

**Request for Proposal (RFP)**  
**for**  
**Implementation Contractor**  
**for**  
**Ameren Missouri Demand Side Management Program**  
**Implementation Cycle III**



Issued:  
July 31, 2017

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## 1 NOTICE OF RFP

Interested parties are invited to review and respond to this Request for Proposals (“RFP”), seeking Third Party Implementation Contractor(s) (“Bidder(s)”) to deliver Demand Side Management (“DSM”) Programs on behalf of Union Electric Company d/b/a Ameren Missouri (“Ameren Missouri”). Proposals must comply with the instructions herein. The contract term for the winning Bidder(s) will be program years 2019-2024, with program implementation expected to begin on March 1, 2019 and end December 31, 2024<sup>1</sup>.

NOTE: Bidder(s) may elect to bid to individual or multiple programs on a standalone basis, and/or jointly respond to individual or multiple programs in partnership with other Bidders. Ameren Missouri will evaluate bid responses on an individual program basis, and reserves the right to select winning proposals in whole or in part. Ameren Missouri prefers a single prime implementation contractor responsible for all DSM programs or independent primes responsible for business, residential, and/or demand response portfolios.

## 2 OVERVIEW OF CLIENT

Ameren Missouri, an electric utility headquartered in St. Louis, Missouri with a total customer base of 1.2 million, is issuing this RFP for the selection of an experienced third-party DSM implementation administrator(s) to provide turnkey delivery of program design, implementation, and marketing of electric energy efficiency and demand response programs.

Ameren Missouri’s electric customer base, represents annual sales of approximately 32,200 GWh over the company’s 25,000 square mile service territory.

**Table 1. Ameren Missouri Customer Details<sup>2</sup>**

Customer Class	Energy (MWh)	Demand (MW)	Number of Customers
Residential Service	13,127,197	3,725	1,048,101
Small General Service	3,398,302	785	144,717
Large General Service	8,110,459	1,526	10,441
Small Primary Service	3,735,212	594	661
Large Primary Service	3,840,079	544	66
<b>TOTAL</b>	<b>32,211,249</b>	<b>7,174</b>	<b>1,203,986</b>

<sup>1</sup> The first program year will cover 10 months, March 2019 through December 2019. All other program years will coincide with calendar years.

<sup>2</sup> Since the start of the MEEIA DSM programs in 2013 (22) companies have Opted Out with an estimated associated annual total load of 2,611,000 MWh.

Figure 1. Ameren Missouri Service Territory



### **3 BACKGROUND, OBJECTIVES, AND GOALS**

#### **3.1 Background**

Ameren Missouri has a history of providing cost-effective DSM programs for the benefit of our customers. It is our intention that as a result of this RFP process we will continue to provide DSM programs that will be available for the benefit of all of our customers. For a list of Ameren Missouri's historic and current portfolio of DSM programs, please reference Appendix D.

The Missouri Energy Efficiency Investment Act, enacted in 2009 specifies that, "it shall be the policy of the state to value demand-side investments equal to traditional investments in supply and delivery infrastructure and allow recovery of all reasonable and prudent costs of delivering cost-effective demand-side programs."

In addition, MEEIA provides clear objectives for the state of Missouri to pursue all cost-effective energy efficiency while requiring the programs be designed to ensure utilities' financial incentives are aligned with helping customers use energy more efficiently. Programs targeted to low-income customers, general education programs, and programs funded up to the level of cost-effectiveness by participants or through targeted tax other governmental credits or incentives do not need to pass a cost-effectiveness test.

MEEIA also established an "opt-out" provision for commercial and industrial (business) customers. Ameren Missouri's business customers with single facilities exceeding 5.0 MW of peak demand as well as Interstate Pipelines can opt out in accordance with MEEIA rules, and those with accounts that can aggregate to a peak demand over 2.5 MW may opt out given that they demonstrate a plan for achievement of savings at least equal to those expected by utility-provided programs as determined by a formal Missouri Public Service Commission (MoPSC) review process.

#### **3.2 Objectives**

Ameren Missouri's overall objectives for the energy efficiency and demand response programs are multi-fold and include:

- Provide energy efficiency and demand response as a long-term low cost resource for customers.
- Maintain and build upon past program accomplishments and momentum of current Ameren Missouri programs
- Meet or exceed energy and coincident demand reduction goals, while laying the groundwork for long term market transformation.
- Design and implement a diverse group of programs which provide opportunities for participation for all customers and rate classes.

- Expand and enhance the existing Ameren Missouri Energy Efficiency Program Trade Ally and Program Partner networks, including contractors throughout the Ameren Missouri service territory. When feasible, maximize opportunities for program coordination and partnership with other contiguous utilities and entities to yield maximum benefits.
- Providing customers the resources necessary to identify and take advantages of energy efficiency and demand response programs.

