

RESUME

Eric J. Belliveau

Partner

Optimal Energy, Inc.

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Eric Belliveau became a Principal and Senior Associate at Optimal in 2000, after consulting for the firm in 1999. He applies his vast and varied business experience to publicly-funded programs and private enterprises marketing energy efficiency and renewable supply. Belliveau currently specializes in commercial and industrial program management support and retail energy service business development and planning.

PROFESSIONAL EXPERIENCE

August 1999 – present

*Partner, **Optimal Energy, Inc.**, Bristol, VT*

Currently leading strategic market planning and business development process.

Assisted in specification of market effects predicted by program theory for LIPA's Clean Energy Initiative. Currently leading design and development of residential efficiency services delivery: developing sales staff, establishing new markets, working with business focus groups to design marketing tools. Part of a four-person team to design, select contractors, and support implementation of LIPA's Retrofit Energy and Capacity Program. Co-author and expert witness on achievable potential for energy-efficiency resources in Quebec. Assisting the Massachusetts Technology Collaborative on the development of case studies for its Green Schools and Green Building Initiatives. Business planning and product development consulting for retail energy service providers in Vermont, metropolitan Washington, DC, and Pennsylvania, 2002 to present.

January 1999 – 2002

*Managing Director, **Vermont Energy Future**, Burlington, VT.*

Responsible for developing Energy Co-op of Vermont (ECVT). Developed and co-wrote business plan for a buyer cooperative that will provide all forms of energy including fossil fuels, electricity (under deregulation), energy efficiency services and renewable energy supply. Developing systems, job descriptions, organizational structure, policies and procedures for operation of a 10,000-member business. Arranged business financing with major lender. Developed a whole house energy efficiency evaluation and measure implementation program for a 50,000-customer fossil fuel delivery company in Vermont. Developed partnerships with Washington Electric Coop and Vermont Credit Union League for the joint delivery of enhanced energy efficiency products and services to their members through ECVT. Developed procedures for increasing energy affordability low to moderate-income members by lowering consumption through efficiency. Serve as Chairman of the Board.

1994 – 1998

*General Manager/Vice President of Operations, **Waterbury Fresh Foods**, Burlington VT.*

- Responsible for all aspects of operating a 20-year-old food plant grossing \$11 million per year. Directed reports including finance, production, sales, purchasing, laboratory, maintenance, sanitation, delivery fleet, and retail operation.
- Prepared annual budget for all departments including capital plan.
- Designed and managed construction of two plant expansions totaling \$2.8 million. Produced specifications and purchased \$1.8 million of equipment. Projects delivered on time and 1% under budget.
- Hired and trained upper level staff during company turnaround from a branded meat company to an unbranded prepared food company while undergoing multiple changes in ownership.
- Responsible for development and installation of a variety of systems including cost accounting, production scheduling, multiple location inventory and warehouse management, preventive maintenance, and VOSHA, USDA, FDA, HACCP and EPA compliance.
- Worked with Burlington Electric Department to develop and implement a complete DSM retrofit of 45,000 SF facility including motors, lighting, heat, compressed air and insulation.

1991 – 1994

*Marketing/Small Business Specialist, **VT Department of Agriculture**, Montpelier VT*

- Consulted with over 100 large and small companies to provide business plans and growth strategies.
- Organized Department into a specialized and focused team able to work on any kind of agriculturally-related business.
- Represented the State of Vermont at a variety of venues nationally and internationally.
- Developed strategies for the Vermont agricultural community to directly market goods and services through farmer's markets, craft shows and expositions. Saw an increase in farm-based businesses as a result of increased exposure and marketing success.

1989-1991

*Construction Planner/Manager, **New England Housewrights**, Charlotte VT*

- Supervised a crew of 15 in a design-build construction firm in all aspects of house construction including the management of subcontractors.
- Company increased sales from \$250,000 to \$950,000 in two years.
- Responsible for all approvals, site selection and permits.

1980 – 1989

Founder/Owner, Vermont Pasta Company, Burlington VT.

- Started and operated a three-site restaurant and pasta manufacturing business. Projects included extensive development, permitting, planning and zoning approvals for commercial construction.
- Established a wholesale fresh pasta business selling throughout New England.
- Supervised a staff of 49 working two shifts seven days a week.
- Devised and implemented all production, inventory and financial systems used in the business.

EDUCATION

B.A., in International Affairs/German , University of Maine, Orono, ME, 1981.

Master in Business Administration candidate, University of Vermont, Burlington VT, 1999 – present.

