test the potential impact of both greater in-state spending that might result from the set of policies characterized in this analysis, and from the inclusion of non-energy benefits that are likely to follow from this policy scenario. Following previous ACEEE analysis, we conservatively assumed a set of non-energy

Emissions Impacts

Reducing the demand for electricity through efficiency resources reduces the need to generate electricity, which in turn lowers the air emissions that are a by-product of generation. Thus, energy efficiency also represents a cost-effective strategy to reduce emissions. The electricity policies we present in the policy scenario would reduce annual carbon dioxide (CO₂) emissions by about 16 million tons in 2025. This is equivalent to about a 17% reduction in electric power sector emissions in Missouri, back down to 2009 emissions levels (see Figure 29). Through 2025, energy efficiency can reduce CO₂ emissions cumulatively by almost 105 million tons.

Figure 29. Carbon Dioxide Emissions Reductions from Policy Scenario*



Note: Savings are from the electricity policies only. This assumes a marginal (non-baseload) carbon dioxide emissions factor of 1,946 lbs/MWh per EPA's eGrid database (EPA 2010).

CONCLUSIONS

Over the last several years, Missouri has demonstrated a growing commitment to energy efficiency as a means to attain energy, economic, environmental, and sustainability goals. Recent developments, however, have suggested that the state is struggling to make major strides to significantly advance energy efficiency. Missouri stands to gain much more from broadening its policies and programs that encourage efficiency. Several recent studies have demonstrated that there is a large amount of cost-effective, untapped efficiency that the state could take advantage of over the next 15 years to save energy and save money. This report complements those recent studies by laying out a series of concrete, long-term state policy and program strategies that have the potential to meet 17% of the state's electricity needs and create about 8,500 new jobs. A comprehensive set of state and local policy strategies, along with a collective commitment by policymakers, businesses and individuals, can enable Missouri to reap this potential efficiency resource while returning numerous benefits to Missouri's economy and environment.

benefits that might be about 20% of the energy bill savings for the buildings sector and 40% for industrial sectors throughout the economy. With that change the net employment impacts rose from 8,500 jobs in the year 2025 to 11,000 jobs in that same year. Moreover, GSP was boosted to a small net positive gain that averaged 0.06% over the study timeline.

Energy Efficiency as a Resource

The energy efficiency policies assessed in this report have the potential to meet 17% of the state's electricity needs in 2025, reduce peak demand by 25%, and meet about 13% of natural gas use. While the state does not have significant plans to expand electricity generation capacity over the next 10 years, the state's population is growing and the state will have to modernize its energy resources. Therefore it is extremely timely to invest in a robust energy efficiency strategy to forestall the need to build expensive new electricity generation. Reduced demand will facilitate modernization of the state's electric generation resources by enabling the retirement of older plants. This report has presented a policy scenario which provides numerous avenues for the state to develop a robust efficiency strategy.

Economic Benefits

Not only will an energy efficiency strategy enable the state to modernize its energy system, it will also generate a significant economic return to customers in the form of lower energy bills and job creation. We estimate that energy efficiency policies return \$3 in energy savings to participants for every \$1 invested in programs. And all customers will benefit from a more modern and reliable energy system that is less vulnerable to changes in electricity supply.

Our macroeconomic analysis estimates that consumers will save \$6.1 billion cumulatively through 2025 in lower energy bills, compared to a reference case scenario, if the state follows a path laid out in this report. In 2025, annual savings alone reach about \$1 billion, which is equivalent to an 8% reduction in current energy bills. And consumers will continue to reap those benefits in years that follow because efficiency creates lasting resource. We have also estimated the significant job creation that Missouri could see with a robust efficiency scenario—up to 8,500 net, new jobs in 2025. In a time of tight state fiscal budgets and high unemployment, energy efficiency offers a financially responsible strategy for the state that boosts job creation.

