ACTIVITY REPORT

3rd Quarter 2026

CalMTA continued to make progress on market transformation initiative (MTI) development/deployment, and operational milestones in the 3rd quarter of 2026, driving us closer to advancing California's goals for cost-effective energy efficiency and decarbonization, workforce development, and equity.

For previous Quarterly Reports, visit: Resources and Reports

For the 2026 CalMTA Operations Plan, visit: 2026 Operations Plan

CalMTA is a program of the California Public Utilities Commission (CPUC) and is administered by Resource Innovations

SECTION 01

Introduction

Stacey Hobart
Principal of Engagement & Communications

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3rd quarter activities summary

MTI development	Administration and operations	Engagement and communications

Completed	In progress	Not started
●	◒	○

3rd quarter milestones	Q1	Q2	Q3	Q4
Release Foodservice Market Characterization report			●	
Complete Foodservice Product Assessment report			◒	
Launch RHP Phase III: Market Deployment with implementation plan			●	
Host Equity Sounding Board meeting Q3			●	
Hold Q2 2026 quarterly report webinar + publish KPI scorecard			●	
Kick off external program alignment meetings for RHP			●	

3rd quarter activities summary (cont.)

MTI development	Administration and operations	Engagement and communications

Completed	In progress	Not started
●	◒	○

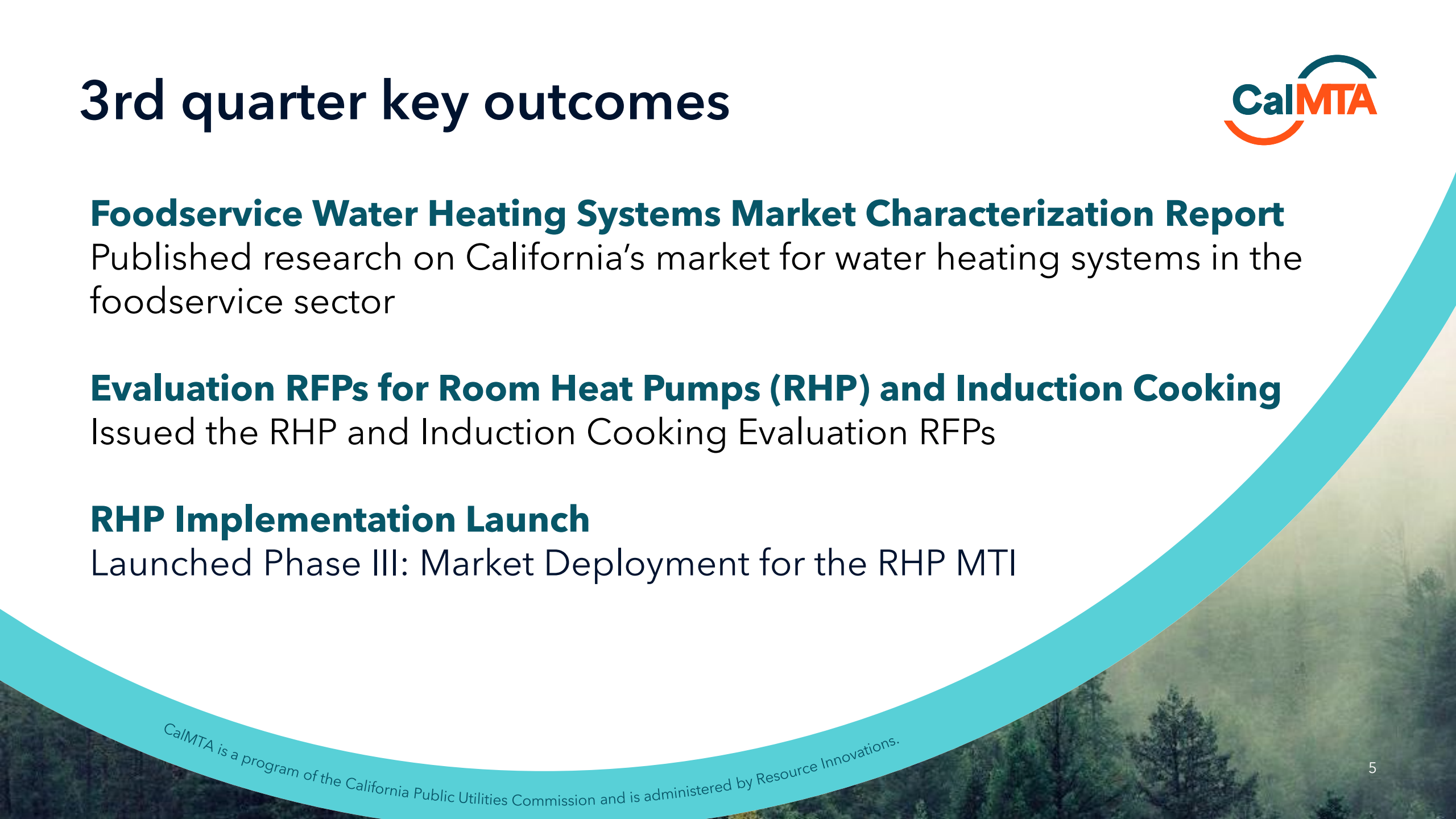
3rd quarter milestones	Q1	Q2	Q3	Q4
Contract with third-party implementer for RHP initiative			●	
Contract with third-party evaluator for RHP initiative			◒	
Hold Q3 MTAB meeting			●	
Issue Implementation RFP for Induction Cooking initiative		●		
Issue Evaluation RFPs for RHP and Induction Cooking			●	

