



**Market Transformation  
Advisory Board  
(MTAB) Meeting**

May 26, 2023

# Introductions & Ice Breaker

When have you been involved in something creative or a start-up?  
(work or home)

# Agenda



Time	Agenda Item	Presenter
9:00 a.m.	1. Welcome	
9:10 a.m.	2. Introductions	All
9:20 a.m.	3. Meeting Agenda	Margie Gardner
9:25 a.m.	4. Review April Meeting Notes	Margie Gardner
9:30 a.m.	5. Summary of "Success" Discussion	Margie Gardner
9:40 a.m.	6. Overall RFI/MTI Process (Review)	Margie Gardner
9:55 a.m.	7. Intake Materials & Process	Jennifer Barnes
10:15 a.m.	8. MTI Criteria & Prioritization	Jeff Mitchell
11:35 a.m.	9. Public Comment	
11:45 a.m.	Lunch break (45 min)	

Time	Agenda Item	Presenter
12:25 p.m.	10. Portfolio Characteristics	Jeff Mitchell
12:55 p.m.	11. 2023 Operations Plan	Margie Gardner
1:15 p.m.	12. 2024 Budget Planning & MTAB Role	Jim Giordano
1:45 p.m.	13. Public comment	
1:55 p.m.	14. Next Steps & Next MTAB Meeting	Margie Gardner
2:00 p.m.	Adjourn	

*Phone participants can raise their hand during the public comment period and will be unmuted.*

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# Review April MTAB Meeting Notes

[Draft April 19<sup>th</sup> Meeting Notes](#)

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# #5 Summary of "Success" Discussion

Margie Gardner

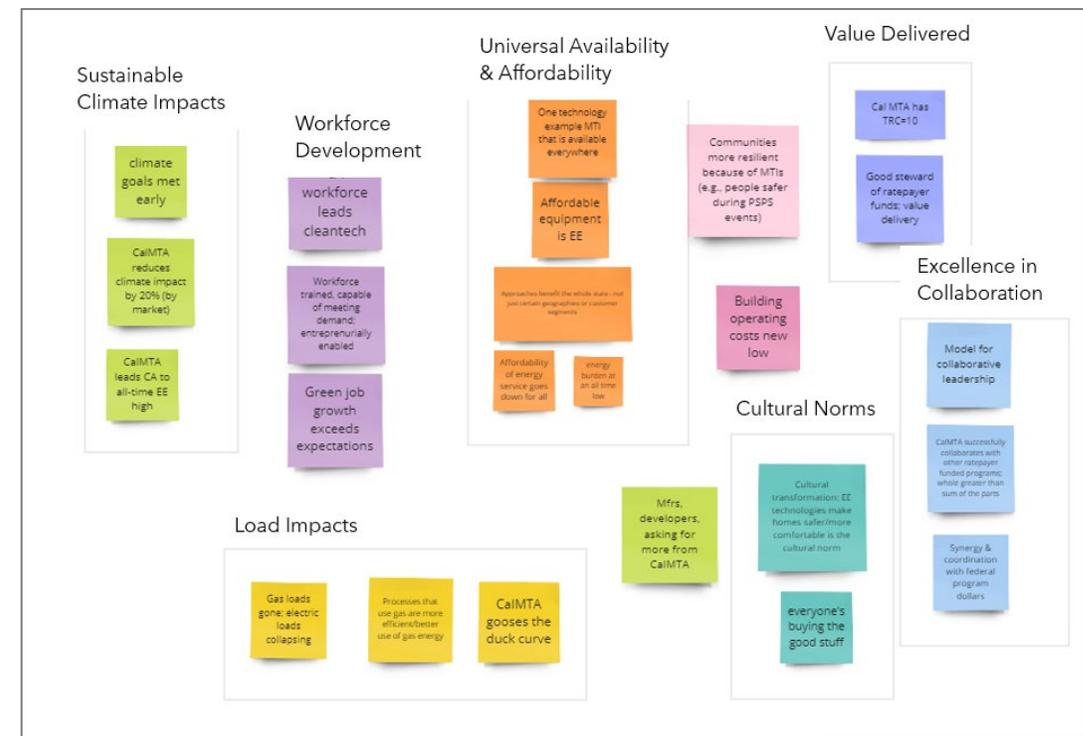
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# CalMTA Success Metrics - April meeting

- Two teams imagined newspaper headlines highlighting CalMTA's accomplishments
- Groups reported on their work surfacing several key themes
- Full output is documented in the packet memo
  - Themes represent the essence of our success metrics



# Key Themes

**Substantial Climate Impact:** Mitigation GHG emissions; achievement of climate goals

**Value Delivered:** Cost-effective energy efficiency achieved

**Universal Availability & Affordability:** Benefits shared equitably; energy burden reduced

**Excellence in Collaboration:** CalMTA delivers on collaborative leadership; leveraged funds from other programs and federal funding

**Workforce development:** Clean energy job growth

**Supportive of grid health:** Reduce peak, enhance demand flex

**Cultural Norms:** Efficiency becomes a normal part of business and choice of consumers

# Additional Considerations

**Gas efficiency:** Considering the state's policies on electrification, how do we prioritize gas efficiency in initiatives?

- Criteria treats gas and electric equally
- Balancing benefits proportionally back to funders
- Geography considerations