Bidders are strongly advised to review in detail the following sources of information that are specific to Ameren Missouri:

- Ameren Missouri’s [Energy Efficiency website](#),
- Ameren Missouri’s 2016 Market Potential Study (Appendix C):
  - Chapter 6 Energy Efficiency Potential
  - Chapter 7 Behavioral Programs Potential
  - Chapter 8 Demand Response Potential
- Historic and Current Portfolio (Appendix D)
- Collaborative Programs Report (Appendix E)

Bidders are advised that Ameren Missouri is interested in Bidder’s recommendations for modifications to existing program designs and measures, as well as new innovative programs, to cost-effectively meet or exceed the stated goals below.

### 3.3 Goals

Table 2 below details Ameren Missouri’s proposed high-level energy and coincident demand savings goals for the six year program periods from March 1, 2019- December 31, 2024<sup>2</sup>. The net energy and coincident demand savings goals are based on Program Potential Realistic Achievable Potential (RAP) as detailed in the 2016 Ameren Missouri Potential Study (Appendix B). It is important that Bidder proposals achieve both the energy and coincident demand savings goals.

The energy and demand savings goals below, are intentionally structured to provide maximum flexibility to bidders to propose new and innovative strategies and program delivery mechanisms. It is hoped that freshly designed and innovative programs will capture new savings, customers, and market segments that have not been reached to date by previous Ameren Missouri DSM programs.

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<sup>2</sup> The savings goals for 2019 are based on ten months (March 1, 2019 – December 31, 2019). Bidders are to bid accordingly.

Table 2. Ameren Missouri's Total DSM Portfolio Goals 2019-2024

**Estimated Net Annual Energy and Coincident Demand Savings**

Energy Efficiency Programs	Annual MWh Energy Savings Goals						Total
	2019	2020	2021	2022	2023	2024	
Residential	131,056	138,521	122,422	145,282	178,512	144,893	860,686
Business	172,700	198,973	222,362	213,379	195,191	178,556	1,181,161
<b>Total</b>	<b>303,756</b>	<b>337,494</b>	<b>344,784</b>	<b>358,662</b>	<b>373,703</b>	<b>323,448</b>	<b>2,041,848</b>
Energy Efficiency Programs	Annual MW Demand Savings Goals						Total
	2019	2020	2021	2022	2023	2024	
Residential	52	44	55	53	67	51	322
Business	46	53	56	54	50	48	307
<b>Total</b>	<b>98</b>	<b>97</b>	<b>111</b>	<b>107</b>	<b>117</b>	<b>99</b>	<b>629</b>
Demand Response Programs	Annual MW Demand Savings Goals						Total
	2019	2020	2021	2022	2023	2024	
Residential	15	54	89	54	27	15	255
Business	2	10	26	25	19	15	97
<b>Total</b>	<b>17</b>	<b>64</b>	<b>114</b>	<b>79</b>	<b>46</b>	<b>30</b>	<b>351</b>

**4 PROGRAM IMPLEMENTATION PENDING APPROVAL OF MEEIA FILING**

Implementation of programs under this RFP is contingent upon the approval of Ameren Missouri's MEEIA plan which is expected to be filed in March of 2018 with the Missouri Public Service Commission (MoPSC). Ameren Missouri will use the energy savings and coincident demand reductions goals and budget from the conditionally awarded contract from this RFP as the baseline for the MEEIA filing. Based on the MoPSC order on the MEEIA filing, details of the programs, budgets and goals may be modified. Based on the current schedule, Ameren Missouri expects an order from the MoPSC by the summer of 2018 (see Table 5 for MEEIA filing schedule).

Program services must be approved by Ameren Missouri, implemented and available to its customers on **March 1, 2019**. **Table 4** represents Ameren Missouri's proposed implementation schedule for all DSM programs. Bidders should review this schedule and note the firm March 1<sup>st</sup> launch date.

**5 PROGRAM CATEGORY DESCRIPTIONS**

Ameren Missouri has identified broad program categories below (Table 3) in an effort to guide (but not prescribe) proposal development. Ameren Missouri expects Bidder(s) to provide a turnkey solution, including call center support, enrollment, installation services, data tracking and reporting for all programs.

**Table 3. Program Category Descriptions**

<b>Program Category</b>	<b>High Level Objective</b>
<b>Residential</b>	
<b>Income-Qualified</b>	Provide holistic deep energy savings to income qualified households (single family and multifamily); by providing a one-stop shop to assist participants with installation services, rebate fulfillment, incentives for whole home improvements, standard and custom multifamily common area and whole building efficiency improvements, trade ally engagement and services..
<b>Lighting</b>	Increase the market availability and customer uptake of energy efficient lighting measures.
<b>Efficient Products</b>	Increase the market availability and customer uptake of energy efficient appliance measures.
<b>Behavioral Programs</b>	Provide personalized reports or other innovative communication to customers focusing on behavior changes to reduce energy consumption.
<b>Energy Efficiency Kits</b>	Provide educational student materials and energy efficiency measures to align with teacher’s curricula, as well as customer kits for installation in multifamily properties and kits for other target consumers.
<b>Multifamily</b>	
<b>Heating and Cooling</b>	Provide energy savings to single-family/multifamily households: through improvements in the operating performance of existing residential HVAC systems; or early replacement of working systems with high efficiency equipment. This may include, but is not limited to, rebate fulfillment and trade ally engagement and services.
<b>Vendor Picks</b>	Please provide your best, innovative program ideas, to tap savings, customers, and market segments that have been underleveraged.
<b>Demand Response</b>	Provide a turnkey solution, including call center support, enrollment, installation services, data tracking and reporting. Ameren Missouri is open to various incentive strategies for participating DR customers including Direct Load Control or non-Direct Load Control options. Ameren Missouri has provided incentives for over 15,000 smart thermostats with an additional 15,000 to be provided by the end of February 2019.
<b>Business</b>	
<b>Custom</b>	Program for business customers to drive energy savings through customizable projects that are too complex to fit in the standard prescriptive rebate offering.
<b>Prescriptive</b>	Program for business customers to drive energy savings in their facilities through a wide-ranging list of specific energy efficiency