3rd quarter key outcomes

Foodservice Water Heating Systems Market Characterization Report
Published research on California's market for water heating systems in the foodservice sector

Evaluation RFPs for Room Heat Pumps (RHP) and Induction Cooking
Issued the RHP and Induction Cooking Evaluation RFPs

RHP Implementation Launch
Launched Phase III: Market Deployment for the RHP MTI



SECTION 02

MTI Development



CalMTA is a program of the California Public Utilities Commission (CPUC) and is administered by Resource Innovations

CalMTA portfolio progress



Room Heat Pumps
2025
Approved for market deployment



Induction Cooking
2026
Approved for market deployment



Residential Heat Pump Water Heating



Commercial Rooftop Units



Commercial Replacement & Attachment Window Solutions



Commercial Building Efficiency Accelerator



Foodservice Water Heating Systems

FIRST TRANCHE
Entering market deployment

- Approved by CPUC
- In market by Q4 2026

SECOND TRANCHE
Pending application approval

- Submitted via CPUC application
- Decision anticipated in Q3 2027

IN DEVELOPMENT
MTI Plan development

Preparing for submission following second application decision

MT pipeline initiatives under assessment: industrial heat pumps, high-performance windows, and others in screening

Section 2.1 Initiatives Entering the Market

Marcus Dimeo, Program Manager

Clarissa Kusel, Program Manager



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RHPs MTI early market progress



Product choice has transformed

- **~4 → 45 RHP products; 2 → 11 manufacturers** on the products list – a 10x expansion in choice since launch

Manufacturers are building for CA homes

- **2 MOUs signed, 2 more in advanced talks** – developing slider-window units for multifamily, filling a product gap in the market today

California is pulling a national market

- **133 active members** in the **RHP Collaborative** – sharing research, partnering on measure development, and aligning messaging nationwide