Policy Solutions

Energy efficiency is a win-win strategy for Missouri's energy and economic future. But numerous barriers have prevented consumers and businesses from taking advantage of the efficiency resource. The ten policies and programs presented in this report aim to break down those barriers and open up the efficiency resource to Missouri residents and businesses. The state faces several challenges in addressing these barriers, as they involve multiple stakeholder perspectives and represent a complicated array of regulations and policies that span different levels of government.

At the utility regulatory level, recent action by the Public Service Commission to enable cost-effective energy efficiency has signaled an interest in pursuing energy efficiency as a resource; however subsequent indications from the major utilities in the state have shown that the utilities' interest in pursuing efficiency is not aligned with their business model. More work will need to be done to address these issues if the state strives to rely on energy efficiency as a long-term, energy resource.

State and local governments will also need to work together to achieve energy efficiency as a long-term resource. Building energy codes, for example, are gaining traction in some local governments, and have vast opportunity to improve energy efficiency across the state. Information sharing among state and local governments on best practices will be critical to success.

To address these numerous challenges, the policies in the study encompass a concerted and broad effort designed to engage multiple stakeholders and to realize the benefit of energy efficiency. Missouri has already shown the desire to embrace energy efficiency and recent developments have reinforced its position. But meeting this goal will require a concerted effort from all parties: the utility commission, state agencies, the State Legislature, utilities, businesses, and residents. If all parties can find and implement a path forward, the state, its businesses, and its consumers will reap the benefits for decades to come.

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APPENDIX A. POLICY ANALYSIS METHODOLOGY

In this appendix we present year-by-year estimates of energy savings and provide key assumptions for each of the program and policy measures included in the policy analysis.

Utility Energy Efficiency Targets and Regulatory Policies

- Multi-year utility efficiency program targets are established that require increasing levels of energy savings from energy efficiency programs and other policy efforts. We assume the following 5-year ramp-up schedule for incremental annual savings from investor-owned utility programs: 0.3% in 2012, 0.5% in 2013, 0.7% in 2014 and 2015, and 1% in 2016. We assume that some programs contribute to the savings, while others do not. For example, we assume that industrial customer savings (the manufacturing initiative) do not contribute to the savings because of the existing opt-out of these customers from programs. However, if these customers and other activities such as utility support for building energy code implementation, higher targets are warranted. The target levels should depend on whether other programs/policies are eligible to contribute.
- After 2016, the PSC should reexamine program savings and success in order to determine the next round of targets. Based on our analysis of cost-effective and achievable efficiency savings, we assume that targets ramp up to 1.2% by 2022 and 1.5% by 2025.
- Electricity municipal utilities and electric cooperatives, while not subject to PSC regulation, could also adopt their own energy efficiency targets. In our analysis we assume these utilities achieve incremental annual savings goals according to the following schedule: 0.3% in 2012–2013; 0.5% in 2014–2015; 0.7% in 2016–2018; and 1% in 2020–2025.
- Natural gas utilities achieve incremental annual savings goals according to the following schedule: 0.1% in 2011, ramping up 0.1% each year through 2020 when it reaches 1.0%, then remains at 1% per year through 2025.
- Utilities deploy best-practice, proven programs for residential and commercial buildings & equipment to achieve the largest share of the targets. This savings level is estimated according to the results of several achievable potential analyses for Missouri and the Midwest.
- We assume that the incremental annual percentage targets are applied to a moving baseline of the average of 3-year previous sales. As savings accrue over time, the reference case forecast is adjusted to reflect lower sales and therefore the targets reflect the adjusted sales forecast.
- Cost assumptions for residential and commercial buildings and equipment programs are based on a national review by ACEEE of utility programs in twelve states (Friedrich et al. 2009) and some sector-specific data in the KEMA analysis (2011).

Building Energy Codes and Enforcement.