	options that address all major end uses and processes.
<b>New Construction</b>	Program for business customers to influence energy efficiency building design practices.
<b>Small Business</b>	Program for small business customers to drive holistic energy savings.
<b>Retro-Commissioning/Continuous Commissioning</b>	Program for business customers to improve a building's operations and maintenance procedures to enhance overall building performance.
<b>Behavior Program</b>	Provide personalized reports to customers focusing on energy consumption behavior changes.
<b>Reverse Auction</b>	Innovative technology based incentive program to access hard to reach customers
<b>Vendor Picks</b>	Please provide your best, innovative program ideas, to tap savings, customers, and market segments that have been underleveraged.
<b>Demand Response</b>	Ameren Missouri is open to various incentive strategies for participating DR customers including Direct Load Control or non-Direct Load Control options.
<b>Other Programs and Enhancements</b>	
<b>Collaborative Programs</b>	Programs and program enhancements/add-ons can be considerations to obtain additional cost effective savings opportunities. Examples of potential opportunities that have been previously explored and considered can be reviewed in the Collaborative Report found in Appendix E.
<b>Pilot Programs</b>	Ameren Missouri is interested in Bidder(s) submitting innovative pilot programs to tap into energy and/or demand savings, customers and market segments that have been underleveraged. The pilot programs are to be turnkey and with specified learning objectives, savings opportunities and budgets well defined. The proposals for pilot programs (e.g. Connected Homes/Internet of Things, Large Opt-out Customer Engagement, Pay-for-Performance, Combined Heat & Power, etc.) should be operational for a term of two years or less.
<b>Program Enhancements and Tools</b>	Tools to obtain additional savings with existing programs such as Building Benchmarking, Property Assessed Clean Energy financing, On-Bill financing, Energy Management Systems, Pre-Project Development Resources, etc.

## 6 BIDDER QUALIFICATIONS AND INSTRUCTIONS

### 6.1 Minimum Qualifications

Bidder(s) must have the following minimum qualifications to be considered for selection:

- At least five years of experience with the design, delivery, and marketing similar types of energy efficiency programs for utility-sponsored or other system benefit charge funded programs with demonstrated successful results.
- Demonstrated organizational, financial, data tracking and reporting abilities.
- Demonstrated commitment to quality and customer service.
- Demonstrated project management capabilities according to PMI Best Practices.
- Commitment to base implementation team in St. Louis, MO.

## 6.2 Bidders Conference Call

Bidders are encouraged, although not required, to participate in the Bidders Conference Call. The conference call will provide interested firms with an opportunity to seek clarification on the RFP requirements.

Date: August 8, 2017

Time: 1:30-2:30(Central Time)

Call-In Number:

(314) 554-4025 or (800) 258-2477

Conference ID: 7666349

## 6.3 Questions/Inquiry Process

Bidder(s) RFP questions to be considered for the Conference Call should be submitted via email to [DSMPrograms@Ameren.com](mailto:DSMPrograms@Ameren.com) by 5:00 p.m. Central Daylight Time (CDT) on August 4, 2017. After the call and upon receipt of Bidder(s) "Intent to Bid" (Appendix G), Bidders will be emailed a link to the Ameren Missouri's Oracle Sourcing Tool (OST). Bidders should submit any additional questions via the OST no later than 5:00 p.m. CDT on August 25, 2017. Questions submitted after this date will not be addressed. Copies of all questions and answers will be distributed via OST to those who submitted an Intent to Bid.

If clarifications to this RFP become necessary as a result of questions from a Bidder, Ameren Missouri will issue such clarifications to all Bidders. It is each Bidder's responsibility to check the OST site periodically for questions and Ameren Missouri's responses. The OST does not issue email notifications when a question or response has been posted.

## 6.4 Intent to Bid

Bidders must indicate their intent to bid via completing the "Intent to Bid" form (Appendix G). The completed form must be submitted to [DSMPrograms@Ameren.com](mailto:DSMPrograms@Ameren.com) by **5:00 p.m. CDT August 15, 2017**, Bidders will be sent a link to OST, which will be utilized to submit questions and proposals.