RHPs implementation plan update

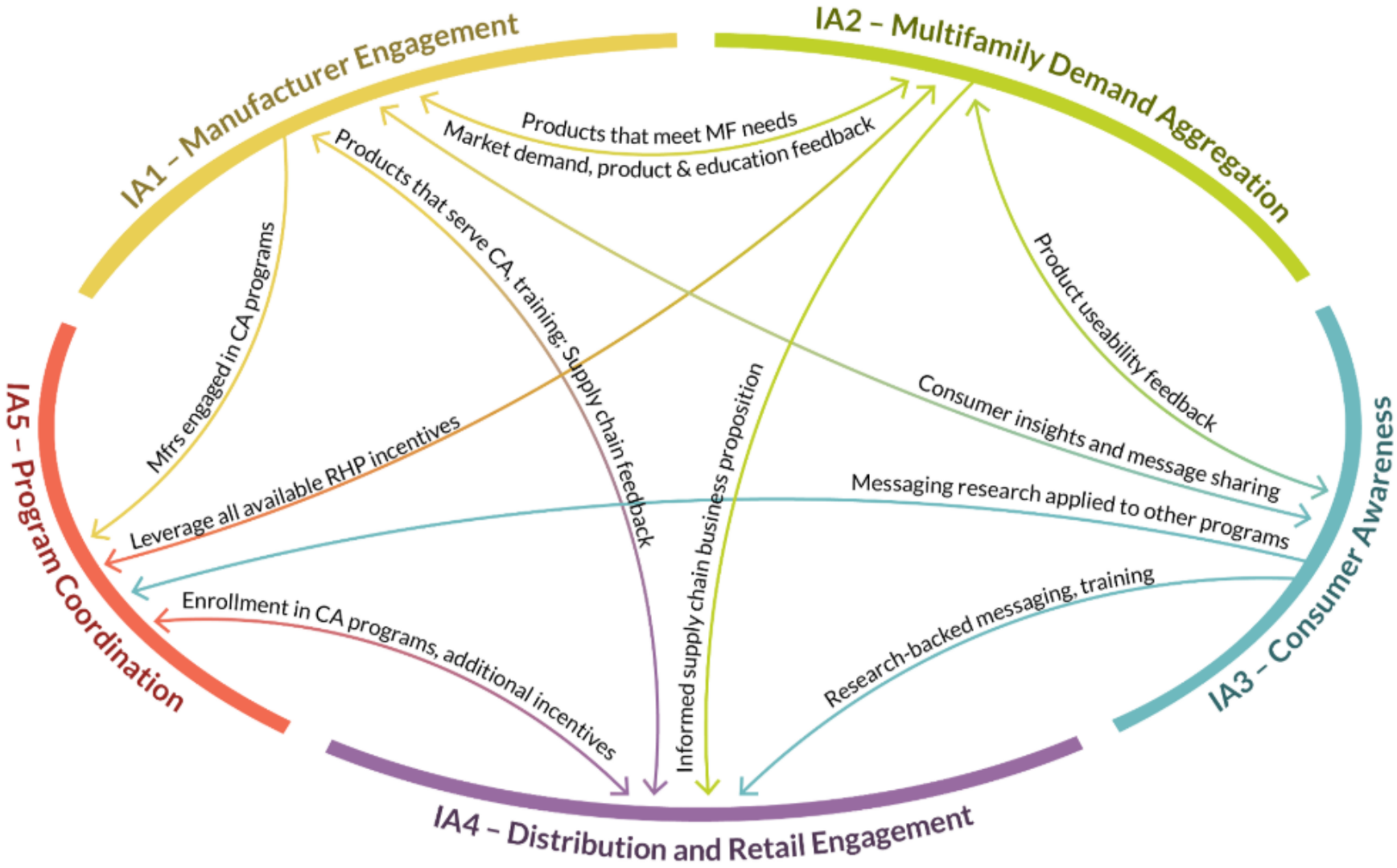
Kicked off all intervention areas (IA). Leads and expected associated market outcomes:

- **Manufacturer Engagement:** Energy Solutions and Slipstream; Increase availability of California-suitable RHP products
- **Multifamily Building Owner Engagement:** AEA; Scale adoption of RHP products in multifamily buildings, particularly in affordable housing and disadvantaged communities
- **Consumer Market Awareness Building:** Slipstream; Customers build awareness and demand
- **HVAC Distributor & Retail Partners Engagement:** Energy Solutions; RHP products are available in retail and distributor channels
- **External California Program Engagement:** AEA and Energy Solutions; Programs increase customer access to RHP products

Program Partner Webinar: Room Heat Pumps Implementation to share implementation plan details on Monday, November 2.

Room Heat Pumps

How workstreams work together



Room Heat Pumps

Near-term deployment timeline

- 2026 — Consumer & market impact planning
- Early 2027 — Deploy existing RHPs in MF housing (Demonstration 1), at least 100 units
- Early 2027 — Conduct lit. reviews, lang. audits, etc. to understand marketing barriers & opportunities
- Early 2027 — Support manufacturer commitments & installations
- Late 2027 — Build agreements with MF buildings to bulk purchase RHP units
- Mid-2027 — Push for retail stocking through existing retail program
- Mid-late 2027 — Create marketing toolkit for various use-cases and target audiences
- Mid-late 2027 — Scale Deployment of new products (Demonstration 2), at least 60 units

Planning → Implementation



Room Heat Pumps Evaluation RFP

- Room Heat Pumps Evaluation RFP was released on July 27.
- Proposals are being reviewed and scored by the Evaluation Advisory Group

Room Heat Pumps

Equity Sounding Board coordination

- Engaged on RHPs with the Equity Sounding Board on October 7
  - Highlighted upcoming activities (Demonstrations 1 & 2) and key features that impact Environmental and Social Justice (ESJ) communities
  - Received valuable insight regarding how to:
    - Break down marketing/language barriers
    - Engage with existing partners in communities
    - Promote energy and non-energy benefits

Room Heat Pumps

Upcoming studies and demonstrations



- **El Concilio Data Collection (Ongoing):** Analyzing use behavior & customer satisfaction of RHPs in low-income housing
- **Opening Price Point (OPP) Research (Ongoing):** Partnering with Efficiency for Everyone to understand OPP consumer barriers and awareness
- **Merino Energy and Rebuilding Together Demonstration (Ongoing):** Installing five Merino RHP units in transitional tiny homes for foster youth (included as part of Demonstration 1)
- **RHP Pilot Study (Planned):** Collecting data from TRC and PG&E Energy Savings Assistance (ESA) program pilot using Gradient RHPs