Additional course work:

- Construction Cost Estimating - University of Vermont
- Project Management - University of Vermont
- Managerial and Cost Accounting, Calculus – University of Vermont

Additional professional activities:

- Past President of the Vermont Specialty Food Association
- Speaker - Society for Manufacturing Engineers - Chicago II
- Speaker - Harvard University roundtable discussions on food solutions.
- Instructor - Post and Beam House Construction.

Professional memberships:

- Board Chair, Energy Co-op of Vermont
- Member, Institute of Food Technologists
- Member, Food Marketing Institute
- Member, Vermont Specialty Food Association
- Board Member, Cooperative Pioneers
- Board Member, Vermont Energy Future

HIGHLIGHTS OF PROJECT EXPERIENCE

EFFICIENCY PROGRAM DESIGN AND PLANNING

- Long Island Power Authority Clean Energy Plan. Manages the OEI/VEIC team working with LIPA to provide program design and implementation assistance for residential, commercial and industrial efficiency, and solar programs in the Clean Energy Initiative. Drafted and advised on the executive summary for the Biennial Report to LIPA's Board on the Clean Energy Initiatives, and play a lead role in the development and economic screening of proposed program extensions. (1998 – present)

- Efficiency Vermont. Conceptualized overall business approach and structure, designed business development functions, and collaborated on marketing plan. Currently leading strategic market planning and business development process. (1999 – present)
- NSTAR Team Leader for the commercial and industrial programs for the NSTAR Energy Efficiency Collaborative, on behalf of the Massachusetts Collaborative Non-Utility Parties. Responsible for leading a team of consultants representing non-utility parties interests on the design, development, implementation and evaluation of NSTAR's portfolio of C&I programs. This project involves assisting the utility in developing and implementing a set of SBC-funded C&I programs. Took a lead role in the technology assessment of NSTAR C&I achievable potential and its 1999, 2000 and 2001 Energy Efficiency Plan filings to the MA DTE. (1999 – present)
- Massachusetts Technology Collaborative (MTC). Assist the MTC and Renewable Energy Trust in developing a framework for case studies of the renewable and green building projects. Provide expert assistance and recommendations on C&I case study content, marketing channels, format and materials designed to meet the priority needs of specific target audiences. When complete, the framework will facilitate information management, improve content quality and consistency, and generate case studies that maximize the impact of featured projects on future decision making. (2003 – present)
- Conducted C&I analysis, report and testimony on Opportunities for Accelerated Electrical Energy Efficiency in Quebec 2005 – 2012, on behalf of Regroupement National des Conseils Regionaux de L'environnement du Quebec, Regroupement des Organismes Environnementaux en Energie and Regroupement pour la responsabilite Sociale des Entreprises. (March – June 2004)
- Conducted commercial analysis assessing technical, achievable and economic potential for energy-efficiency in New York State and five sub regions over 5, 10 and 20 years, on behalf of New York State Research and Development Authority. (January 2002 – August 2003)
- "A Conservation Contingency Plan for Indian Point: Using California's Success Beating Blackouts to Replace Nuclear Generation Serving Greater New York," prepared for the Natural Resources Defense Council. (October 2003)
- "Examining the Potential for Energy Efficiency in Michigan: Help for the Economy and the Environment," for American Council for an Energy-Efficient Economy (ACEEE). Analysis and report projecting costs and benefits of aggressive energy-efficiency investment. (January 2003)
- "The Achievable Potential for Electric Efficiency Savings in Maine." Projected and compared 10-year C&I costs, savings and benefits (based on technical potential analysis prepared by Exeter Associates). Expert testimony on behalf of the Office of Public Advocate, before the Maine PUC. (October 2002)
- Jacksonville Electric Authority Led consulting team in the preparation of detailed recommendations for implementing strategic plan for acquiring clean power resources for the Jacksonville Electric Authority. (May – September 2001)

PUBLICATIONS

Belliveau, Eric, and Gary Krieger, Dan Zaweski and Craig McDonald. "Yet Another Look at Demand-Side Bidding: Long Island Power Authority's 75-MW Efficiency RFP", 2004. American Council for An Energy-Efficient Economy.

Belliveau, Eric, and. "Integrated Market-Based Efficiency and Supplu for a Small Energy Consumers: The Consumer Energy Cooperative", 2000. American Council for An Energy-Efficient Economy.

Belliveau, Eric. "Consumer Energy Cooperative Business Plan", 2000. Optimal Energy, Inc.