For a Bidder's proposal to receive full consideration it must be received electronically via the OST by **5:00 p.m. CT, Wednesday, September 6, 2017**.

Proposals received after the deadline or not in compliance with these instructions may **NOT** be considered.

Proposals must be prepared in accordance with the format and instructional requirements of this RFP. Bidders should provide a concise explanation of your firm’s ability to satisfy the requirements of this RFP, with emphasis on completeness and clarity of content. **INCOMPLETE PROPOSALS OR PROPOSALS THAT ARE NOT PREPARED IN ACCORDANCE WITH THIS RFP MAY BE REJECTED AND RETURNED TO THE BIDDER.** Ameren Missouri reserves the right to request additional information from any Bidder submitting a proposal.

Program services must be approved by Ameren Missouri, implemented and available to customers on **March 1, 2019.** **Table 5** represents Ameren Missouri’s proposed implementation schedule for all DSM programs. Bidders should review this schedule and note the firm March 1<sup>st</sup> launch date.

Ameren Missouri anticipates the following dates in connection with review and analysis of qualified proposals:

**Table 4: Ameren Missouri RFP and DSM Implementation Schedule**

	Start Date	End Date
Issue RFP	July 31, 2017	
Written RFP question period	July 31, 2017	August 25, 2017
Bidders conference call	August 8, 2017	
Intent to Bid due (Submit form DSMPrograms@Ameren.com)		August 15, 2017
Electronic Proposals due (submitted to Ameren Missouri’s OST)		September 6, 2017
Interview finalists	October 10, 2017	October 12, 2017
Select Implementer Contractor(s)	October 15, 2017	December 2017
Contract negotiations	December, 2017	March, 2018
MEEIA Filing Development Support/Consulting	November 1, 2017	March 1, 2018
MEEIA DSM Filing	March 2018	
MEEIA DSM Filing Order Final		July 2018
Program Planning and Design	July, 2018	February 2019

Program Launch

March 1, 2019

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The above schedule is subject to change at the discretion of Ameren Missouri.

## 6.5 Proposal Validity

Proposals shall remain valid for a period of 120 days beyond the proposal due date.

## 6.6 Supplemental Information

Unless supplemental verbal information is specifically requested by Ameren Missouri, oral communications outside of the scope of the procedures detailed in this RFP will not be considered in connection with your proposal. Ameren Missouri reserves the right to incorporate any part of a Bidder's proposal and any supplemental information and responses received during the RFP process into the final contract between Ameren Missouri and the winning Bidder. Bidders should not submit any information that cannot be incorporated into a contract.

Ameren Missouri may issue one or more addenda to this RFP. Failure of any Bidder to receive any addenda issued by Ameren Missouri shall not relieve the Bidder from any obligation, requirement or other matters addressed therein. Each Bidder must acknowledge in its proposal receipt of each addendum that has been issued by Ameren Missouri. If no addenda have been received, then the Bidder shall so acknowledge in its proposal.

Any Bidder may withdraw its proposal by email, letter, facsimile, or with proper identification by personally securing its proposal at anytime prior to the opening of the proposals. **No telephonic request to withdraw a proposal shall be considered.**

## 6.7 Supplier Diversity

Ameren Missouri's commitment to supplier diversity reflects a belief that efforts to assist diverse businesses will enhance opportunities for success, while providing Ameren Missouri with needed materials and services at competitive prices. Ameren Missouri values diversity and believes in providing equal opportunity to all suppliers, including diverse suppliers owned, controlled, and operated by the following businesses: ethnic minority suppliers, which include African American, Hispanic American, Asian Sub-Continent American, Asian Pacific American, and Native American owned businesses; women-owned businesses; veteran owned businesses; and service disabled veteran owned businesses.

Although this RFP is not a solicitation for subcontracted work, Ameren Missouri encourages inclusion of diverse suppliers that could potentially assist with the Bidder's scope of work in addition to recommendations of any diverse suppliers that could assist with any part of the entire MEEIA plan.

# 7 PROPOSAL CRITERIA

## 7.1 Proposal Response Format

Bidders are to prepare a concise yet complete Proposal in the format shown below and addressing each of the Proposal Response Requirements. ***Excessive length is discouraged.*** In the event that a Bidder does not respond to any section of the Proposal format, the Bidder must indicate its reason for such omission.

Bidders should address any significant issues they expect to encounter during program implementation, together with proposed solutions. Ameren Missouri encourages Bidders to identify specific challenges to achieving the proposed goals as well as feasible solutions.

Ameren Missouri requests that Bidders prepare their proposals in the following format and include these elements:

Section	Contents
1	Cover Letter
2	Executive Summary
3	Bidder Qualifications and Experience
4	Program Description and Approach to Scope of Work
5	Management Structure and Proposed Project Team
6	Detailed Pricing, Budgets and Compensation
7	Appendices

### **1 Cover letter**

Cover Letter identifying the Bidder(s) single point of contact and acknowledgement of any RFP addenda that Ameren Missouri issued.