Room Heat Pumps engagement
CEE Industry Partners Meeting: September 16

- Panel with the CEE: "Playing to the Room: Understanding and Guiding Room Heat Pump Users' Behavior"
- 52 attendees including major manufacturers, NYSERDA, and NEEA
- Presented the RHP MTI Plan and learnings to date on consumer interaction and use of RHP products
- Robust discussion between manufacturers and EE advocates on product classification and naming conventions
- Two new major manufacturers expressed interest in developing a slider window-compatible RHP product



Abbreviations:
Consortium for Energy Efficiency – CEE
New York State Energy Research and Development Authority – NYSERDA
Northwest Energy Efficiency Alliance – NEEA

RHP Collaborative

- Held quarterly RHP Collaborative meeting to discuss the following topics with over 50 individuals in attendance:
  - NYSERDA and CalMTA provided RHP program update
  - RHP specification update from the CEE
  - RHP modeling progress from NEEA
- Held an informal session at the ACEEE Summer Study to introduce the Collaborative to interested parties with over 25 participants
- Expanded the CalMTA RHP product list to include 45 RHP products
- Updated the RHP research list to include 11 completed and 23 active research sources nationally

RHP Collaborative (cont.)

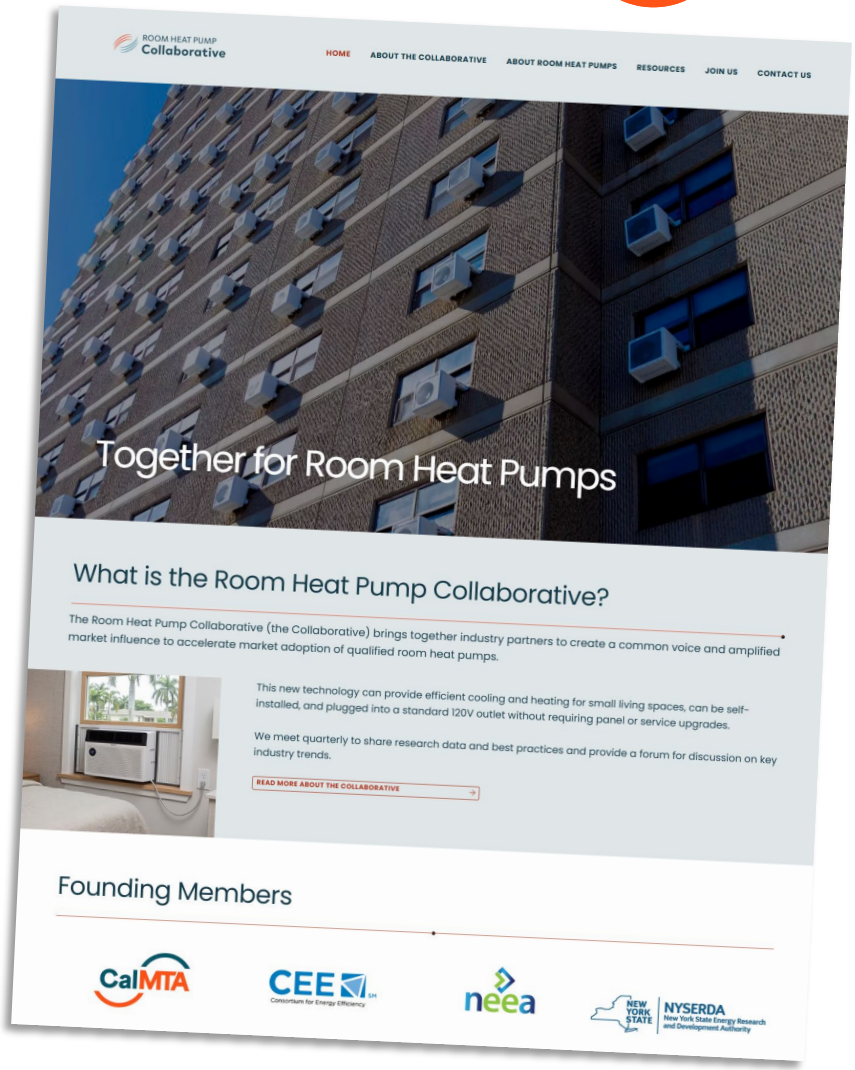
Launched **Measure Development Working Group** to share knowledge and lessons learned to accelerate nationwide measure development.

