



June 18, 2026

# Organizational Review Report Webinar

CalMTA is a program of the  
California Public Utilities  
Commission and is administered  
by Resource Innovations.

# Agenda



| Time      | Agenda Item  | Presenter        |
|-----------|--|------------------|
| 2:00 p.m. | <b>1. Welcome, Agenda &amp; Introductions</b>                | Lynette Curthoys |
| 2:05 a.m. | <b>2. Review of Draft MTAB Notes from May 6 MTAB meeting</b> | Lynette Curthoys |
| 2:10 p.m. | <b>3. CalMTA Organizational Review Report</b>                | Apex Analytics   |
| 3:00 p.m. | <b>4. Next Steps on Recommendations</b>                      | Lynette Curthoys |
| 3:25 p.m. | <b>5. Public Comment</b>                                     |                  |
| 3:30 p.m. | <i>Adjourn</i>   |                  |

# Introductions

CalMTA is a program of the California Public Utilities Commission and is administered by Resource Innovations.

## 2. MTAB meeting notes



Draft MTAB meeting notes

May 6, 2026

# 3 CalMTA Organizational Review Report

Apex Analytics

## CalMTA Study Team

|                      |                  |                     |
|----------------------|------------------|---------------------|
| CalMTA               | Lynette Curthoys | Vice President      |
|                      | Karen Horkitz    | MR&E Lead           |
|                      | Taqua Ammar      | Project Manager     |
| CPUC Energy Division | Christie Torok   | Lead Analyst for MT |
|                      | Emily Pelstring  | Regulatory Analyst  |

## Contractor Team

|                                  |                  |                 |
|----------------------------------|------------------|-----------------|
| Apex Analytics                   | Joe Van Clock    | Project Manager |
|                                  | Michelle Pham    | Analyst         |
|                                  | Lauren Gage      | Advisor         |
|                                  | Scott Dimetrosky | Advisor         |
| Kevin Bush Professional Coaching | Kevin Bush       | Advisor         |

**01** Welcome

**02** Study Background/Methodology

**03** Executive Summary of Key Findings

**04** Findings

**05** Conclusions & Recommendations

02

# Study Background/ Methodology

## Context



- Decision 19-12-021 directed that CalMTA's performance be assessed at the end of its three-year startup period
- Decision 25-11-023 formalized the requirement for a third-party organizational review, to be included in CalMTA's Non-Profit Transition Plan Tier 2 advice letter by end of 2028
- CPUC Energy Division and CalMTA conducted a competitive solicitation and selected Apex Analytics to conduct the review

## Study Purpose



- **Accountability:** Did CalMTA effectively deliver on its Commission-directed activities during the startup period?
- **Continuous Improvement:** What improvements to CalMTA's practices and systems would support effective MTI development and organizational performance going forward?

## Effectiveness and Performance in:

- Reporting and communication
- Operations of the MTAB
- Annual Operations Plan objectives and quarterly milestones
- Financial administration
- Equity approach
- MTI concept and strategy development



- Document Review
  - Operational documents: public-facing materials
  - Financial and administrative review: internal documents
- In-Depth Interviews
  - Interviews with 23 key stakeholders

| Stakeholder Category                                    |                | Population | Respondent Count |
|---|----------------|------------|------------------|
| MTAB members  |                | 8          | 7                |
| CalMTA Team   | RI Staff       | 24         | 3                |
|   | Subcontractors | 5 firms    | 4                |
| CPUC Energy Division – CalMTA dedicated staff           |                | 3          | 3                |
| Equity Sound Board members                              |                | 8          | 3                |
| Other Stakeholders (e.g., IOU representatives, CalNEXT) |                | 7*         | 3                |

*\*The study team identified 7 potential respondents in this category. CalMTA has many stakeholders.*

03

# Executive Summary of Key Findings

## Context:

- Compressed timeframe
- Crowded program environment

## *Findings* Accountability:

- Effective startup execution (on time, on budget, transparent)
- Effective advisory body management
- Equity integrated into MTI development
- Strong foundation for implementation


## *Findings* Continuous Improvement:

- Earlier stakeholder input into decisions
- Tweaks to advisory body meeting structure
- Refine internal coordination, communication, and processes
- ESJ community engagement in implementation phase

04

Findings

**How effective and transparent has CalMTA reporting and communication been from the perspective of stakeholders and MTAB?**



CalMTA provided abundant and clear documentation of its approaches, decisions, and work.

Stakeholders including MTAB and ESB members were largely satisfied with communication, although there were some opportunities for improvement.

CalMTA produced lots of materials documenting policies and activities. Stakeholders described them as informative, well produced.

- Deliverables were "clean and well documented"
- An external stakeholder found materials like the quarterly webinars, annual reports, and Advancement Plans "very valuable"

Members of MTAB and ESB perceived that CalMTA was genuinely interested in their input.

- CalMTA has processes to document how it has incorporated feedback from both groups into its MTI designs

CalMTA has been proactive in coordinating with other program administrators.