### **2 Executive Summary**

The executive summary should provide a high-level summary of the most important aspects of the proposal, containing a concise description of the proposed solution and cost.

### **3 Management Qualifications and Experience**

Bidder(s) are requested to describe the following:

- Ownership and background (limited to two pages)
- Experience in serving the utilities industry
- Proposed team and its experience and capabilities in managing, delivering, and implementing the programs requested in this RFP. Bidders must provide detailed information on their overall core team qualifications and experience.
- Subcontractors that will be utilized with background and experience

### **4 Program Description and Approach to Scope of Work**

Bidders should describe and/or perform the following:

- Overview of the Bidder(s)' proposed program design, and how it best meets Ameren Missouri's goals and objectives and aligns with Ameren Missouri customers, demographics, and service territory.
- Program elements, including at a minimum:
  - Program Description
  - Program Objectives
  - Target Market
  - Implementation and Delivery Strategy
  - Outreach & Education Strategy
  - Data tracking and Reporting including receipt of Ameren Missouri customer extracts
  - Barriers/Risks and Strategies
- Bidder(s) are required to complete the Submittal Tool (Appendix A) for each program proposed for each planning year. The Submittal Tool contains individual measures and savings that were used to develop the Ameren Missouri 2016 Potential Study. Bidder(s) are required to select from these measures for the program being proposed or provide details of measures that are not already included in the Submittal Tool.
- The net coincident peak demand savings (kW) and energy savings (kWh) estimates by measure shall be based upon the measure estimates provided in the Submittal Tool. If the estimated savings for a measure or program are not included in the Submittal Tool another applicable TRM or estimate of the measure/program can be utilized in the Submittal Tool. The basis for the estimated savings value must be documented and supporting data sources for the calculation must be provided. Additional detail and instructions are include in the Submittal Tool.

The Scope of Work Outline (Appendix F) will be utilized as an outline when a final Scope of Work is developed.

### **5 Management Structure and Proposed Project Team**

Bidder(s) proposal(s) should include a staffing strategy that provides the appropriate levels of support and management for startup and continuous operation to effectively achieve all program goals.

Bidder's proposal should include a list of resources that make-up their entire project team and supporting staff, including subcontractors. The following information should be included for each resource:

- Name
- Title
- Company

- Description of the role
- Individual program responsibility
- Percent of time allocated to Ameren Missouri's DSM Programs in FTEs
- Relevant certifications
- DSM experience
- Educational background.

Ameren Missouri manages its energy efficiency programs within its St. Louis, Missouri, offices and would like to further develop the in-territory capacity for administration and delivery of DSM programs. Ameren Missouri's preference is for Implementation contractor(s) to base their key operations staff in St. Louis and locate the appropriate level of outreach staff in Ameren Missouri's territory. Local presence facilitates coordination and communication with Ameren Missouri energy efficiency managers and maintains and develops market presence. As such, Bidders should provide a detailed management and organizational staffing chart(s), including:

- Function and reporting structure
- Position description including individual program responsibility or function support
- Staff location(s)
- Depicts the relationships and proposed agreements among team members to accomplish the tasks in the Scope of Work Outline Appendix F.

Proposal should include:

- A detailed management plan including startup period personnel, responsibilities and tasks and transition period personnel, responsibilities and tasks leading to program launch.
- Scaling of staffing based on forecasted changes in program activity.
- Details regarding establishing local physical office presence in St. Louis area.

## **6 Detailed Pricing Budgets Compensation**

### **Savings Goals and Budgets**

Bidder(s) must submit the following information for each proposed program:

- Program Name
- Annual incentive and administration budgets
- Energy Efficiency coincident peak demand (kW) and energy savings (kWh) estimated using the Submittal Tool, (Appendix A). Note that required annual inputs in the Submittal Tool include distinct:
  - Set-up costs (first year 2019 only); set-up program budgets shall include all startup costs for each program
  - Marketing cost
  - Measure counts
  - Customer incentive per measure
  - Administration costs

- See Appendix A for additional instructions/requirements

Bidder(s) annual program costs should reflect the maximum budget amounts to deliver the programs, including final design, marketing, incentives, administration costs and delivery. During the DSM term, within reason, implementation contractor(s) may propose some re-allocation of program budgets which will help to ensure Ameren Missouri cost-effectively achieves savings goals. Proposed re-allocations would be subject to Ameren Missouri approval. Note that it is imperative to maintain a balanced portfolio with participation opportunities for all rate classes.

Ameren Missouri will utilize the Bidder(s)' annual input(s) for each Program in the Submittal Tool to analyze each measure and program benefit/cost-effectiveness (reference Appendix A for additional instructions/requirements).

Starting in 2019 budgets and energy savings targets in upcoming years will be reviewed annually to determine if modifications are needed. If budgets or savings targets modifications have been justified through primary or secondary data, regulatory collaborative process, evaluation, measurement, and verification (EM&V) results, new programs, new technologies, new marketing tools, or regulatory or governmental requirements, and agreed upon by Implementation Contractor and Ameren Missouri the modification will be sought. Changes to budgets or savings targets will be contingent on regulatory rules or regulations and Ameren Missouri approval.