- First, we develop baseline forecast of new construction in the state based on Moody's Economy.com projections from January 2011 for new housing completions. For commercial new construction, absent other data we use employment projections from Moody's Economy.com as a proxy for growth trends in new commercial building construction.
- For the residential sector, we assume codes adoption of the IECC 2009 average savings of 18% per new home per the U.S. DOE Building Energy Codes Program relative to standard practice in the state. (DOE 2009). We assume that the entire state adopts the 2009 IECC for residential buildings and implements the code by 2012. The policy scenario reflects new savings from adoption of the 2009 IECC throughout the state. We then assume that the state subsequently adopts the 2012 IECC and the 2018 IECC, effective in 2020, which achieves an additional 20% savings beyond the previous code.

- For the commercial sector, we assume first the code adoption of ASHRAE 90.1-2007 standards effective in 2012, which achieve about 20% savings. A new commercial standard is adopted in 2018 and effective 2020 which achieves an additional 20% savings beyond the previous code.
- We assume that code enforcement starts at 70% the first year of adoption and ramps up to 90% as training and enforcement efforts increase.
- Building investment cost assumptions are from KEMA's analysis for residential and commercial new construction (e.g., about \$5-\$6 per first-year therm of natural gas). We assume that program administrative costs for implementation of a state energy code start at about \$2.5 million per year for the first 2 years of implementation, and subsequently \$250,000 per year in staffing according to information from BCAP (BCAP 2010). Each code cycle adoption would incur the same program costs.
- We assume that the achievable results from the meta-review (0.8–1% per year) account for some of the potential savings for building energy codes in its scenario results for the new construction sector, however the analysis misses some of the potential because it does not assume that the measures would be required installations by codes. Based on the new construction results for residential and commercial buildings, we estimate that 50% of the savings potential from new building energy codes is in addition to the achievable results identified in the achievable analysis.

Manufactured Homes Program

- Manufactured homes represent about 7% of all residential homes in Missouri. For this analysis, we model a program that specifically aims to upgrade energy efficiency in manufactured homes in the state through measures like insulation, better windows and doors, improved ventilation, better sealed heating ducts, and reduced drafts.
- In the policy case, we assume that the program can achieve average savings of x% in 20% of manufactured homes by 2025, or about 37,000 homes and 2500 per year. This ultimately achieves efficiency gains in about 5% of all existing manufactured homes by 2025.
- Costs are based on average residential estimates from the KEMA analysis.

State and Local Public Buildings

- Government owned buildings comprise about 15-20% energy consumption of commercial buildings in Missouri according to regional data from the EIA. We use the Commercial Building Energy Consumption Survey (CBECS) for 2003. For the West North Central region, the EIA reports that government owned buildings account for 17% of electricity consumption and 15% of natural gas consumption for the state's commercial buildings.
- We estimate the public building upgrades through performance contracting and low-interest loans can save about 20% energy consumption in completed projects, and that state initiates a program goal to complete projects in 80% of public buildings by 2025.
- Costs are based on average commercial building estimate from the KEMA analysis.

Behavioral Initiative

- We estimate savings for a customer feedback program similar to those operated by OPOWER. Evaluations of OPOWER's programs identify consistent energy savings of 2% per year, which is assumed to be from conservation efforts as opposed to energy efficiency measures such as equipment upgrades and installations. For this reason, we assume that savings have a 1-year lifetime, meaning that programs in a given year will enable consumers to save energy through conservation but not adopt permanent (multi-year) equipment or other efficiency measure installations.
- Cost assumptions are based on data from the OPOWER program.

Combined Heat and Power

- We estimate potential for greater deployment of Combined Heat and Power (CHP) based on a recent analysis prepared by ICF for an ACEEE energy efficiency assessment for Arkansas (see Neubauer et al. 2011). The cost-effectiveness of CHP systems is based largely on “spark spread,” or the ratio of electricity rates to the retail cost of natural gas. Because electricity rates are relatively low in Arkansas and Missouri, CHP systems can have fairly long paybacks (10–15 years). Because the current spark spread for Arkansas (1.6) is very similar to that of Missouri (1.7), we use the Arkansas analysis results as a reasonable estimate of potential in Missouri.

