

Michael Goldman

Principal | Energy Efficiency, DSM, Demand Response & Integrated Planning

Energy Efficiency Planning	DSM Portfolio Strategy	Regulatory Support	Stakeholder Facilitation	EM&V / Cost-Effectiveness	Electrification & DR
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Professional Focus

Energy efficiency and utility planning executive with deep experience leading, facilitating, and supporting multi-year demand-side management (DSM) plans, energy efficiency portfolio strategy, demand response, strategic electrification, EM&V, and regulatory filings. Michael has worked across utility, consulting, and clean technology settings to translate program goals, savings assumptions, incentive structures, affordability considerations, stakeholder feedback, and regulatory requirements into actionable plans and commission-facing materials. His work is particularly focused on helping utilities and program administrators align energy efficiency and demand-side resources with affordability, decarbonization, integrated energy planning, and grid flexibility objectives.

Selected energy efficiency and planning emphasis: Mass Save Three-Year Plan development; DSM portfolio and savings goal analysis; program/incentive design; EM&V and cost-effectiveness; stakeholder comment matrices; regulatory testimony and discovery; integrated energy planning; non-pipeline alternatives; strategic electrification and demand response planning.

Experience

Apex Analytics — Principal | 2023–Present

- Supports utilities and program administrators on energy efficiency and DSM planning, including plan development processes, project timelines, stakeholder engagement structures, drafting templates, governance materials, and final regulatory filing support.
- Played a central role in Mass Save planning support, including facilitation and drafting assistance for the 2025–2027 Massachusetts Three-Year Energy Efficiency and Decarbonization Plan. Retained to work on the 2028–2030 planning cycle.
- Provides regulatory and policy support on energy efficiency, DSM, affordability, cost recovery, unit costs, performance incentives, savings goals, avoided costs, cost-effectiveness, and customer impact issues.
- Leads or supports facilitation of complex stakeholder processes related to integrated energy planning, non-pipeline alternatives, climate compliance planning, storage tariffs, demand response, and clean energy program design.
- Develops high-quality planning and regulatory materials, including testimony-style narratives, discovery responses, stakeholder comment matrices, program design language, jurisdictional scans, and decision-ready memos for utility and public-sector clients.
- Advises on strategic electrification and demand-side resource planning, including program objectives, measure eligibility, incentive levels, delivery pathways, performance metrics, funding sources, market barriers, and integration with existing energy efficiency delivery infrastructure.
- Supports market research and program planning work, including contractor and customer surveys, heat pump market readiness analysis, jurisdictional comparisons, incentive benchmarking, and translation of EM&V findings into program strategy.

Generac Grid Services — Director | 2021–2023

- Identified regulatory, market, and policy trends affecting distributed energy resources, demand response, virtual power plants, EV managed charging, and DERMS, and translated those trends into business strategy and utility engagement opportunities.
- Oversaw development and deployment of a light-duty EV managed charging program and evaluated industry partners, commercial models, and emerging technologies relevant to flexible load management and demand-side resource planning.
- Monitored state and federal legislation, public utility commission proceedings, and utility planning developments to assess risks and opportunities for grid flexibility, demand response, DER aggregation, and customer-sited resources.

Eversource Energy — Director | 2012–2021

- Led regulatory, planning, EM&V, and support services for a \$500M+ multi-state energy efficiency and demand response portfolio, including oversight of portfolio strategy, performance metrics, budgets, savings assumptions, and stakeholder communications.
- Managed a team of more than 30 professionals working across energy efficiency, demand response, evaluation, regulatory strategy, and peak-load management functions in Massachusetts, Connecticut, and New Hampshire.
- Supported development of multiple Mass Save Three-Year Energy Efficiency Plans, including alignment of portfolio objectives, budgets, incentive structures, program narratives, savings goals, avoided-cost assumptions, and customer impact considerations.
- Provided expert witness testimony before state utility commissions in Massachusetts, Connecticut, and New Hampshire and supported regulatory filings, discovery responses, interrogatory responses, and commission-facing narratives.