### **Compensation**

Ameren Missouri prefers 100 percent performance contracts for implementation administration cost payments per program based on \$/net kW coincident demand reduction and \$/net kWh delivered. Program year performance compensation throughout the cycle will be based on program year Evaluation Measurement & Verification (EM&V) final annual report(s)' net coincident demand reduction (kW) and net energy savings (kWh). Bidders should note that Ameren Missouri's currently approved portfolio-level performance mechanism is heavily weighted (>70%) towards achieving coincident demand reductions.

Bidder(s) are encouraged to propose alternative administrative compensation structures, or creative concepts, that will help ensure alignment and achievement of goals. All alternative compensation structures will be considered and subject to negotiation. Bidders, at their discretion, may propose:

- Pay for Performance: A "pay for performance" administration cost compensation structure which pays the Bidder an amount per coincident peak demand savings (kW) and first year net energy savings (kWh) or a different pay for performance approach.
- Performance Bonus & Penalties: Bidders may propose a bonus incentive structure which would reward Bidders for achieving or exceeding goals within budget. If Bidders propose a performance incentive, then Bidders are requested to propose an equivalent penalty structure for failure to achieve goals, or a justification for why a penalty structure is not appropriate.

- c) Other: Bidders may propose other compensation or performance incentive structures for consideration.

Bidder(s) will be required to track, report, and invoice at the measure level, and will be required to integrate internal data tracking systems with Ameren Missouri's system of record, Vision DSM.

Agreement with Implementation Contractor will include specific Key Performance Indicators (KPIs). Supplier performance shall be evaluated in accordance with a Performance Scorecard. The Performance Scorecard will be applicable for each calendar year under the term and will be reviewed annually. Progress reviews will also be held on a quarterly basis. Any necessary changes will be reviewed and agreed upon by Ameren Missouri and Implementation Contractor(s).

## **7 Response Appendices**

- **Appendix A – Summary Resumes and Bios**
  - Bidder(s) are requested to identify key personnel to be assigned to this project, describe their primary responsibilities in a brief bio (1 paragraph), and include a one (1) page resume that describes the individual's experience and qualifications.
  - Resumes and bios should describe relevant responsibilities from other projects that will help the Committee evaluate the qualifications and experience of key personnel.
- **Appendix B – Client References**
  - Bidder responses should include three references where the Bidder has performed work in the last three years. Bidders should provide the name, title and contact information for at least one client representative that can speak to the work bidder performed on the referenced project.
- **Appendix C – Financial Information**

Bidder(s) must demonstrate that they have the financial resources and stability to perform the proposed work.

  - Bidder(s)' financials will be reviewed using LEXISNEXIS.
  - In the event a Bidder is forming a new organization to bid on this proposal, the Bidder should provide comparable documents from investors, partners, and/or principals.
  - Bidders must clearly identify the accounting method that they propose to utilize throughout the term of the contract.
  - Note any other related and pertinent financial information or disclosures that you consider important.
  - Specify any preferred or desired financial terms which will facilitate your firm's ability to respond to this RFP.
- **Appendix D – Disclosure of Conflicts**

Bidder(s) should to describe any potential conflict of interest that may be a factor which could potentially be grounds for rejection by Ameren Missouri. Specifically, Bidders should to disclose if they have ever worked for Ameren Missouri, Ameren Corporation, or Ameren Illinois in the past noting briefly the year and activities undertaken. Previous experience

working for Ameren Missouri is not necessarily a conflict of interest; but, it must be disclosed. Additionally, Bidders are requested to disclose if they are a manufacturer of any hardware or software which they propose to use in the course of performing this assignment.

- **Appendix E– Additional Information**

The Bidder(s) may provide any additional information at its discretion that may be useful for purposes of the selection process.

## **8 SELECTION CRITERIA**

Ameren Missouri will evaluate each proposal in a consistent and objective manner. The Ameren Missouri Selection Committee, will review the proposals and will facilitate the final selection decision.

Responses to questions or requirements identified in this RFP will form the primary basis of the evaluation.

### **8.1 Selection Process**

Each proposal will first be checked for conformance with the RFP. Failure to conform will result in rejection of the proposal. The following will constitute conformance:

- Meeting RFP timeline
- Submitting all required information and documents

#### **Phase 1 Scoring – Initial Content Review**

Responses to questions or requirements identified in this RFP will form the primary basis of the evaluation. The evaluation criteria the Ameren Missouri Selection Committee will use include, but are not limited to:

- The proven ability of the bidder to satisfy the requirements of this RFP in a cost-effective manner
- Experience (program management experience, results to date, references, staff credentials)
- Approach/Ideas (program design and implementation approach, staffing, project management, marketing, innovation, customer focus, processes, rebate fulfillment, QAQC plan, activities or relationships adding value to the EM&V process)
- Value (overall price, alignment of interests)

#### **Phase 2 Interview and Assessment**

Bidder(s) that obtain the highest ratings in Phase 1 will be invited to respond to follow-up questions if deemed necessary by Ameren Missouri. Bidders will be judged based upon their demonstrated competence, experience, value, resource availability, and communication and coordination skills. At the end of Phase 2, Ameren Missouri will select the winning Bidder(s).