Table A-1. Reference Case Projections of Electricity (GWh) and Natural Gas Usage (Million Therms)

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Modified Electricity Sales Reference Case																		
Residential	35,390	34,221	37,471	38,554	38,870	38,780	38,707	38,627	38,891	39,098	39,349	39,606	39,909	40,201	40,518	40,839	41,208	41,544
Commercial	28,577	27,266	29,804	29,964	30,100	30,176	30,266	30,351	30,601	30,817	31,066	31,321	31,605	31,971	32,357	32,749	33,174	33,582
Industrial	20,391	18,178	18,616	18,699	18,774	18,817	18,866	18,913	18,997	19,056	19,130	19,208	19,306	19,393	19,491	19,591	19,713	19,820
Total	84,382	79,456	85,891	87,218	87,744	87,773	87,839	87,891	88,489	88,971	89,546	90,135	90,819	91,565	92,366	93,179	94,095	94,946
Modified Natural Gas Sales Reference Case																		
Residential	1,080	1,081	1,079	1,078	1,071	1,066	1,062	1,060	1,051	1,045	1,039	1,036	1,028	1,023	1,018	1,015	1,007	1,002
Commercial	653	664	671	674	675	676	676	675	673	671	669	667	666	665	665	665	666	667
Industrial	878	893	907	903	912	921	936	948	941	929	939	946	948	945	951	951	981	981
Total	2,611	2,638	2,657	2,655	2,658	2,664	2,674	2,682	2,665	2,645	2,647	2,650	2,642	2,634	2,633	2,631	2,653	2,650

Table A-2. Electricity Savings and Adjusted Forecast in Policy Case (GWh)

Proven Utility Res. Buildings and Equipment Programs	82	219	449	835	1,175	1,704	2,183	2,654	3,165	3,645	4,291	4,741	5,103	5,453	5,703	5,932	6,151	6,365
Proven Utility Commercial Buildings and Equipment Programs	32	78	145	255	385	609	836	1,059	1,281	1,559	1,969	2,435	2,868	3,350	3,792	4,208	4,580	4,932
Manufacturing Initiative	0	16	65	161	290	419	548	677	806	935	1,064	1,193	1,322	1,451	1,580	1,713	1,851	1,980
Rural and Agriculture Initiative	36	54	74	92	110	129	147	166	183	202	220	240	259	278	297	316	335	354
Behavioral Initiative	0	39	76	75	111	110	145	180	213	246	278	343	407	469	530	591	652	713
Building Energy Standards and Enforcement	0	0	154	334	472	559	637	717	801	909	1,034	1,172	1,304	1,408	1,511	1,614	1,717	1,820
Advanced Buildings Initiative	3	31	75	137	181	211	245	288	312	334	363	397	434	476	526	576	626	676
State and Local Public Building Retrofits	5	14	32	59	96	142	196	260	333	416	507	603	703	804	913	1,026	1,141	1,256
Manufactured Homes	0	2	7	11	18	25	33	42	56	69	83	100	118	134	147	161	175	189
Combined Heat and Power	0	0	0	0	0	146	340	728	788	848	1,009	1,169	1,330	1,363	1,396	1,429	1,462	1,495
Total Policy Savings	158	453	1,076	1,959	2,983	4,247	5,505	6,771	7,939	9,164	10,818	12,394	13,848	15,185	16,397	17,549	18,749	19,944
Adjusted Forecast	87,060	87,291	85,698	85,880	84,908	84,241	83,466	82,775	82,196	81,655	80,747	79,972	79,331	78,910	78,549	78,249	77,949	77,649
Savings as Percent of Forecast Sales	0.18%	0.5%	1.2%	2.2%	3.4%	4.8%	6.2%	7.6%	8.8%	10.1%	11.8%	13.4%	14.9%	16.1%	17.3%	18.5%	19.7%	20.9%

Table A-3. Summer Peak Demand Reference Case, Savings in Policy Case, and Adjusted Forecast (MW)