- Evaluated demand-side and distributed energy resource technologies through demonstration projects involving battery storage, thermal storage, demand response, automated load control, EV load management, and behind-the-meter solutions.
- Advised leadership on integrating energy efficiency, demand response, and distributed energy resources into transmission and distribution planning, including geo-targeted strategies, peak demand reduction, and non-wires/non-pipeline alternatives.
- Oversaw procurement processes for multimillion-dollar contracts and supported cost recovery, rate design, cost allocation, performance incentive, and affordability discussions related to energy efficiency and clean energy investments.

Deloitte Consulting — Consultant | 2010–2012

- Advised senior leadership on domestic and international energy policy, facility energy use, cost mitigation strategies, and greenhouse gas emissions risk management for large government and institutional clients.
- Conducted economic analyses of energy usage in large facilities and developed materials to support decision-making on energy operations, costs, and policy trends.

Power Advocate (now part of Wood Mackenzie) — Energy Business Analyst | 2008–2010

- Advised power-sector clients on market trends, technology costs, environmental policy, commodity pricing, and generation facility cost drivers.
- Managed client projects, maintained stakeholder relationships, and developed bottom-up cost models and market analyses to support strategic planning and procurement decisions.

Selected Energy Efficiency & Planning Experience

- Massachusetts 2025–2027 Three-Year Energy Efficiency and Decarbonization Plan: Supported plan development through project timelines, working sessions, stakeholder coordination, comment tracking, integration of savings and budget assumptions, drafting support, and final document development.
- Integrated Energy Planning Working Group Facilitation: Supports facilitation and planning for stakeholder processes focused on 5-year, 10-year, and 2050 planning roadmaps, coordination between gas and electric planning, alignment with energy efficiency, and policy/regulatory enablers.
- Heat Pump Installer Network and Market Readiness Research: Supported contractor and market research related to heat pump adoption, contractor awareness, participation barriers, and program positioning for energy efficiency and electrification programs.

Core Capabilities

Energy Efficiency & DSM Planning

Multi-year plan development, portfolio strategy, budgets, savings goals, incentive structures, program narratives, and filing support.

Stakeholder Facilitation

Working group facilitation, meeting design, comment matrices, public listening sessions, conflict resolution, and consensus-building.

Demand Response & Flexibility

DR program strategy, flexible load management, EV managed charging, peak-load reduction, and dispatchable demand-side resources.

DER / DERMS / VPP

DER integration, DERMS/DRMS strategy, VPP use cases, battery storage, and customer-sited resource planning.

Regulatory & Testimony Support

Commission-facing narratives, discovery, interrogatories, stakeholder comments, cost recovery, affordability, and customer impact analysis.

EM&V / Market Research

Survey design, jurisdictional scans, market barrier analysis, cost-effectiveness, program evaluation, and translation of findings into strategy.

Electrification & Integrated Planning

Strategic electrification, heat pump programs, IEP, NPAs, climate compliance planning, and alignment of EE with grid/system planning needs.

Project Management

Milestone tracking, schedule control, workplans, document management, coordination across internal/external teams, and final deliverable quality control.

Education

- M.A., Energy Policy and International Economics, Johns Hopkins School of Advanced International Studies (SAIS)
- B.A., History, University of Wisconsin–Madison

Publications & Presentations / Awards

Michael has 50+ publications, conference proceedings, and interviews to his name. He is a frequent presenter on utility regulation, energy efficiency, demand-side resources, DER integration, rate design, and clean energy planning, including at events such as DistribuTECH, AESP, and IEPEC. Michael received the 2016 AESP One to Watch Award and was named a 2021 Fortnightly Under Forty by Public Utilities Fortnightly.