# #6 Overall RFI/MTI Process

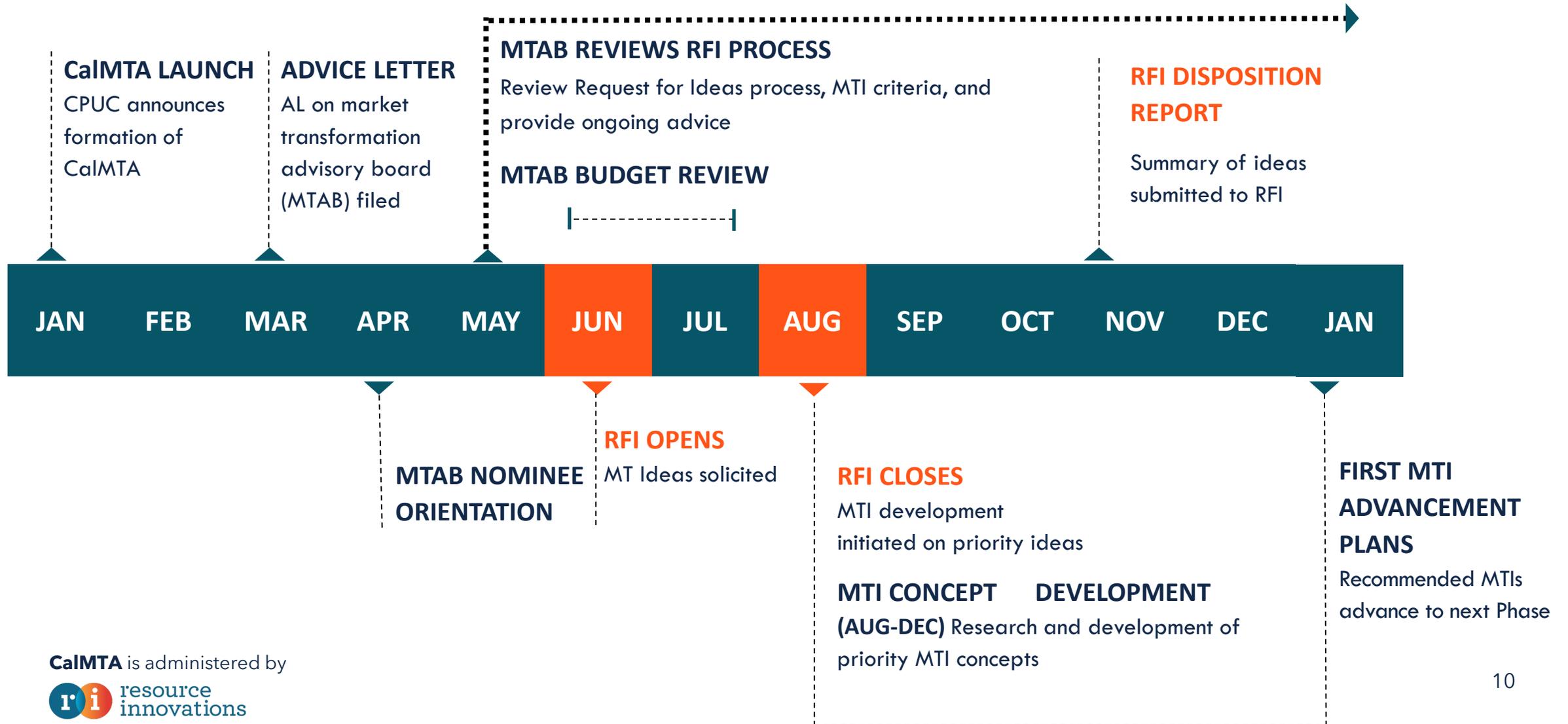
Margie Gardner

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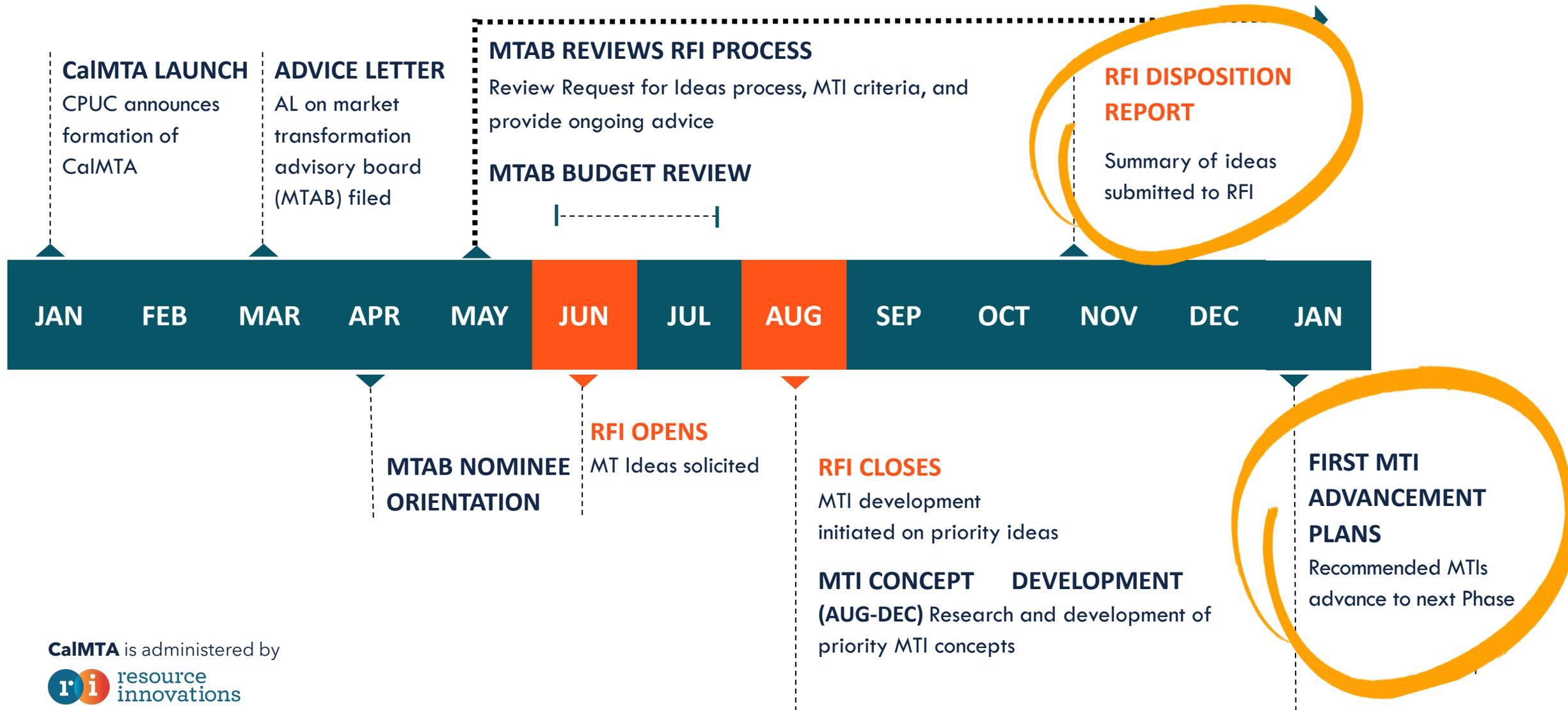
# CalMTA First Year Timeline