Meeting topics included:

- Bonneville Power Administration added a new RHP measure
- PG&E added RHPs to their Health & Safety Energy Savings Assistance (ESA) Program
- CalMTA is working with NEEA, Big Ladder Software, and RHP Collaborative to develop RHP measure for California eTRM
- CalNEXT presented previous research studies that are potential inputs for measure development activities

RHP Collaborative (cont.)

- New RHP Collaborative website is live: www.rhp-collaborative.org
- Connect with the RHP Collaborative on LinkedIn
- Developing a Product Labeling and Marketing Working Group
  - Kicking off in 4th quarter



Induction Cooking



Induction Cooking MTI early market progress



Manufacturers filled the multifamily gap

- **Copper: 120V battery-enabled range in a 24" configuration** – developed since initiative launch for the compact kitchens common in multifamily housing

The price barrier is coming down

- **Summit: 120V product launched at <$1,800,** no battery required and no panel upgrade
- **Copper: Partnership agreement with Miele** to manufacturer 120V battery-enabled products at scale

The health case is getting stronger

- **Stanford research partnership** – adding evidence to the body of work on the health risks of cooking indoors with gas

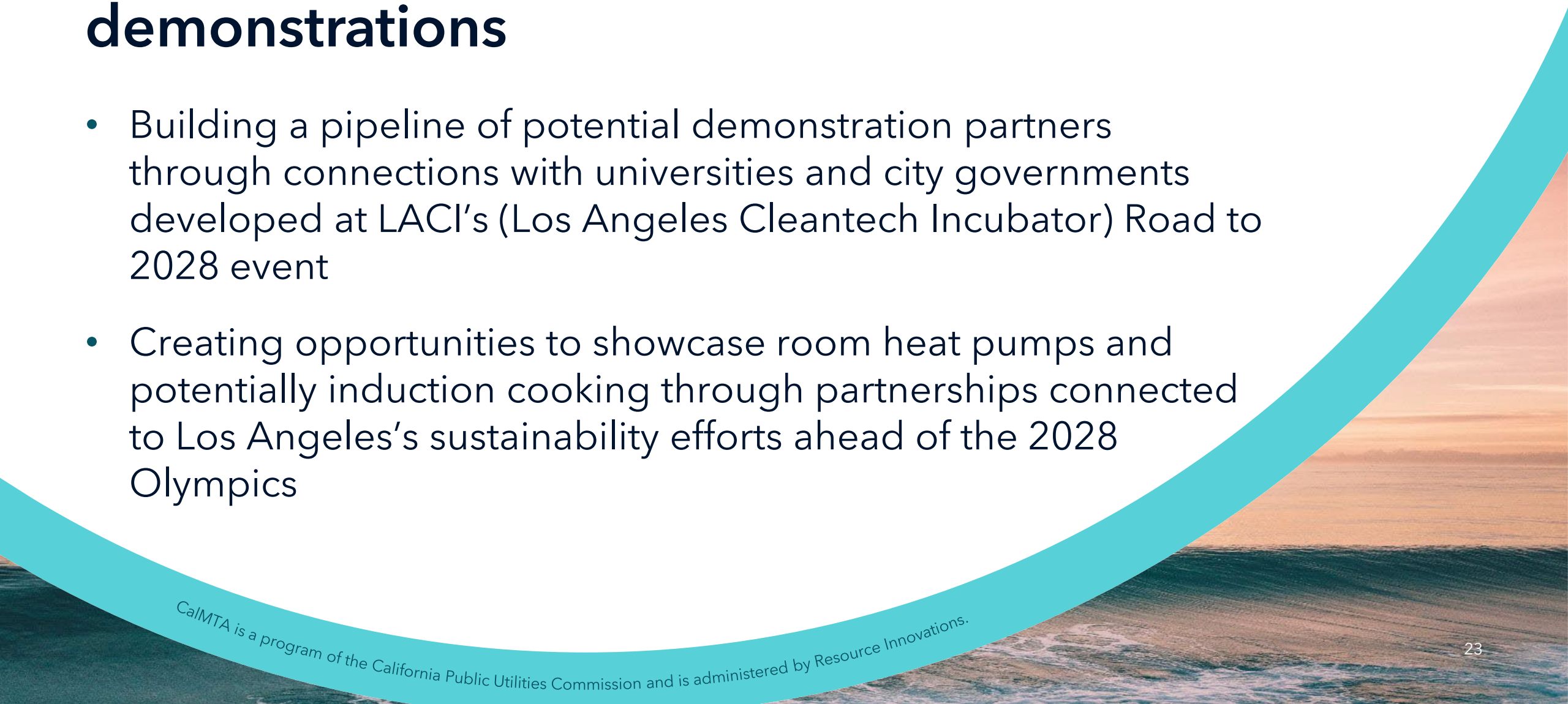
Induction Cooking
RFP updates

- **Implementation RFP**
  - Completed the RFP process to select the successful bidder
  - Currently finalizing scope of work and contract negotiations
  - Expected launch with implementer in 4th quarter
- **Evaluation RFP**
  - Released the Induction Cooking Evaluation RFP on July 27
  - Proposals are being reviewed and scored by the Evaluation Advisory Group