## 8.2 False or Misleading Statements

Proposals that contain false or misleading statements, or that provide references which do not support an attribute or condition claimed by the Bidder, may be rejected. If, in the opinion of Ameren Missouri, such information was intended to mislead Ameren Missouri in its evaluation of the proposal, and the attribute, condition, or capability is a requirement of this RFP, it will be the basis for rejection of the proposal, regardless of the overall score.

## 8.3 Conflicts of Interest

Bidder(s) awarded this contract(s) will be prohibited from entering into agreements to serve as the EM&V Administrator for the contracted programs for the term of the programs (2019-2024). If the parties elect to extend the agreement, the above prohibition applies through the term of the contract extension. Bidder(s) shall disclose any actual, potential or perceived conflicts of interest. The Bidder ultimately selected is prohibited from having a financial interest in Ameren Missouri or in any enterprise receiving payments to conduct EM&V for the Programs. Any such interest must be disclosed. Bidder(s) must identify any pending legal or administrative action to which it is a party, and any judgments that have been rendered against it in the last five years. Ameren Missouri reserves the right to reject any bidder that has an actual, potential or perceived conflict of interest, is party to pending legal action or against which judgments have been rendered, or that has a history of claims against it, if Ameren Missouri believes that these affect the ability of the bidder to perform.

## 8.4 Post-Proposal Negotiation and Awarding of Contracts

Ameren Missouri will initially notify only the selected Bidder(s) verbally and in writing. This notification will initiate negotiations on the Statement of Work, Statement of Work Outline (Appendix F) and Ameren Missouri Terms & Conditions (Appendix B) between the parties. Should Ameren Missouri and the selected Bidder(s) not be able to reach accord, Ameren Missouri may terminate negotiations with such Bidder(s) and may begin negotiations with the next highest ranked Bidder(s). Upon successfully reaching a signed contract on a Statement of Work among all parties, Ameren Missouri will notify other Bidders of its decision verbally and in writing.

## 8.5 Ameren Missouri is Under No Obligation to Execute Contract

Nothing contained in this RFP shall be construed to require or obligate Ameren Missouri to select any proposals or limit the ability of Ameren Missouri to reject all proposals in its sole and exclusive discretion. Ameren Missouri further reserves the right to withdraw and terminate this RFP at any time prior to the execution of a contract.

## 9 GENERAL TERMS AND CONDITIONS

### 9.1 Contract Terms and Conditions

Each program will be governed by the Ameren Missouri Energy Efficiency and Cybersecurity Terms and Conditions(Agreement) Appendix B. **Bidder(s) must submit any proposed exceptions to the Agreement in Word format using the “track changes” feature.** Failure to submit an exception to the Agreement will be considered Bidder(s)' approval of such terms. The type and extent of exceptions to the Agreement will be a significant factor in Ameren Missouri's selection of Bidders proceeding to the next round of consideration.

### 9.2 All Submitted Proposals Become Exclusive Property of Ameren Missouri

All proposals submitted to Ameren Missouri pursuant to this RFP shall become the exclusive property of Ameren Missouri and may be used for any reasonable purpose by Ameren Missouri. Proposals submitted will not be returned to Bidders.

### 9.3 Confidentiality Terms

Ameren Missouri shall consider materials provided by Bidder in response to this RFP to be confidential. However, Bidder(s) also agree that Ameren Missouri may provide copies of the Bidder(s)' proposals to a selected group of stakeholders, who are bound by confidentiality agreements. Bidder(s) should be aware that proposals, even if marked “Confidential,” may be subject to discovery and disclosure in regulatory or judicial proceedings that may or may not be initiated by Ameren Missouri. Bidders may be required to justify the requested confidential treatment under the provisions of a protective order issued in such proceedings. If required by an order of an agency or court of competent jurisdiction, Ameren Missouri may produce the material in response to such order without prior consultation with the Bidder.

### 9.4 Disclaimers

Bidder(s) are hereby advised that Ameren Missouri is not committed to any course of action as a result of its issuance of this RFP and/or its receipt of a proposal from any Bidder in response to it. Further, Ameren Missouri reserves the right to:

- Reject any proposal which does not conform to the instructions and specifications which are issued herein;
- Not accept proposals after the stated submission deadline;
- Reject any or all proposals, if it so decides;
- Negotiate with one or more firms;
- Award a contract in connection with this RFP at any time;
- Award only a portion of the contract;
- Make no award of any contracts;

- Maintain current vendor arrangements
- Introduce new pricing mechanisms at any future time; or
- Implement alternative electronic billing processes at any future time.
- Further, Ameren Missouri expects selected bidders to have electronic billing capability.