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# CalMTA First Year - 2023



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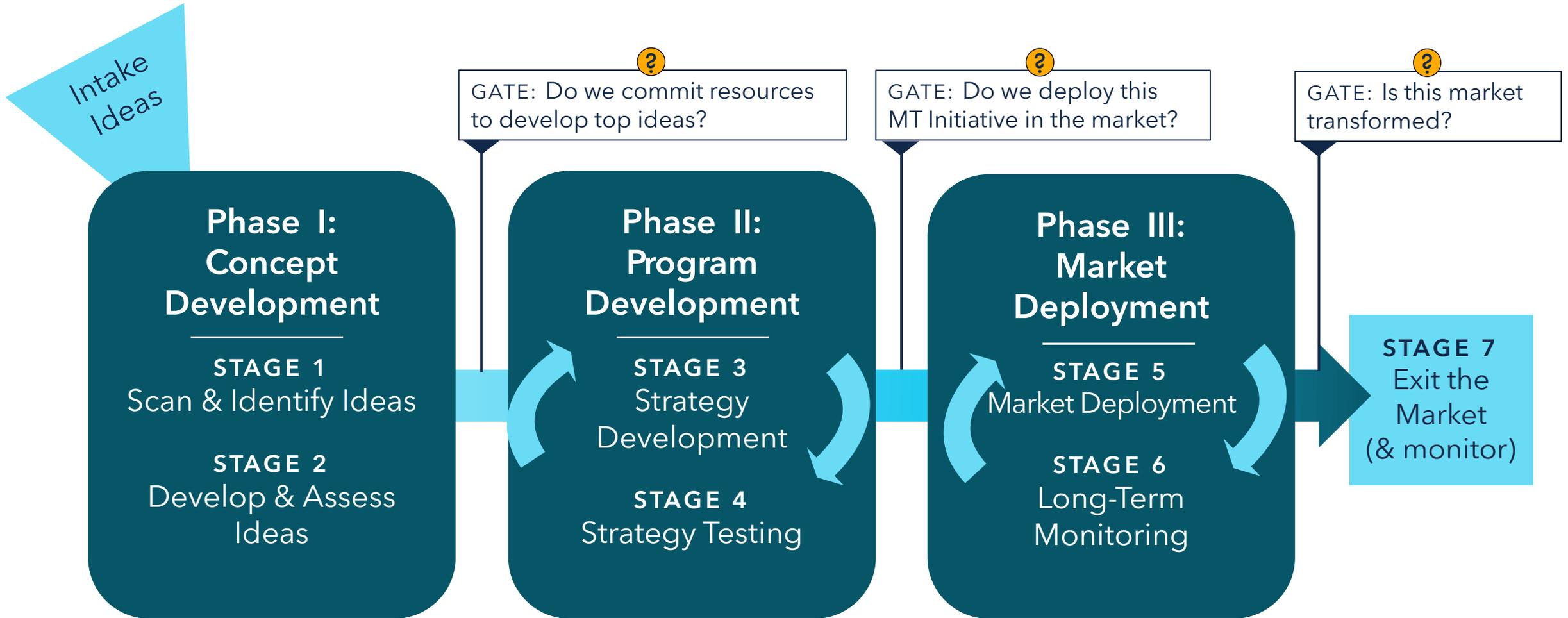
# Outlines for key documents



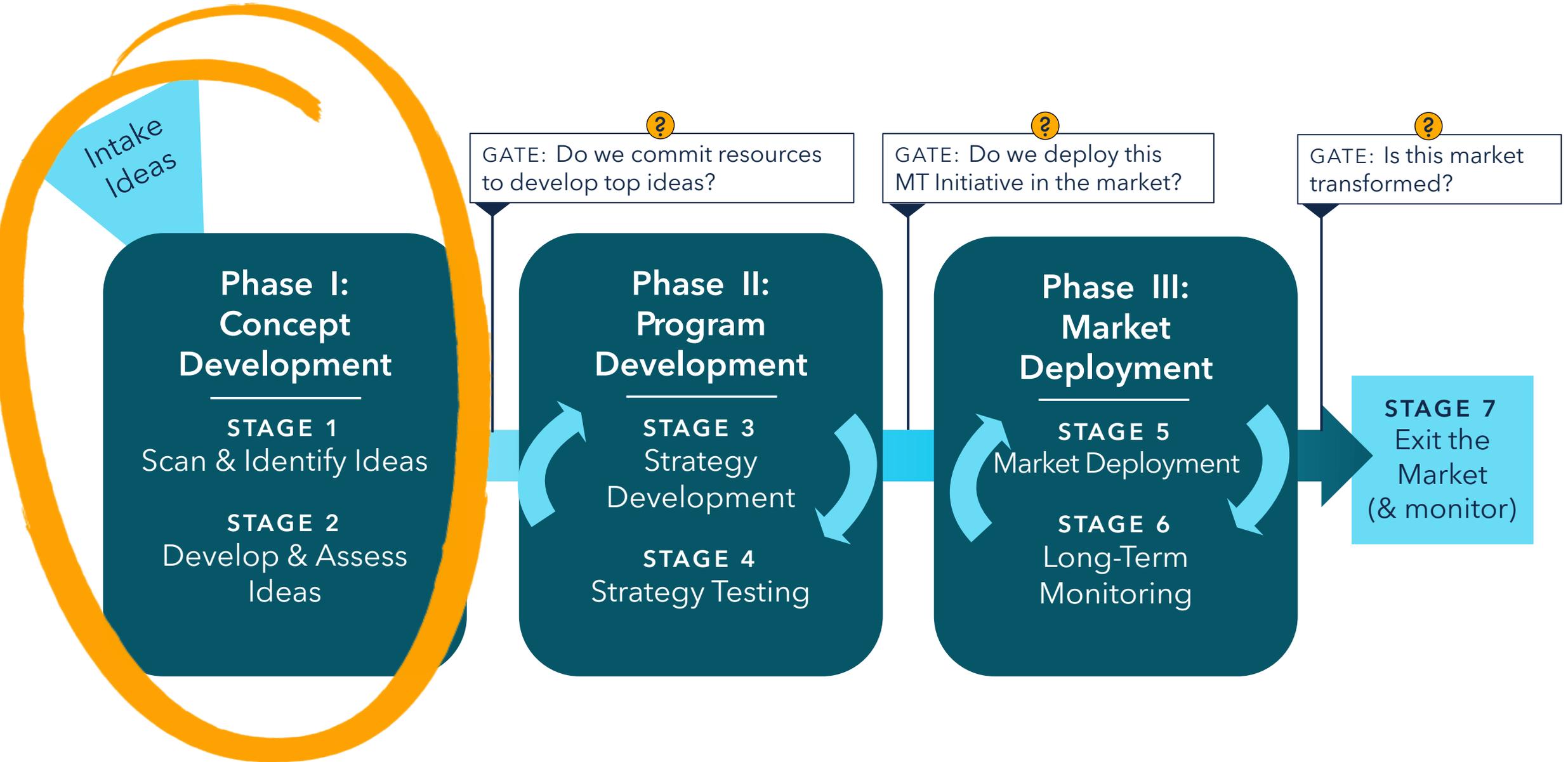
*Start with the end in mind*

- **RFI Disposition Report** - November
  - Description of the process
  - Summary of ideas collected through the first batch of RFI submissions
    - Scores for all ideas reported in bins
  - Identifies 15-20 ideas to move to Phase II: Program Development
    - If 1-4 ideas are highly advanced, they become **Front Runners**; will process fastest
- **MTI Advancement Plans** – November for 1-4 “Front Runners”; 2024 for remainder
  - Identify activities required to complete an MTI Plan
    - Activities are executed in Phase II
- **MTI Plan** – Mid- to Late- 2024
  - All material to document the MTI, including theory, logic model, ROI, stakeholder engagement; data management; evaluation and tracking