Peak Demand Reference Case (MW)	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	% in 2025
Proven Utility Res. Buildings and Equipment Programs	20	55	112	209	294	426	546	663	791	911	1,073	1,185	1,276	1,363	1,426	7.6%
Proven Utility Commercial Buildings and Equipment Programs	5	12	21	38	57	90	124	157	190	231	291	360	425	496	561	3.0%
Industrial Initiative	-	2	7	16	29	42	56	69	82	95	108	121	134	147	160	0.9%
Rural and Agriculture Initiative	4	5	7	9	11	13	14	16	18	20	22	24	25	27	29	0.2%
Behavioral Initiative	-	10	19	19	28	28	36	45	53	62	70	86	102	117	133	0.7%
Building Energy Codes	-	-	38	84	118	140	159	179	200	227	258	293	326	352	378	2.0%
Advanced Buildings Initiative	1	5	12	21	28	34	40	48	52	56	60	66	72	79	87	0.5%
State and Local Public Building Retrofits	1	2	5	9	14	21	29	39	49	62	75	89	104	119	135	0.7%
Manufactured Homes	-	1	2	3	4	6	8	11	14	17	21	25	30	33	37	0.2%
Combined Heat and Power	-	-	-	-	19	44	69	95	102	110	131	152	173	177	181	1.0%
Demand Response Programs	136	206	345	486	699	917	1,137	1,434	1,446	1,438	1,472	1,486	1,501	1,516	1,530	8.1%
Total EE Policy Savings	30	90	223	407	603	844	1,082	1,321	1,552	1,790	2,109	2,401	2,666	2,911	3,128	16.7%
Total DR Policy Savings	136	206	345	486	699	917	1,137	1,434	1,446	1,438	1,472	1,486	1,501	1,516	1,530	8.1%
Total EE + DR Policy Savings	166	296	568	893	1,302	1,760	2,219	2,755	2,997	3,249	3,581	3,886	4,167	4,427	4,658	24.8%
Adjusted Forecast	17,079	17,062	16,788	16,468	16,061	15,724	15,364	14,945	14,822	14,710	14,526	14,380	14,263	14,185	14,124	
Savings as Percent of Forecast Sales	1.0%	1.7%	3.3%	5.1%	7.5%	10.1%	12.6%	15.6%	16.8%	18.1%	19.8%	21.3%	22.6%	23.8%	24.8%	
Annual Savings as Percent of Prior-Year Peak Demand	0.2%	0.4%	0.8%	1.1%	1.1%	1.4%	1.4%	1.4%	1.3%	1.3%	1.8%	1.6%	1.4%	1.3%	1.2%	

Table A-4. Natural Gas Savings in Policy Case, and Adjusted Forecast (Million Therms)

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	% in 2025
Proven Utility Res. Buildings and Equipment Programs	1	4	8	12	17	23	31	41	52	65	78	90	102	112	121	4.5%
Proven Utility Commercial Buildings and Equipment Programs	1	1	1	2	4	7	11	16	21	28	34	41	47	52	56	2.1%
Manufacturing Initiative	-	1	2	5	9	13	17	21	25	29	33	38	42	46	50	1.9%
Rural and Agriculture Initiative	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0.0%
Behavioral Initiative	-	1	2	2	3	3	4	5	6	7	8	10	12	14	16	0.6%
Building Energy Standards and Enforcement	-	-	6	13	18	22	25	29	32	36	41	46	51	56	60	2.3%
Advanced Buildings Initiative	0	2	2	4	5	6	7	8	9	9	10	11	11	12	13	0.5%
State and Local Public Building Retrofits	-	1	2	3	5	6	7	8	9	10	11	13	14	15	16	0.6%
Manufactured Homes	-	0	0	0	0	1	1	1	1	2	2	3	3	4	4	0.2%
Combined Heat and Power	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total Policy Savings	3	9	24	41	61	81	104	129	157	187	218	250	282	310	336	12.7%
Adjusted Forecast	2,652	2,648	2,640	2,633	2,621	2,584	2,541	2,518	2,493	2,455	2,415	2,383	2,350	2,343	2,314	
Savings as Percent of Forecast Sales	0.1%	0.3%	0.9%	1.5%	2.3%	3.0%	3.9%	4.9%	5.9%	7.1%	8.3%	9.5%	10.7%	11.7%	12.7%	