- IOU representatives described CalMTA as organized and proactive, coordinating well across entities
- CalMTA maintains regular meetings with entities like CalNEXT and IOUs


- MTAB members and other stakeholders would like a role in working through areas of uncertainty, rather than reviewing finished products
- MTAB members like in-person meetings and would like a more discussion-based format
- In individual instances, CalMTA did not internalize feedback from external stakeholders



04

Findings

**How effectively has CalMTA managed the operations of the MTAB?**

A solid green circle containing white text.

CalMTA has effectively managed the operations of the MTAB.

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Members felt the meetings were productive and their input was valued.

Board members are subject matter experts, committed to CalMTA's mission

- CalMTA staff "lean[ed] into the expertise of the MTAB"

Members receive materials to review in advance of meetings.

- *"Getting information, dates, meetings, locations, agendas, materials.  
I feel like they have been very responsive and supportive."*

Meetings are well-facilitated and productive.

- Work on the board is not just "window dressing"
- MTAB is "one of the better boards" one member had worked in

# MTAB Operations: Areas for Improvement

- Volume of material to review can be large
  - Direction to focus on specific sections is helpful

*"The stipend would not be enough if I had to review everything; they tell us what to review."* – MTAB member

- Value of in-person meetings


*"On Zoom, you lose spontaneity, an organic groupthink that can happen."* – MTAB member



04

Findings

# How is CalMTA performing with respect to its equity approach?

A circular image showing a hand holding a magnifying glass over a wooden gear on a wooden table. The background is blurred, suggesting an office or workshop setting.

CalMTA has been effective at integrating equity into its processes during the startup period.

CalMTA has built processes and tools to prioritize equity considerations.

ESB members are satisfied with their experience and feel their input is valued.

Equity focus from the ground-up, MTIs designs target direct equity benefits

- ESJ considerations integrated into all stages of MTI development
  - Idea selection: ESJ impacts weighted at 15%
  - MTI plans: include dedicated sections addressing equity
  - Evaluation plans: include equity-focused MPIs

ESB members are satisfied with their experience

- Meetings are well-run; members described a welcoming and respectful environment
  - *"I think it's well structured, both in terms of them preparing the agenda and staying focused on the topic, but at the same time, they are flexible enough to want to hear about other things that impact us."* -ESB member
  - Pre-meeting materials are reasonable and digestible
- CalMTA values ESB feedback

# Equity Approach: Areas for Improvement

- ESB members would also like more in-person meetings
- No ESB members represent African-American communities
- May be opportunity for representation of small businesses as well



04

Findings

**How effective are CalMTA's processes for concept and strategy development of its MTIs?**

CaIMTA has developed and documented practices to identify ideas and develop them into MTIs.

CaIMTA implemented those practices to develop two MTIs that are ready for implementation and more that are in development.

CaIMTA developed and carried out these processes in a relatively short timeframe.



Rigorous focus on market transformation: detailed research, modeling, etc.

- *"[CalMTA has] been pretty diligent about the discipline of following those steps."* - MTAB member

Responsiveness to stakeholder feedback

- Adjusted makeup of scoring team, role of MTAB, and outreach approach in idea development process in response to stakeholder feedback
- Shifted focus of commercial foodservice MTI and conducted recommended equity research

# Development of MTIs: Areas for Improvement

- Some stakeholders perceived a Pacific Northwest orientation among CalMTA leadership
  - Concerns that CalMTA staff would not recognize Northwest experience would not apply in California due to climate, program environment, etc.
- Internal communication challenges led to frustration as CalMTA managed iterative work across a complex team

*"If you're a person looking across the portfolio your potential for congestion on deliverables is going to look different than if you are more focused on a single initiative."*



04

Findings

# Milestones, Administration, and Financial

# How has CalMTA performed against its annual Operations Plans in terms of meeting objectives and quarterly milestones?

## Overall Finding

- CalMTA has performed well against its annual Operations Plan goals

## Effective Practices

- CalMTA met the large majority of its Operations Plan objectives and quarterly milestones
- Milestones not met in the targeted quarter generally depended on some external factor

## Areas for Improvement

- As MTIs mature, there may be an opportunity for objectives to increasingly reflect MT strategy



# How has CalMTA performed in terms of financial administration, including invoicing, accruals, and forecasting?

## Overall Finding

- CalMTA's financial administration has been clear and met its requirements

## Effective Practices

- CalMTA remained within its allocated budgets and met contract requirements
- CalMTA provided clear tracking of its invoicing, accruals, and forecasting

## Areas for Improvement

- Some stakeholders expressed a desire for increased transparency around fixed-price portions of the first-year contract
- These components of the contract have not continued

05

# Conclusions & Recommendations



**1** CalMTA has largely been effective during the startup period, meeting its requirements on time, communicating transparently, and staying within its budget allocations.

**2** CalMTA has effectively managed the MTAB. Members receive the information they need, discussions are productive, and input is valued.

## Recommendation:

Consider refining MTAB meeting structure to reduce review burden and focus discussion on the most critical issues, as CalMTA has done with ESB meetings.