# CalMTA MTI Development Process



# CalMTA MTI Development Process

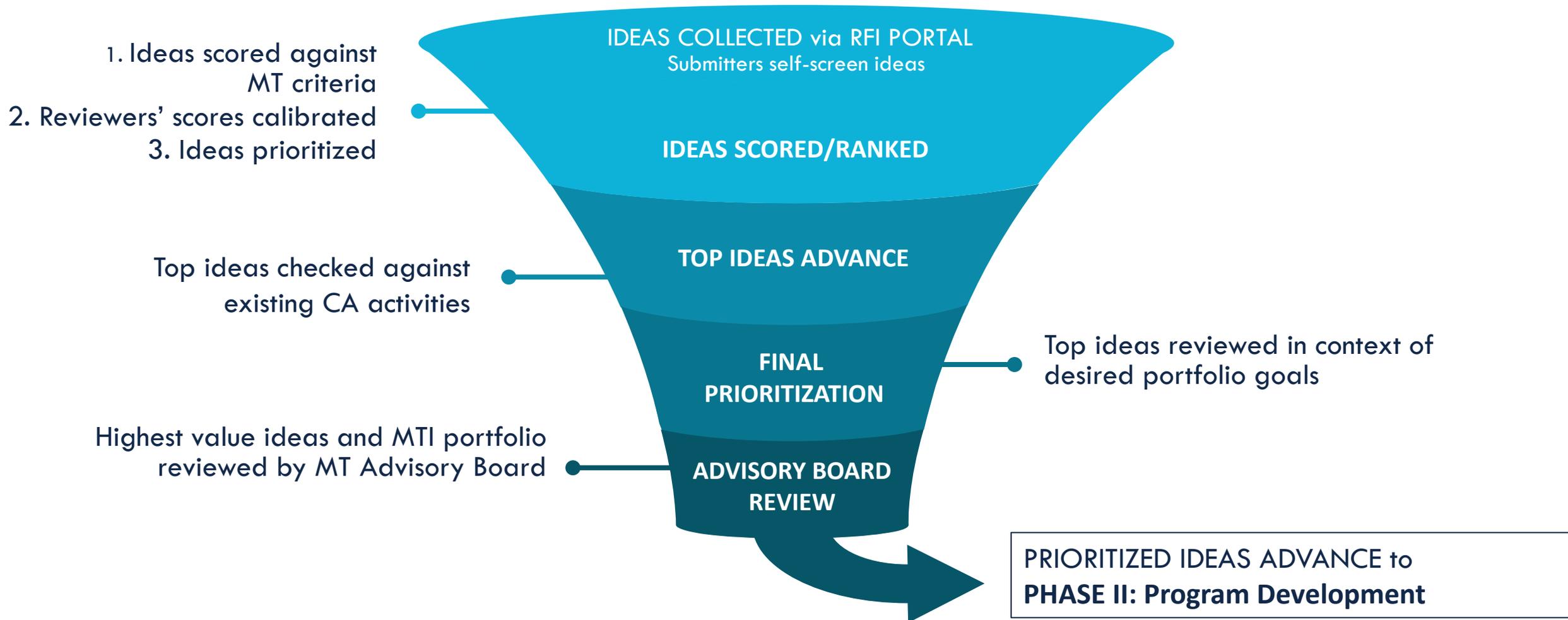


# CalMTA MTI Development Process Phase I

## Concept Development



Which ideas merit program development?





# #7 Intake Materials & Process

Jennifer Barnes

Contractor, 2050 Partners

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# Agenda

Topic	Description
<b>Guiding Principles</b>	Foundational assumptions that guided the Intake Working Group's activities & decisions
<b>Intake Process Development</b>	Key elements & lessons during the intake process development
<b>Intake Portal Overview</b>	Walk through Intake Portal

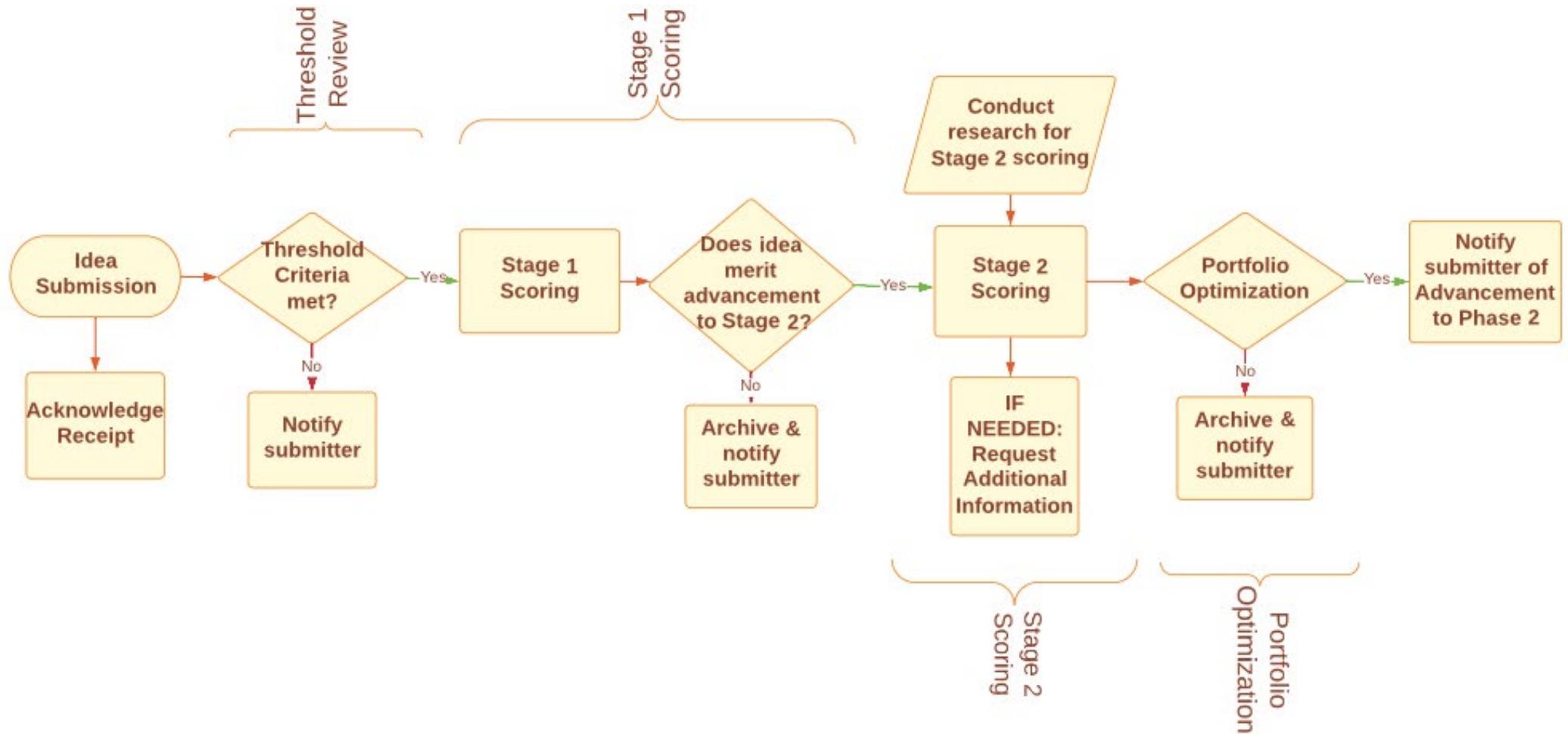
# Guiding Principles

- Simple
  - Goal: Minimize number of questions & time required to submit an idea
- Support a multistage process scoring & selection process
  - Threshold criteria
  - Scored criteria
  - Portfolio optimization
- Appropriate for all types of MTIs
  - Product/technology
  - Service/practice
- Promote the submission of quality MTI ideas with intentional content, guidance & support