Induction Cooking engagement

Partnerships to enable high-profile demonstrations

- Building a pipeline of potential demonstration partners through connections with universities and city governments developed at LACI's (Los Angeles Cleantech Incubator) Road to 2028 event
- Creating opportunities to showcase room heat pumps and potentially induction cooking through partnerships connected to Los Angeles's sustainability efforts ahead of the 2028 Olympics



Induction Cooking research

Pilot insights to inform equitable induction adoption

- Shared lessons from California's 120V battery-equipped induction pilot report at the ACEEE Summer Study
- Strengthened the Induction Cooking initiative's approach to market adoption through exchanges with industry experts and partners on building electrification



Induction Cooking market engagement
Preparing 120V products for demonstrations

- Building product and distributor connections to support future demonstrations after onboarding the implementation partner
- Preparing to demonstrate a newly available 120V non-battery induction option as Summit's Wattsipper range enters the market



Photo: 30" Contemporary Collection (L); 30" Heritage Collection (R)

Induction Cooking
Retail cooking market insights



- Expanding ESRPP data collection and retailer participation, including Ferguson
- Testing with Nationwide to determine whether sales performance incentives can support induction sales
- Gathering feedback from Esperanza Villas residents with 120V battery-equipped installations
- Exploring Wattsipper installations in multifamily housing for 2027

Questions?

Section 2.2
Forming Initiatives

Nick Fiore, Program Manager

Katie Teshima, Program Manager

Jaclyn Kahn, Program Manager



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Commercial Rooftop Units (CRTUs)



CRTUs
3rd quarter accomplishments

- **MTI Plan submitted**
  - Included in the Application to the CPUC
- **Industry working group activated**
  - Launched the RTU "SMART" Controls Working Group with strong manufacturer and national-laboratory participation

SMART RTU Controls:
Startup
Monitoring
Analytics
Remote **T**echnology

- **Demonstration pipeline initiated**
  - Began site and cost exploration for potential RTU installations at Madison Elementary
    - The demonstration would install 8-16 new heat pump RTUs and study the impacts of "SMART" RTU technology on contractors and end users.



Why a working group?

Build consensus (manufacturers, labs, EE orgs) about what's important to include in Connected Controls and Commissioning (CCC)