Table A-5. Combined Heat and Power Units Located in Missouri

City	Organization Name	Facility Name	Application	NAICS	Op Year	Prime Mover	Capacity (kw)	Fuel Type
Butler	City of Butler	Butler	District Energy	22133	1946	ERENG	13,100	OIL
Cape Girardeau	Southeast Missouri State University	Southeast Missouri State University	Colleges/Univ.	61131	1972	B/ST	6,250	COAL
Columbia	University Of Missouri	University Of Missouri Power Plant	Colleges/Univ.	61131	1961	B/ST	83,500	COAL
Florissant	Service Merchandise Company, Inc	Service Merchandise Company, Inc	General Merch. Stores	45299	1985	ERENG	60	NG
Hannibal	Overland Energy Corporation	Clemmons Hotel	Hotels	72111	1990	ERENG	150	NG
Kansas City	Bolling GSA office	Bolling GSA office	General Gov't	92119	2000	B/ST	100	WAST
Kansas	Trigen Energy	Trigen-Kansas	District Energy	22133	1990	B/ST	6,000	COAL
City	Corp	City Energy Corporation						
Ladonia	POET Biorefining—Ladonia	POET Biorefining—Missouri Ethanol	Chemicals	325193	2007	CT	10,700	NG
Lewistown	Lewistown School District	Lewistown School District	Schools	61111	2003	MT	60	NG
Louisiana	Missouri Chemical	Hercules, Inc.	Chemicals	325311	1942	B/ST	15,000	COAL
Macon	Macon Ethanol	Northeast Missouri	Chemicals	325193	2000	CT	10,000	NG
Mountain View	Smith Flooring, Inc.	Smith Flooring, Inc.	Wood Products	321918	1989	B/ST	500	WOOD
Neosho	La-Z-Boy Chair Company, Inc.	La-Z-Boy Chair Company	Furniture	337112	1984	B/ST	750	WOOD
North Kansas City	Archer Daniels Midland Company	North Kansas City	Agriculture	11115	1987	CC	4,000	NG
St Louis	Southwestern Bell Telephone Co	Southwestern Bell Telephone	Communications	51331	1992	ERENG	6,000	OIL
St. Louis	Anheuser-Busch	Anheuser-Busch	Food Processing	31212	1951	B/ST	27,600	COAL
St. Louis	Trigen Energy Corp	Ashley Plant	District Energy	22133	1999	CT	33,450	NG
St. Louis	Nooney Management	Laclede Gas Building	Office Buildings	53112	1970	ERENG	4,300	NG
St. Louis	Missouri State Hospital	Missouri State Hospital	Hospitals/Healthcare	62211	1977	OTR	5,000	COAL

Source: ICF CHP Database (ICF 2011)

Table A-5 Key:

Prime Mover Code	Description
B/ST	Boiler/Steam Turbine
CC	Combined Cycle
CT	Combustion Turbine
FCEL	Fuel Cell
MT	Microturbine
ERENG	Reciprocating Engine
WHR	Waste Heat Recovery
OTR	Other

Fuel Code	Description
BIOMASS	Biomass, LFG, Digester Gas, Bagasse
COAL	Coal
NG	Natural Gas, Propane
OIL	Oil, Distillate Fuel Oil, Jet Fuel, Kerosene, RFO
WAST	Waste, Waste Heat, MSW, Black Liquor, Blast Furnace Gas, Petroleum Coke, Process Gas
WOOD	Wood, Wood Waste
OTR	Other

APPENDIX B. DEMAND RESPONSE ANALYSIS

Note: References in this appendix, prepared by Navigant Consulting, are independent of the rest of the report.