# Intake Process Development

- Intake Data Collection
  - Interview, not survey: questions are designed to gather information from the submitter, not data points
  - CalMTA team will use their expertise to translate information to scoring inputs
- Supporting Strategies
  - Personas
  - Use cases
  - Process flow mapping
  - "User" testing
    - Experienced team members tested materials at various stages

# Simplified Intake & Scoring Process Flow



# Draft Intake Questions

- 3 self-screening questions
- 13 questions covering the following MT aspects:
  - Product Description & Benefits
  - Target Market Description
  - Adoption Barriers
  - Additional Supporting Information

# Mapping of Intake Questions to Scoring Categories



Intake Questions (Abbreviated)	Scoring Criteria Coverage					
	TSB	Readiness	Cost & C/E	Equity	Non-energy Impacts	MT Alignment
<b>Product Description &amp; Benefits</b>						
1. Please describe the technology or practice	x	x	x	x	x	x
2. Describe how the technology or practice saves electricity...	x					
3. Are there additional benefits that your technology or practice will provide?					x	
<b>Target Market Description</b>						
4. Describe the target market sector...	x		x	x		
5. Where, specifically, is the technology or practice available?		x	x			
6. Describe how the technology or practice is (or will be) delivered to the market.		x	x	x		
7. What is your best estimate of current market adoption of the technology or practice?			x			x
<b>Barriers to Adoption</b>						
8. What is keeping the market from adopting your technology or practice?			x			x
9. What limitation(s), if any, does the technology or practice have that must be overcome?			x			x
10. What are the alternative competing products or services?						x
11. What type of market interventions are necessary to overcome the identified barriers?			x			x
<b>Additional Supporting Information</b>						
12. Is there any additional information that would be helpful in evaluating your proposed idea?						
13. Please provide supporting information/documentation						

# Submitter Experience

- Balancing simplicity with functionality
  - Submitters will be required to create an account but minimal information will be required
- Notifications (but not too many)
  - Acknowledgement of receipt of submission
  - Reminders when there are partially completed submissions
  - Disposition of submitted idea: either archived for future consideration or advanced to Phase 2
- Multi-level Support
  - Static FAQs & Bulletin Board
  - Ability to schedule appointments during CalMTA staff office hours

# Intake Portal Overview



# Welcome to the Idea Portal

CalMTA is developing a market transformation portfolio to deliver cost-effective energy efficiency and help achieve California's goals for greenhouse gas reduction, workforce development, and equity.

Our goal is to create long-lasting, sustainable changes in the structure or functioning of the market by reducing barriers to the adoption of energy efficiency.

[Learn More](#)[Contact Us](#)

## We want to hear from you!

If you have an idea for how to accelerate the market adoption of an emerging energy efficiency technology, product, service, or practice, then we want to hear about it. If your idea is selected for further development, the CalMTA will conduct the research and analysis to create a plan for implementing it and issue a competitive solicitation for its delivery. For more information about how market transformation works to break down market-level barriers to adoption, visit: [www.calmta.org/our-work](http://www.calmta.org/our-work)

### Self-Screening Questions

Not all ideas are right for market transformation. Please review the questions below and if you can answer "yes" to all, then we encourage you to submit your idea:

- 1) Does the technology/product or practice/service have the potential to save energy in California? Can the energy savings be measured?
- 2) Is the technology/product or practice/service commercially available now or on track to be within the next 6 months?
- 3) Is there a compelling opportunity to address a non-financial market barrier that is keeping the technology or practice from being widely adopted? Typical market barriers are cost, lack of supply, low awareness, etc.

If you answered "No" to any of the questions, unfortunately your idea does not qualify for CalMTA development. We thank you for your time and consideration and hope you will follow CalMTA in our work. If you are unsure of the answer to any of these questions, please address those issues prior to submitting your idea to CalMTA. If you need help clarifying your answers, you can schedule office hours [\[LINK\]](#) to speak to the CalMTA team.

If your idea is right for submission, we are excited to have your help to create a marketplace of ideas to develop an impactful market transformation portfolio for California! To learn more about the submission and idea development process, visit: [www.calmta.org/participate](http://www.calmta.org/participate).

Submit Idea

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## Submit Your Idea

Please complete the 13 questions in the form below to submit your idea to the CalMTA. Be as descriptive as possible within the word limit. To learn more about the submission and idea development process, visit: [LINK](#).

- When applicable, include information about how your idea advances California's priorities for reaching hard-to-reach or low-to-moderate income customers, promoting workforce development, decarbonization through electrification, and/or utility grid priorities such as load flexibility.
- Describe if partnerships with environmental groups, social agencies or community-based organizations are part of the delivery strategy.
- Be as complete with information as possible within the word limits.
- Use the "previous" button below to page back in order to save your entries.

### Product Description & Benefits

\*1. Please describe the technology or practice. (250 words)

\*2. Describe how the technology or practice saves electricity or natural gas, reduces peak demand, and/or reduces GHG emissions. (100 words)

\*3. Are there additional benefits that your technology or practice will provide? If so, please describe these benefits. (100 words)

Page 2 of 5

[Save & Come Back](#)

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# #8 MTI Criteria & Prioritization

Jeff Mitchell

Principal of MTI Deployment &  
Development

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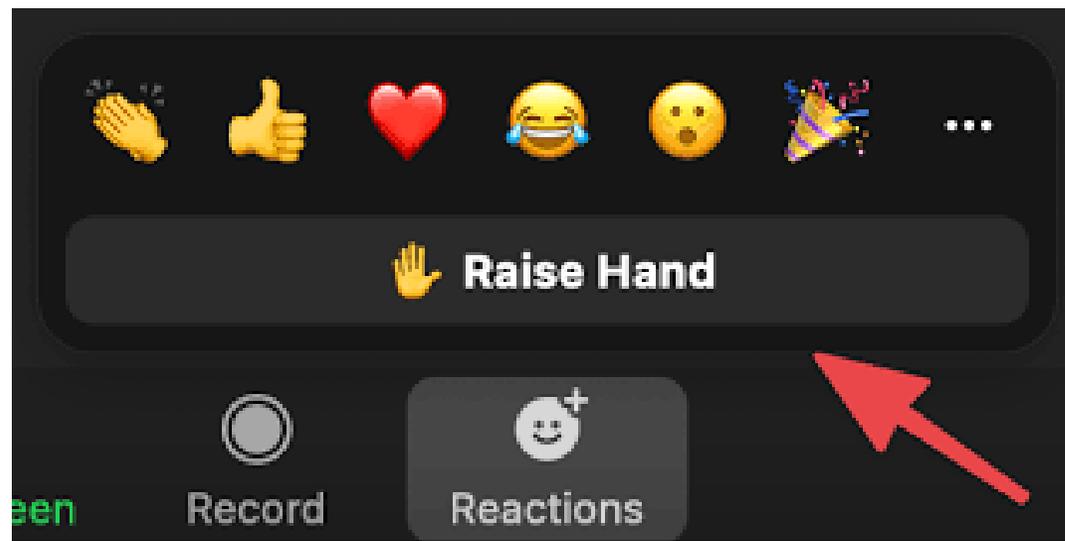


## Scoring Exercise

1. Separate into teams of two
2. Compare and discuss score for each criteria
3. After discussion, document a team score for each criteria
4. Participate in a share-out

# Public Comment

Raise your hand using the "Reactions" feature and we will allow you to unmute yourself.