**Ameren Missouri explicitly reserves the right to contract with a Bidder for reasons other than the lowest price. Ameren Missouri will not reimburse any Bidder for any proposal preparation costs or other work performed in connection with this RFP.**

## 10 APPENDICES

### APPENDIX A: SUBMITTAL TOOL

Bidder(s) must submit each program, annual incentive and administration budgets, kW and kWh savings by completing the attached Submittal Tool spreadsheets below. Required annual inputs in the Submittal Tool include distinct : set-up costs (first year 2019 only), program marketing cost, measure counts, customer incentive per measure and implementation administration costs per program (reference Submittal Tool for additional instructions/requirements). The Submittal Tool has deemed savings estimates by measure and the Bidder(s) will have the ability to enter NTG values or default to 1.0. Set up program budgets shall include all startup costs for each program. All pricing shall be fixed and shall represent the Bidder(s)' responsibilities, expectations and service levels.

Coincident peak demand (kW) savings are determined by multiplying the measure's first year energy savings (kWh) by the EndUse coincident peak demand factor. The measures listed in the Submittal Tool have the appropriate coincident peak demand factor pre-assigned. New measures submitted by Bidder(s) to the Submittal Tool must include a coincident peak demand factor selected from table found in Appendix A.

Submittal Tool Spreadsheets found at [AmerenMissouri.com/DSMPrograms](https://www.amerenmissouri.com/DSMPrograms)

### APPENDIX B: AMEREN MISSOURI ENERGY EFFICIENCY AND CYBERSECURITY TERMS & CONDITIONS

Each program will be governed by the Ameren Missouri Energy Efficiency and Cybersecurity Terms and Conditions(Agreemenst) below. **Bidder(s) must submit any proposed exceptions to the Agreement in word format using the "track changes" feature.**

Ameren Missouri Energy Efficiency and Cybersecurity Terms & Conditions found at [AmerenMissouri.com/DSMPrograms](https://www.amerenmissouri.com/DSMPrograms)

## APPENDIX C: AMEREN MISSOURI 2016 MARKET POTENTIAL STUDY

Chapter 6 Energy Efficiency Potential, Chapter 7 Behavioral Programs Potential and Chapter 8 Demand Response Potential of Ameren Missouri’s 2016 DSM market Potential Study provides a roadmap for Bidder(s) as they develop strategies and programs for energy efficiency, demand response in the Ameren Missouri service area.

**Ameren Missouri 2016 Market Potential Study found at [AmerenMissouri.com/DSMPrograms](https://www.amerenmissouri.com/DSMPrograms)**

## APPENDIX D: HISTORIC AND CURRENT ENERGY EFFICIENCY PORTFOLIO

This section provides some additional context on programs Ameren Missouri has implemented and the savings goals achieved and/or forecasted. Bidder(s) can view the latest 2016 EM&V reports for individual business and residential programs at the links provided in Appendix D-1 below. The link also includes residential summary EM&V reports for Bidder(s) to review.

**Ameren Missouri Histori and Current Energy Efficiency Portfolio info found at [AmerenMissouri.com/DSMPrograms](https://www.amerenmissouri.com/DSMPrograms)**

## APPENDIX E: COLLABORATIVE REPORT

Ameren Missouri is committed to work collaboratively with Missouri Stakeholders (Missouri Public Service Commission, Office of the Public Council, Missouri Department of Economic Development – Division of Energy, Renew Missouri, Natural Resources Defense Council, etc.) to explore additional savings opportunities. Attached below is a copy of the Collaborative Process Report and dashboard presentation from the fall of 2016. Bidder(s) should review and consider some of the programs/enhancements to obtain additional coincident peak demand savings (kW) and energy savings (kWh).

**Ameren Missouri Collaborative Report found at [AmerenMissouri.com/DSMPrograms](https://www.amerenmissouri.com/DSMPrograms)**

## APPENDIX F: SCOPE OF WORK OUTLINE

Bidder(s) will be required to deliver DSM programs that incorporate the outlined scope of work below.

Ameren Missouri Scope of Work Outline found at [AmerenMissouri.com/DSMPrograms](https://www.amerenmissouri.com/DSMPrograms)

## APPENDIX G: INTENT TO BID

Bidders must indicate their intent to bid via completing the “Intent to Bid” form below. The form should be submitted to [DSMPrograms@ameren.com](mailto:DSMPrograms@ameren.com) by 5:00 p.m. CDT August 15, 2017. Bidders will be sent a link to Ameren’s Sourcing tool, which will be utilized to submit questions and proposals.

Intent To Bid Form found at [AmerenMissouri.com/DSMPrograms](https://www.amerenmissouri.com/DSMPrograms)

## APPENDIX H: BID SUBMISSION AND PROPOSAL CHECKLIST

Bidder(s) will be required to complete Bid Submission and Proposal Checklist form attached below.

Bid Submission and Proposal Checklist found at [AmerenMissouri.com/DSMPrograms](https://www.amerenmissouri.com/DSMPrograms)