Introduction

This report defines Demand Response (DR), assesses current DR activities in Missouri, identifies policies in the state that impact DR, uses benchmark information to assess DR potential in Missouri, and identifies barriers in the state that might keep DR contributing appropriately to the resource mix that can be used to meet electricity needs. The analysis concludes with identification of policy recommendations regarding DR. Note: The demand response analysis examines multiple policy scenarios, however only the medium scenario is incorporated into the overall report.

Objectives of this Assessment

This assessment develops estimates of DR potential for Missouri. Potential load reductions from DR are estimated for the residential, commercial, and industrial sectors (see section below on "Assessment of DR Potential in Missouri"). The assessment also includes discussions of reductions possible from other DR programs, such as DR rate designs (see section below on "Summary of DR Potential Estimates in Missouri").

Role of Demand Response in Missouri's Resource Portfolio

The DR capabilities developed by Missouri utilities will become part of a resource strategy that includes resources such as traditional generation resources, renewable energy, power purchase agreements, options for fuel and capacity, energy efficiency and load management programs. Objectives include meeting future loads at lower cost, diversifying the portfolio to reduce operational and regulatory risk, and allow Missouri customers to better manage their electricity costs. The growth of renewable energy supply (and plans for increased growth) can increase the importance of DR in the portfolio mix. For example, sudden renewable energy supply reductions (e.g., from an abrupt loss in wind) may be mitigated quickly with DR.

Summary of DR Potential Estimates in Missouri

Table B-1 shows the resulting load shed reductions possible (using results of this study from the Medium Scenario) for Missouri, by sector, for years 2015, 2020, and 2025. Load impacts grow rapidly through 2018 as program implementation takes hold. After 2018, the program impacts increase at the same rate as the forecasted growth in peak demand.

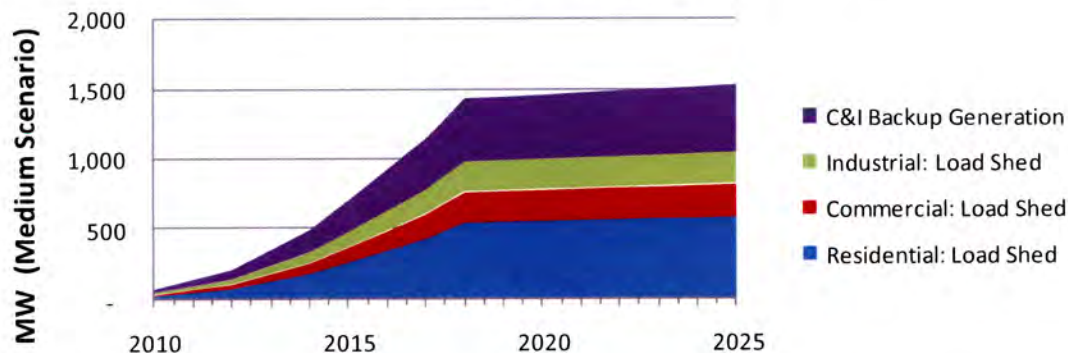
The recommended, conservative, Medium Scenario results show a reduction in peak demand of 699 MW is possible by 2015 (4.0% of peak demand); 1,458 MW is possible by 2020 (8.1% of peak demand); and 1,530 MW is possible by 2025 (8.1% of peak demand).

Table B-1. Summary of Potential DR in Missouri, By Sector, for Years 2015, 2020, and 2025^a

	Medium Scenario *Recommended Scenario		
	2015	2020	2025
Load Sheds (MW)			
Residential	262	553	580
Commercial	106	220	234
Industrial	106	216	222
C&I Backup Generation (MW)	225	469	494
Total DR Potential (MW)	699	1,458	1,530
DR Potential as % of Total Peak Demand	4.0%	8.1%	8.1%

a. See section below on "Assessment of DR Potential in Missouri" for underlying data and assumptions.

Figure B-1 shows the resulting load shed reductions possible for Missouri, by sector, from year 2010, when load reductions are expected to begin, through year 2025.