# Lunch Break (40 min)



We will be back shortly



# #10 Portfolio Characteristics

Jeff Mitchell

Principal of MTI Deployment &  
Development

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# Agenda

Topic	Description
<b>Portfolio Characteristics</b>	Review updated portfolio characteristics and gather MTAB feedback
<b>Portfolio Balance Approach</b>	Discuss how portfolio characteristics will be applied to the MTI selection process
<b>Discussion</b>	Gather any additional comments, input, or recommendations from MTAB

Portfolio Characteristics	Key Portfolio Question
Equity	Does the portfolio address equity sufficiently?
Diversity of Offerings	Is there sufficient market sector balance and end use diversity?
Geographic Coverage	Do the initiatives' potential benefits sufficiently cover California?
Ramp Rate	What percent of forecast savings will accrue before 2030?
Workforce Development	Does the portfolio address WE&T goals sufficiently?
MTI Investment	What mix of MTIs optimizes the portfolio budget?
Risk	Is the risk profile of the portfolio acceptable?
Policy Alignment	Does the portfolio support California EE and GHG reduction goals?

# Portfolio Balance



## CalMTA MTI Portfolio Characteristics

*Balance the portfolio to maximize impact, minimize risk*

Geographic, Sector,  
Tech Diversity

Ramp Rate / Timing

ESJ Relevance

WE&T Support

Risk Profile

Investment  
Required

Policy Alignment

## MTI Scoring Criterion

*Identify the most promising MTIs*

MT  
Alignment

Product  
Readiness

Total  
System  
Benefit

ESJ Impact

Non-  
Energy  
Impacts

Cost  
Effective-  
ness



# #11 2023 Operations Plan

Margie Gardner  
Vice President, Market Transformation

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# 2023 Annual Operations Plan



## CalMTA First Year Timeline



### SET UP BEST-IN-CLASS MARKET RESEARCH AND EVALUATION

Market research and evaluation are critical to CalMTA's work and inform all aspects of MTI development and deployment. For example, market research and evaluation planning will support the creation of MTI logic models and market progress indicators (MPIs) that establish clearly defined, measurable goals and metrics at the start of any initiative.

Evaluations will provide a transparent, independent, and data-driven process for understanding the potential, market penetration, readiness, energy and non-energy benefits of an MTI and a public process for reporting on an MTI's progress.

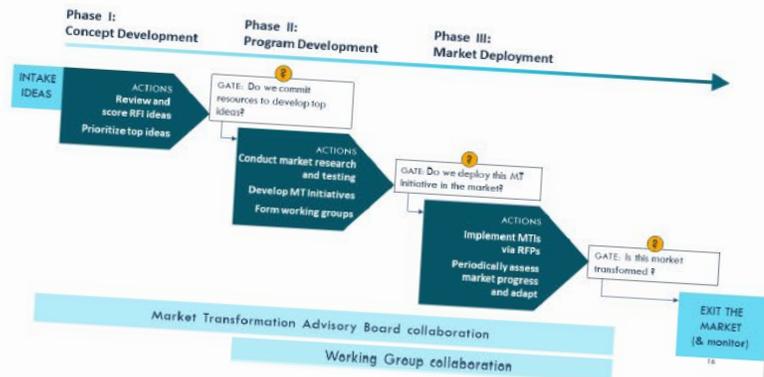
### APPLYING AN EQUITY LENS

CalMTA recognizes the historical lack of energy efficiency investment in ESJ communities, especially communities of color, and strives for energy equity in our initiative development and portfolio outcomes. The team is developing a process to track, report, evaluate, and improve benefits to ESJ communities. Our approach involves:

- Bringing an equity lens to our MTI selection process, including aligning with existing income-qualified program efforts, and assigning equity metrics to our screening and scoring.
- Engagement and involvement of ESJ communities during the MTI development and implementation process.
- Reviewing our portfolio MTIs to ensure delivery to ESJ communities.



CalMTA MTI Development Process  
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# Purpose

- Inform CPUC, MTAB, stakeholders about our work
- Identify key deliverables
- Serves as the basis for the 2023 budget
  - Similar information will be presented for 2024 budget

# Laying the foundation

CalMTA's first year of operations will support a robust set of MTIs to deliver high

CalMTA will establish a strong foundation of operations to support a robust set of MTIs over the next eight years. The foundational activities will facilitate the development of a robust set of MTIs to deliver high impact. Importantly, we are committed to maintain transparency and accountability in its operations to ensure the efficient use of ratepayer dollars. The main efforts are:

- 1 Establishing and optimizing operations
- 2 Forming an advisory board and developing a charter and interest policy
- 3 Actively collaborating with stakeholders working in energy efficiency and clean energy

LAYING THE FOUNDATION

CalMTA is administered by resource innovat

## Form an Advisory Board of diverse perspectives

To support CalMTA's work, the CPUC decision (D.19-12-02) required the formation of a Market Transformation Advisory Board (MTAB) to advise on the design, development, and deployment of MTIs. The nine-member body will be comprised of representatives from diverse backgrounds and perspectives working at the intersection of energy efficiency and climate change mitigation, workforce education and training (WE&T), and environmental and social justice (ESJ).

### LEGAL & CONTRACTING ACTIVITIES

- ✓ Execute subcontracts with team of firms (Q1)
- ✓ Create and implement a Conflict of Interest (COI) policy and corporate firewall with Resource Innovations leadership (Q1 and ongoing)
- ✓ Establish a COI policy for subcontractors (Q1)
- ✓ Create policies for procurement and a process for approval, scoping, and contracting for vendor services, cloud-based tools and other needs (Q2)
- ✓ Set up and monitor subcontractor compliance with COI policies (Q2)
- Develop Draft Solicitation Protocols that will ensure fair and competitive RFP processes (Q4)

While the MTAB's advice and recommendations are non-binding, CalMTA will collaborate with members to develop a vision of success and align on CalMTA's processes and deliverables. This includes setting long-term goals for the MT Portfolio, such as savings, metrics for ESJ communities, savings attribution approaches and baselines, and tolerance levels for risk. Applicants recommended as inaugural MTAB members (as of 5/01/2023) are:

- Cyane Dandridge, Strategic Energy Initiatives, Workforce and/or labor
- Hayley Goodson, TURN, Ratepayer advocacy/protection
- Fred Gordan, Energy Trust of Oregon, Evaluation
- Jeff Harris, NEEA, National/Regional energy efficiency policy professional
- Randall Higa, Southern California Edison (SCE), Investor-Owned Utility (IOU)
- Lujana Medina, SoCal REN, CCA/RENs
- Peter Miller, NRDC, Environmental advocacy
- Christina Torok, CPUC's Energy Division, CPUC member
- Ky-Ann Tran, Cal Advocates, Ratepayer advocacy/protection

Activities related to MTAB recruitment, formation, and workstreams in 2023 include the following.