Build awareness about CCC

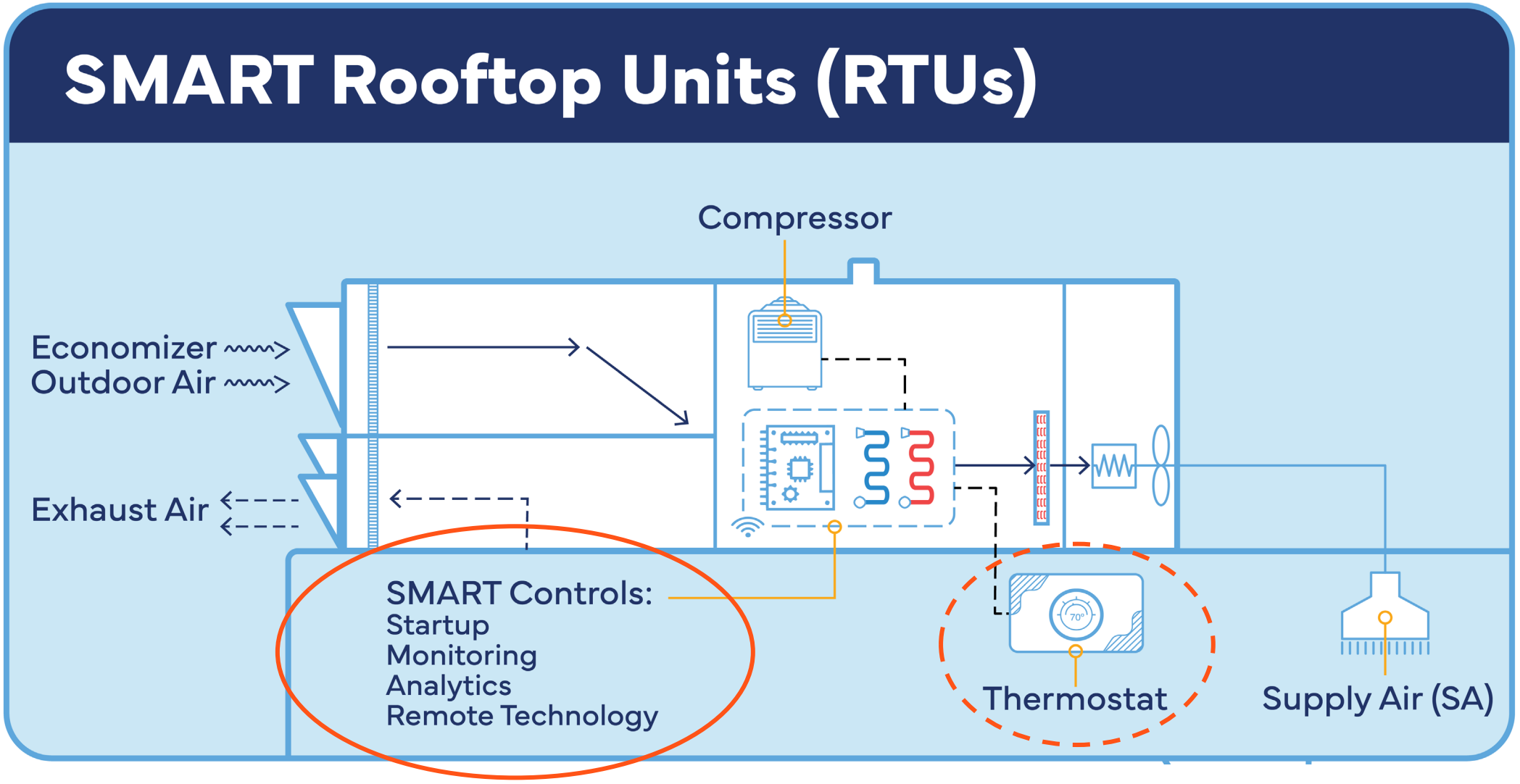
Develop spec that CA can point to

Content of CCC/SMART RTUs will help CA goals:

- Demand Response (DR), Acceptance testing
- Eventually, could be part of T24

Startup, **M**onitoring, **A**nalytics, **R**emote **T**echnology

SMART Rooftop Units (RTUs)



Working group focus **Related component**

CRTUs
Next steps in 4th quarter



- **Advance the SMART RTU specification:** Lead coordination efforts to develop a voluntary specification for the commercial market
- **Initiate RTU demonstration development:** Scoping and pricing for initial demo site at Madison Elementary
- **Prepare for Phase III:** Initial RFP development tasks and continued recruitment of pilot partners, which will kick off in early 2027

Commercial Replacement and Attachment Window Solutions (CRAWS)