**3** CalMTA has integrated a proactive focus on equity into its MTI identification and development processes.

### Recommendation:

Reassess processes for incorporating ESJ community input as the portfolio moves into implementation, which may present different engagement needs and challenges.

**4** The processes CalMTA built during the startup period provide a strong foundation as CalMTA expands into implementation.

### Recommendation:

CalMTA should regularly review internal communication practices, processes, and culture, including templates, workload coordination, visibility across initiative-dedicated and cross-cutting team members, and professional development needs.

**5** Building relationships and coordinating with other program administrators and stakeholders is important to CalMTA's success, and respondents acknowledged significant progress in this area.

### Recommendation:

Develop processes that give CPUC staff, MTAB, and other stakeholders greater input before decisions are made, prioritizing relationship building as CalMTA enters a regular cycle of implementation and development.

Thank You!  
Questions?

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# 4 Next Steps on Recommendations



# 1. Refine MTAB Meeting Structure & Strategic Engagement



**Recommendation:** Consider ways to refine the structure of MTAB meetings to reduce review burden and focus the MTAB's guidance and discussion on the most critical issues.

## **Next steps:**

- Solicit MTAB feedback on meeting structures to support more engagement
- Collaborate with MTAB members to streamline agendas and clarify discussion objectives
- Create targeted opportunities for deeper engagement on topics aligned with individual member expertise
- Focus meeting discussions on key strategic decisions and areas where MTAB input provides the greatest value
- Continue to improve the *Idea to Initiative* educational series.

## 2. Expand ESJ Community Engagement

**Recommendation:** Reassess and adapt processes for incorporating ESJ community input as MTIs move from development to implementation.

### **Next steps:**

- Finalize draft equity guidance document for the implementation phase
  - Drafted and reviewed by Equity Sounding Board
  - Will be reviewed by CalMTA MTI implementation teams
  - Publish to CalMTA website with MTI development guidance
- Host in-person Equity Sounding Board meeting with CalMTA implementation leads and implementers this fall
- Require implementation contractors to demonstrate experience working with ESJ communities and community-based organizations.

# 3. Strengthen Internal Processes



**Recommendation:** Regularly and consciously review internal communication practices, processes, and culture to ensure they continue to effectively serve the organization's goals.

**Next steps:**

- Conduct after-action reviews of the second tranche MTI Plans
- Continue to implement process improvements in response to staff surveys and expand surveys to include subcontractors
- Update MTI templates, DARCI tools, project plan templates, and document review guidance
- Continued investment in staff training and professional development
- Strengthen coordination through regular meetings with subcontractors and key decision-makers at the MTI and portfolio-wide level.

## 4. Increase Stakeholder Input

**Recommendation:** Develop processes that allow CPUC staff, MTAB, and other relevant stakeholders greater input before decisions are made during MTI development.

**Next steps:**

- Develop a stakeholder feedback roadmap identifying key decision points throughout MTI development
- Adjust the existing *Idea to Initiative* education series to align feedback with key decision points
- Develop mechanisms for reporting feedback received and action taken, leveraging existing forums and channels.

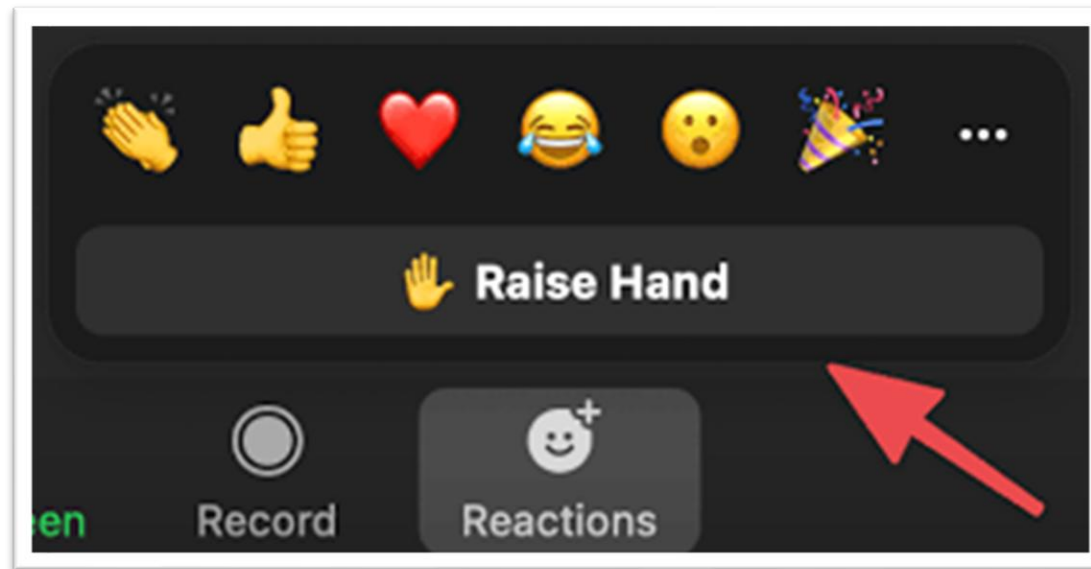


# Questions & Discussion

# 5. Public Comment



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



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