### ADVISORY BOARD ACTIVITIES

- ✓ Define purpose and qualifications for MTAB applicants (Q1)
- ✓ Create a charter and Conflict of Interest policies (Q1)
- ✓ Develop an online application form for interested candidates and publicize the opportunity to apply for two weeks (Q1)
- ✓ Review and assess applications recommending an MTAB member and alternate for each of the identified backgrounds (Q1)
- ✓ Draft and submit an advice letter with the recommended members for CPUC approval; respond to protests (Q1)
- ✓ Schedule and plan for a series of MTAB meetings to review the planned request for ideas solicitation, scoring and criteria, and prioritization of submissions (Q2)
- ✓ Hold a public orientation meeting to introduce nominees to CalMTA and the MTI development process (Q2)
- Hold public MTAB meetings in-person and virtually through 2023 to develop a set of MTI concepts for advancement (ongoing)
- Share notices of the meeting schedule including agenda and packet materials on [calmta.org](http://calmta.org) and via an email announcement (ongoing)

## Collaboration & stakeholders

California has a long-standing energy efficiency portfolio of programs in operation. Adding market transformation to this active landscape is an important step to meeting the state's energy and climate goals but requires an understanding of current offerings to ensure that MTIs are adding cost-effective energy savings and other benefits and not competing. Close collaboration with existing programs, stakeholders, and market actors will drive the development of more successful MTIs and speed their integration into the market.



LAYING THE FOUNDATION

# Setting the stage for California's market transformation portfolio

All of CalMTA's MTI development phases will be executed with intentional consideration of California's efficiency, GHG reduction, clean energy, workforce development, and ESJ goals.

The development and deployment of a high-value portfolio of MTIs will follow a three-phase process with milestones and stage gates. All of these phases will be executed with intentional consideration of California's efficiency, GHG reduction, clean energy, workforce development, and ESJ goals along with regular review and input from the MTAB and MTI working groups. Phase I activities will occur primarily in 2023 and are covered in this Operations Plan. Phase II and Phase III are also described to give insight into work beyond 2023.

## Gather and prioritize MT ideas

### PHASE I: CONCEPT DEVELOPMENT

Phase I of MTI development will take place in 2023 and culminate with the delivery of an RFI Disposition Report describing the outcome of the ideas submitted through the RFI portal, including which ideas will proceed and which, with advice of the MTAB, will not move forward for MTI plan development.

In addition, CalMTA will create MTI Advancement Plans for ideas that are recommended to move to Phase II. The Advancement Plans include actions for market research, field demonstrations, pilots, and other activities to fill gaps in knowledge in order to write a full MTI Implementation Plan during Phase II for each market and idea selected. Specific Phase I activities are described below.

### PHASE I MTI PROGRAM DEVELOPMENT ACTIVITIES

- ✓ Create an MTI development process to describe the steps that CalMTA will pursue (Q1 and Q2)
- ✓ Research existing programs to determine current gaps and opportunities for MTI concepts (Q1 and Q2)
- Work with MTAB in public forums to create MTI criteria and scoring for the evaluation of ideas (Q2 and Q3)
- Criteria will cover aspects such as long-term energy savings, equity/workforce development, cost-effectiveness, total system benefit, and GHG reduction potential
- Create an intake form with instructions and key questions for submitters to share their ideas (Q2)
- Launch an open Request for Ideas, kicking off in early summer and running for two months, to gather MTI ideas from California and national audiences (Q2 and Q3)
- Use the MTI Development and Management Platform (see Build Business Operations section above) to catalog, manage and score RFI submissions (Q3 and Q4)
- Develop an approach on how to ensure positive impacts to ESJ communities (Q2)
- Coordinate with the MTAB to review submissions and prioritize MTI ideas for further development (Q3 and Q4)
- Work with MTAB to develop overarching goals for the MT portfolio (Q3)
- Develop conflict of interest policies for MTI Working Groups, and work to establish these groups for specific markets once markets are selected via the MTI Advancement Plans (Q4)
- Summarize the outcomes of all ideas submitted and deliver to the CPUC and MTAB as an RFI Disposition Report (Q4)
- Develop MTI Advancement Plans for those ideas that will move to Phase II: Program Development (Q4 draft; Q1 2024 final)

# 2023 - Starting Up

## 1 Lay the Foundation

- Establish and optimize business operations
- Form an advisory board
- Start collaboration with stakeholders

## 2 Set the stage for the Market Transformation Portfolio

Phase I: Concept Development

Set process and criteria for selecting MT initiatives

Cast a wide net for MT ideas via Request for Ideas (RFI)

Recommend ideas to move forward



# #12 2024 Budget Planning & MTAB Role

Jim Giordano

Principal, CalMTA Operations

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# 2024 Budget Timeline Concern

- Not clear AL approval will happen by 1/1/2024
- Strategy: Move quickly to file 2024 ABAL
  - But also need to ensure solid MTAB review/support

# Backup Plan for 2024 Budget Concern

- **Request agreement from ED** that ABAL Ordering Paragraph 5 (OP5) applies to CalMTA
  - OP5 allows prior year's budget to remain in place until AL is approved
- **Arguments**
  1. Nothing in MT section of the MT/REN decision suggests OP5 doesn't apply
  2. The REN section *does* make changes to ABAL processes
  3. MT decision would have needed to build a record
- **Considering additional pathways**, like a motion to clarify

# Decision Background on Budget

Decision D.19-12-021 established two funding periods for CalMTA:

## **Startup Period (3 Years):**

- Build the organization
- Perform market analysis
- Conduct RFI(s) and other activities needed to develop an initial set of proposed MTIs.

## **Authorized Application Period (5 years):**

- Execute MTIs
- Prepare for transition to non-profit

# Budget Boundaries and Requirements

## Startup Period:

- Budget ceiling of \$60M, not to exceed \$20M per year
  - Unspent authorized dollars from one startup program year may not be transferred to the next
- Startup budget beyond 2023 authorized via ABAL
- ABAL must include a recommendation from the MTAB

## Authorized Application Period:

- Budget ceiling of \$250M
  - Unspent authorized dollars may be carried over from year to year
- Budget authorized by CPUC via an Application Disposition