Michael Goldman Published Articles, Conference Proceedings, and Interviews

Just, Reasonable, and a Little Bit Ridiculous: An Introduction to Modern Utility Policy and Regulation

DISTRIBUTECH · Feb 2, 2026

Navigating modern utility policy and regulation

DISTRIBUTECH · Mar 24, 2025

Cut the Carbon, and Crack the Code: A Guide to Misguided EV Programs

DISTRIBUTECH · Feb 28, 2024

FERC Order 2222 and The Rise of Distributed Energy Resources

RMEL - Rocky Mountain Electrical League · Jun 21, 2022

The DERMS Journey – Optimizing DERs for Multiple Use Cases

DISTRIBUTECH · May 23, 2022

The Challenges and Promise of Distributed Energy Resources in 2022

Electric Energy Magazine · Apr 18, 2022

Flexibility: Key to the success of the distributed energy transition

Energy Central · Feb 23, 2022

Riding Out the Perfect Storm

Guidehouse Webinar · Jan 12, 2022

Transforming utility customer service: Equity in decarbonization

PowerGrid · Oct 27, 2021

Transforming utility customer service: Evaluation, measurement and verification

PowerGrid · Aug 25, 2021

Transforming utility customer service: Rates, incentives and decarbonization

PowerGrid · Jun 3, 2021

Transforming utility customer service: Residential heat pumps can help decarbonization efforts

PowerGrid · Apr 13, 2021

'A total mindshift': Utilities replace gas peakers, 'old school' demand response with flexible DERs

Utility Dive · Mar 8, 2021

Transforming utility customer service: Helping decarbonize the residential sector

Power Grid · Feb 22, 2021

Energy Storage Utility Case Studies

DISTRIBUTECH+ Series · Jan 21, 2021

Transforming utility customer service: Final thoughts on C&I customer sustainability goals

Power Grid · Dec 15, 2020

INTERVIEW: Eversource Director says geothermal demo project could overcome regional deployment barriers

New Project Media · Dec 15, 2020

Innovative geothermal micro-district concept moves ahead in Massachusetts

Energy News Network · Dec 3, 2020

Clean Heat - The Potential of Networked Geothermal



Boston Green Ribbon Commission · Nov 19, 2020

Developing a Framework for Aggregated Distributed Storage Resources

GreenTech Media · Nov 11, 2020

Massachusetts Blazes Its Own Trail on Distributed Energy Policy

GreenTech Media · Nov 4, 2020

Transforming utility customer service: The ECO2 program at McDonalds

Power Grid · Oct 27, 2020

Demand response failed California 20 years ago; the state's recent outages may have redeemed it

Utility Dive · Sep 28, 2020

Transforming utility customer service: Bank of America's push for a low-carbon future

Power Grid · Aug 25, 2020

Transforming utility customer service: How Walmart is driving change

Power Grid · Jun 24, 2020

Distributed Storage and Demand Response Participation in ISO Markets

41st Peak Load Management Alliance (PLMA) National Conference · Apr 21, 2020

Transforming utility customer service: Meeting sustainability goals with fleet electrification

Electric Light & Power · Apr 21, 2020

How to Operate the Grid of the Future

Northeast Energy and Commerce Association Inc (NECA) 2020 Renewable Energy Conference · Mar 5, 2020

Transforming utility customer service: Helping C&I companies meet sustainability goals

Power Grid · Feb 26, 2020

Transforming utility customer service: Looking ahead to the grid of the future

Electric Light & Power · Dec 10, 2019

Massachusetts Considers Substituting Geothermal for Natural Gas

Engineering News-Record · Nov 19, 2019

Store Baby Store: Existing & Emerging Use Cases in Energy Storage & Demand Response

2019 Local Energy Solutions Conference · Nov 15, 2019

Achieving Cost-Effectiveness Amid Increasing Challenges

AESP Webinar · Nov 14, 2019

Get Smart: Con Edison and Eversource Manages Peak Load and Meets Customer Needs Through Pilots

40th PLMA Conference · Nov 5, 2019

Eversource Energy for Commercial & Industrial Active-Demand Management Demonstration

Peak Load Management Alliance (PLMA) · Oct 17, 2019

Transforming utility customer service: Incentive structures for peak load reduction

Power Grid · Oct 8, 2019

Northeastern utilities aim to 'crush and flatten' system peaks as DERs boost grid efficiency

Utility Dive · Sep 23, 2019

Using technology to promote an optimized grid and an engaged customer

Electric Light & Power · Aug 27, 2019

Ice being used as cutting edge way to keep buildings cool

WCVB Channel 5, ABC Affiliate · Aug 23, 2019

USING END USE DISAGGREGATION TO DESIGN RELEVANT DEMAND SIDE MANAGEMENT PROGRAMS FOR AN EVOLVING GRID

2019 International Energy Program Evaluation Conference (IEPEC) · Aug 21, 2019

Driving Down the Peak - Using Load Shape Data to Develop Demand Reduction Programs