Figure B-1. Potential DR Load Reductions in Missouri by Sector (Medium Scenario)

These estimates reflect the level of effort put forth and utilities are recommended to set targets for the high scenarios. These estimates are based on assumptions regarding growth rates, participation rates, and program design. These factors are discussed further in this appendix. In developing these DR potential estimates, the integration of DR with select energy efficiency activities was considered to help ensure that load impacts were not double counted. The estimated load reduction per program participant is conservatively estimated to account for increased energy efficiency in the future.

Defining Demand Response

DR focuses on shifting energy from peak periods to off-peak periods and clipping peak demands on days with the highest demands. Within the set of demand-side options, DR focuses on clipping peak demands that may allow for the deferral of new capacity additions, and it can enhance operating reserves available to mitigate system emergencies. Energy efficiency focuses on reducing overall energy consumption with attendant permanent reductions in peak demand growth. Taken together, these two demand-side options can provide opportunities to more efficiently manage growth, provide customers with increased options to manage energy costs, and develop least cost resource plans.

DR is an increasingly important tool for resource planning as power plant siting has grown more difficult and the costs of peak power have increased. Through development of DR capability, utilities can complement existing energy efficiency programs with a set of offerings that provide, at a

minimum, 1) enhanced reliability, 2) cost savings, 3) reduced operating risk through resource diversification, and 4) increased opportunities for customers to manage their electric bills.

DR resources are usually grouped into two types: 1) load-curtailement activities where utilities can “call” for load reductions; and 2) price-based incentives which use time-differentiated and/or dispatchable rates to shift load away from peak demand periods and reduce overall peak-period consumption. Interest in both types of DR activities has increased across the country as fuel input prices have increased, environmental compliance costs have become more uncertain, and investment in overall electric infrastructure is needed to support new generation resources.

The mechanisms that utilities may use to achieve load reductions can range from voluntary curtailments to mandatory interruptions. These mechanisms include, but are not limited to:

- Direct load control by the utility using radio frequency or other communications platforms to trigger load devices connected to air conditioners, electric water heaters, and pool pumps;
- Manual load curtailments at commercial and industrial (C&I) facilities, including shutting off production lines and dimming overhead lighting;
- Automated DR (“Auto-DR”) technologies utilizing controls or energy management systems to reduce major C&I loads in a pre-determined manner (e.g., raising temperature set points and reducing lighting loads); and
- Behavior modifications such as raising thermostat set points, deferring electric clothes drying in homes, and reducing lighting loads in commercial facilities.

Rationale for Demand Response

DR alternatives can be implemented to help ensure that a utility continues to provide reliable electric service at the least cost to its customers. Specific drivers often cited for DR include the following:

- Ensure reliability—DR provides load reductions on the customer side of the meter that can help alleviate system emergencies and help create a robust resource portfolio of both demand-side and supply-side resources that help meet reliability objectives.
- Reduce system costs—DR may be a less expensive option per megawatt than other resource alternatives. DR resources compete directly with supply-side resources and other resource investments in many regions of the country. Portfolios that help lower the increase in customers’ expenditures on electricity over time represent an increasingly important attribute from the perspective of many energy customers.
- Manage operational and economic risk through portfolio diversification—DR capability is a resource that can diversify peaking capabilities. This creates an alternative means of meeting peak demand and reduces the risk that utilities will suffer financially due to transmission constraints, fuel supply disruptions, or increases in fuel costs.
- Provide customers with greater control over electric bills—DR programs would allow customers to save on their electric bills by shifting their consumption away from higher cost hours and/or responding to DR events. The ability to manage increases in energy costs has increased in importance for both residential and commercial customers. Standard residential and commercial tariffs provide customers with relatively few opportunities to manage their bills.
- Address legislative/regulatory interest in DR—The Missouri Energy Efficiency Investment Act (MEEIA), Senate Bill 376, declares that the policy of Missouri is to value demand-side investments equal to traditional investments in supply and delivery infrastructure. Among other provisions, the law requires the Commission to direct the implementation of demand-side programs “with a goal of achieving all cost effective demand-side savings,” coupled with timely cost recovery and alignment of utility financial incentives with energy efficiency. The