# Budget Cost Categories

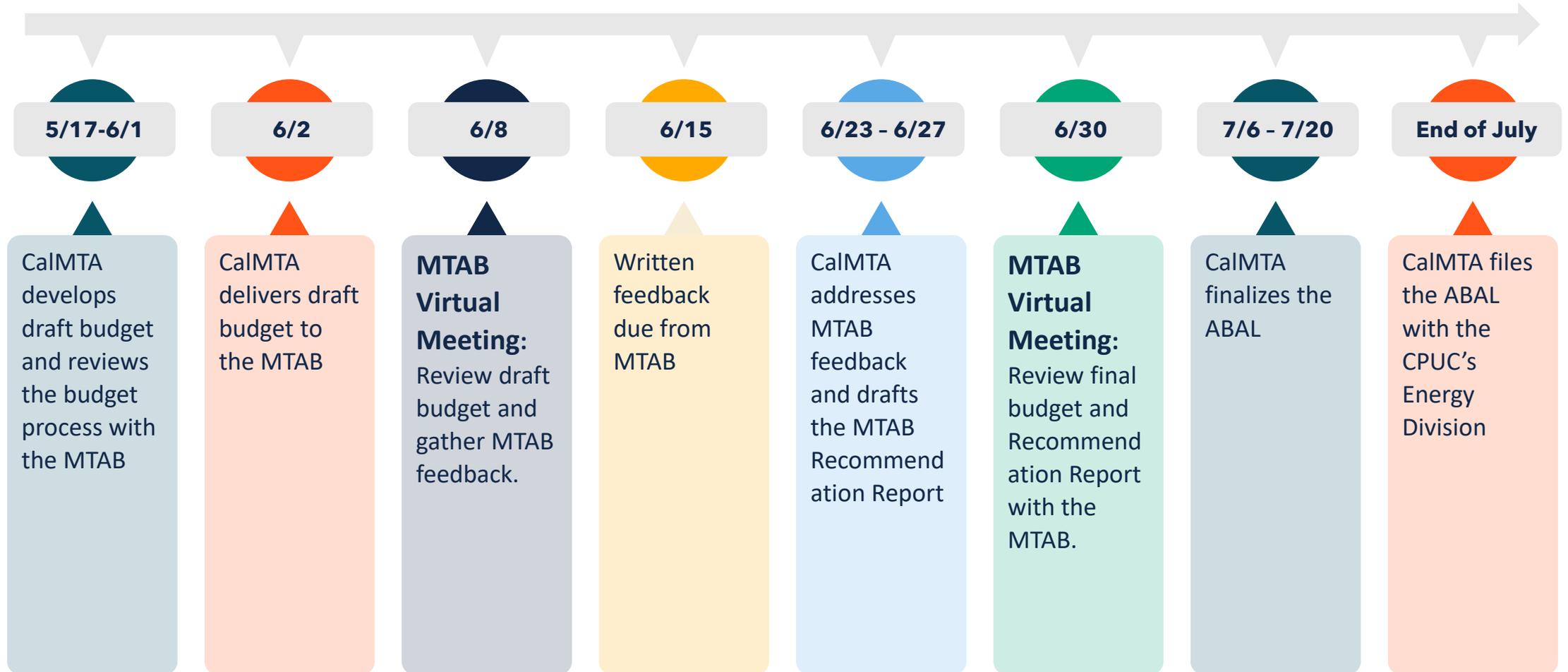


**Table 1: CalMTA 2024 Budget**

Cost Category	Major Activity	Activity Cost	Cost Category Totals
<b>MTA Administration</b>	Routine Financial and Administrative		
<b>MTA Operations</b>	Project Management and Operations		
	MTAB Operations		
	Policy Engagement		
	Stakeholder Engagement and Communications		
	Data Systems Development and Management		
<b>Initiative/Concept Development</b>	<b>Concept Development Subtotals</b>		
	<i>Concept Identification</i>		
	Technology Scanning and RFI Support		
	Outreach, reporting, research		
	<i>Concept Assessment</i>		
	Benefit analysis and forecasting models		
	Advancement plan development, reporting		
	<b>Program Development Subtotals</b>		
	<i>Strategy Development and Testing</i>		
	Detailed benefit analysis		
	Market Research		
	Strategy Testing, MTI Plan Development, Reporting		
	Strategy Testing/Pilots		
<b>MTI Market Deployment</b>		\$ -	\$ -
<b>Evaluation</b>		\$ -	\$ -
		<b>Grand Total</b>	<b>\$ -</b>

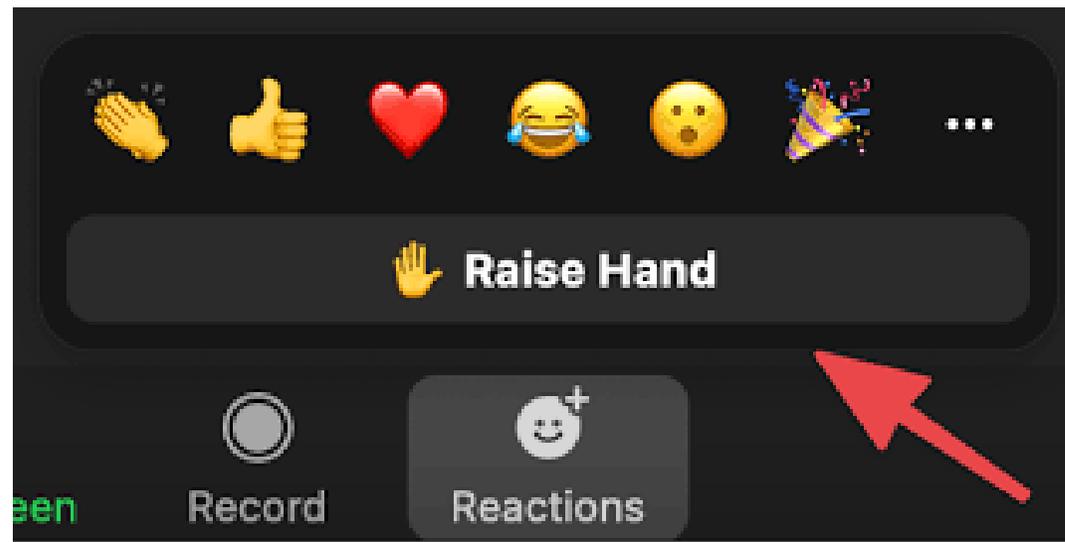
Example

# Target Budget Development Timeline



# Public Comment

Raise your hand using the “Reactions” feature and we will allow you to unmute yourself.





# #14 Next Steps & Next Meeting

Margie Gardner

Vice President, Market Transformation

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# MTAB Meeting Dates (orange is in process)



Meeting Date	Format	Key Topic
~Thur. June 8th or Mon. June 12th	2-hour virtual 	Draft ABAL
June 15		<b><i>RFI Opens - mid-June</i></b>
June 30	2-hour virtual 	Final ABAL
August 18		<b><i>RFI Closes - mid-August</i></b>
~Sept 8	2-hour virtual 	Initial summary of RFI ideas
~Fri. Nov 17	In-person	Draft Disposition Report Draft Advancement Plans for front runners
~Jan 24	In-person	Final Disposition Report Additional Advancement Plans

# MTAB Availability Poll

## 2-hour Virtual Meeting

- **Monday, June 12**  
Starting @ 12 pm, 1 pm, 3 pm
- **Wednesday, July 19**  
Starting @ 9 am, 11 am
- **Thursday, July 20**  
Starting @ 9 am, 11 am
- **Friday, July 21**  
Starting @ 9 am, 11 am

## In-Person Meeting (9 am - 5 pm)

- Friday, Nov. 17
- Wednesday, Nov. 29
- Thursday, Nov. 30
- Friday, Dec. 1
- Wednesday, Dec. 6
- Thursday, Dec. 7



Thank you for attending!  
See our upcoming meetings & events at  
[calmta.org](https://calmta.org)