2019 International Energy Program Evaluation Conference (IEPEC) Poster Session · Aug 20, 2019

“Ice Bear” Helps Keep Jungle Cool at Franklin Park Zoo

Eversource Produced YouTube Clip · Aug 2, 2019

Transforming utility customer service: Grid-scale and BTM energy storage

Electric Light & Power · Jun 24, 2019

Integrating Distributed Energy Resources onto the Grid

39th PLMA National Conference · May 15, 2019

A Holistic Approach to Demand Management for C&I Customers: Interview with Eversource Energy on their PLMA ‘Thought Leader’ Award

Energy Central · May 10, 2019

Would you let Eversource pay you to raise the temperature in your house on a hot day?

Concord Monitor · Feb 22, 2019

Integration is the next step in demand side management: Here's how 3 utilities are pursuing it

Utility Dive · Dec 5, 2018

Integrated Demand-Side Management - The Next Frontier

AESP/PLMA Webinar · Nov 6, 2018

Getting Down to Business in the C&I Sector

Energy Storage Association 2018 National Conference · Apr 19, 2018

Featured Speaker - Behind the Meter Peak Load Reduction Solutions

2018 Annual Energy Outlook Forum - New England Chapter of the Association of Energy Engineers · Jan 10, 2018

Northeast Regional Roundup of Customer-centric Programs

2017 Peak Load Management Alliance National Conference · Nov 14, 2017

Panel - Improving EM&V: Whats Working and Not Working

2017 International Energy Program Evaluation Conference · Aug 9, 2017

Panel Moderator: GROWING UP—THE EVOLUTION OF BEHAVIORAL PROGRAMS

2017 International Energy Program Evaluation Conference · Aug 9, 2017

How Demand Impacts You and How You Impact Demand

2016 New England Energy Efficiency Conference and Expo · Jun 15, 2016

Tech Enhanced EM&V

Technology Enhancements and the Emergence of EDGE M&V Brown Bag · Jun 2, 2016

Session Moderator for Wi-Fi Thermostat Panel

2016 AESP Spring Conference · May 12, 2016

The Story of You: How Utility Customization is Driving Increased Energy Efficiency Participation



2016 AESP National Conference · Feb 3, 2016

Visualizing the Participation and Impacts of a Statewide Portfolio Evaluation

2015 International Energy Program Evaluation Conference · Aug 11, 2015

The Utility of You

Strategies - The Monthly eMagazine of the Association of Energy Services Professionals · May 1, 2015

Driving Miss Participation

2015 AESP National Conference · Feb 1, 2015

Economics of The Global Energy Transition

International Association for Energy Economists/American Economic Association · Jan 4, 2015

Integrating Behavior Programs into Portfolio Plans to Encourage Cross-program Effects

2014 ACEEE Summer Study on Energy Efficiency in Buildings · Aug 1, 2014

Distributed Generation and Energy Efficiency

National Capital Area Chapter of the U.S. Association for Energy Economics September 2014 Lunch Speakers Series · Jul 1, 2014

Practical Challenges to Applying Behavioral Strategies to Utility Programs

Applying Behavioral Strategies to Energy Decisions and Behaviors · Jun 1, 2014

Distributed Generation: Transmission Panacea or Utility Pain Point?

Dialogue, an electronic publication of the United States Association for Energy Economics (USAEE), Vol.22, No.2, 2014 · Apr 1, 2014

A Case Study in Targeted Residential Marketing: Customizing Marketing Campaigns Based on Customer Data

2014 AESP National Conference · Jan 1, 2014

Incorporating Energy Efficiency into the Transmission & Distribution Planning Process - Potential Financial and Reliability Implications

2013 IEPEC Conference

Opportunities and Obstacles: Integrating Energy Efficiency into the Transmission and Distribution Planning Process

Progress in Industrial Ecology, Vol.8, No.3, 2013

Have You Scrubbed Your Congressman Today?

Electric Light and Power · May 1, 2009