CRAWS
3rd quarter progress

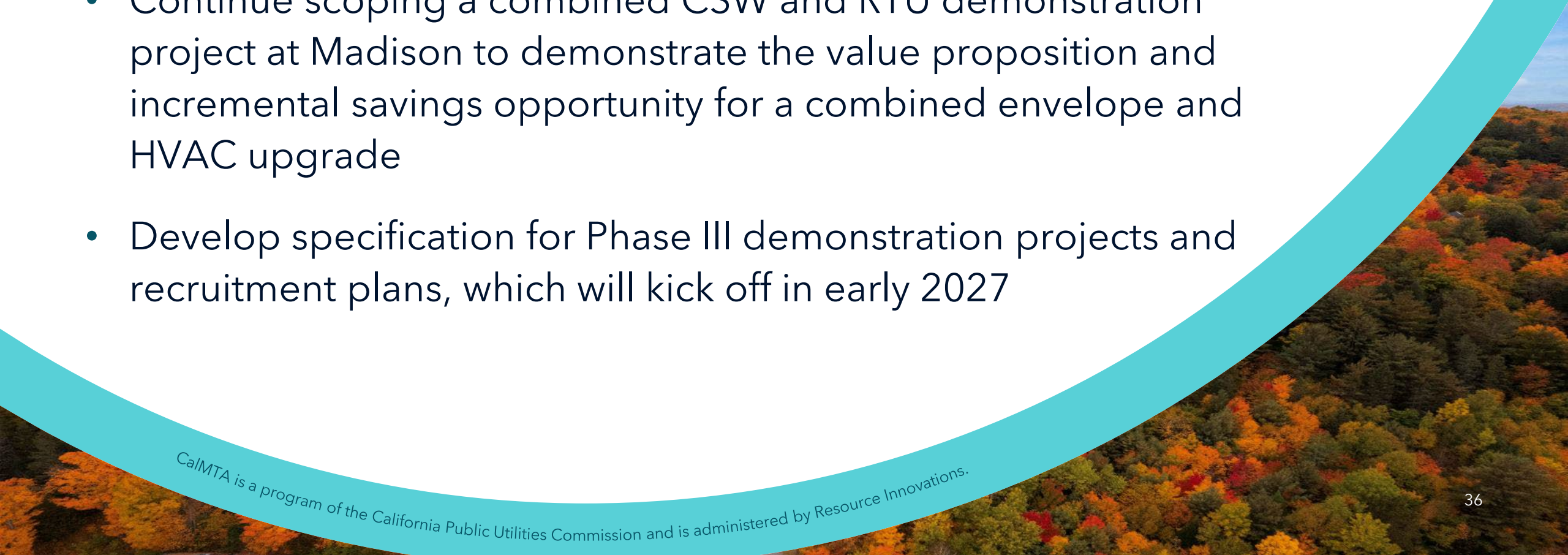


- Submitted the CRAWS MTI Plan as part of the Second Tranche Application to the CPUC
- Completed 12 months of field study data monitoring and collection, generating a full dataset to support final report development; preliminary findings show 22% electric savings and 35% gas savings
- Presented Madison Elementary field study and preliminary data to the Department of Energy's Partnership for Advanced Window Solutions (PAWS)

CRAWS

Next steps in 4th quarter

- Draft and publish Madison Elementary Field Study report
- Continue scoping a combined CSW and RTU demonstration project at Madison to demonstrate the value proposition and incremental savings opportunity for a combined envelope and HVAC upgrade
- Develop specification for Phase III demonstration projects and recruitment plans, which will kick off in early 2027



Residential Heat Pump Water Heating (HPWH)



Residential HPWH
3rd quarter accomplishments

- **MTI Plan submitted**
  - Included in the Application to the CPUC
- **Continued stakeholder engagement**
  - **Sprint to 9-6:** Continue providing strategy support and collaboration opportunities with Sprint to 9-6, a group of Bay Area stakeholders working on a successful roll out of Rule 9-6, which will essentially require HPWHs to be the only water heater products for purchase in the Bay Area starting in 2028
  - **NEEA:** Submitted a letter in response to NEEA's Advanced Water Heating Specification residential chapter revision, which incorporated many of the recommendations CalMTA provided in a Q2 feedback request

Residential HPWH

Next steps in 4th quarter

- **Scope Segmentation Tool:** Continue developing the scope for CalMTA's market segmentation tool – a key part of the MTI Plan strategy in Phase III
- **Retail Data Collection:** Continue market monitoring through Retail Products Platform and other data gathering methods
  - Major distributor is joining the program in Q4 2026.
  - Presenting shareable information with Sprint to 9-6 working group
- **Demonstration Project & Research:** Finalize scope and begin demonstration project on split systems and research on flexible voltage products



Questions?

Section 2.3 Initiatives in Development

Katie Teshima, Program Manager

Nick Fiore, Program Manager



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Foodservice Water Heating Systems



Foodservice Water Heating Systems
3rd quarter accomplishments

- Published the Market Characterization Report, delivering a comprehensive view of market barriers and opportunities to inform future strategy
- Presented key market and technology research findings to MTAB and gathered inputs to inform the direction of the initiative



Foodservice Water Heating Systems

Key findings from Phase II research

- California's foodservice market targeted by the MTI consists of approximately 81,000 individual establishments.
- Foodservice establishments are largely fueled by natural gas.
- Regulatory standards will affect water heating technologies available to foodservice establishments in coming years.
- HPWHs have higher installed equipment and operating cost versus gas.



Foodservice Water Heating Systems

Weighted average annual bill impacts across IOU territory

≈75% of California restaurants are in electric IOU territories

PG&E

≈26.8k restaurants

Quick service 12k facilities	**+$1,400**	0% favorable scenarios
Full service 11k facilities	**+$2,330**	0% favorable scenarios

No modeled favorable cases

SCE

≈27.7k restaurants

Quick service 13k facilities	**-$30**	42% favorable scenarios
Full service 12k facilities	**+$1,450**	18% favorable scenarios

Most favorable IOU environment

SDG&E

≈7.3k restaurants

Quick service 3k facilities	**+$550**	<2% favorable scenarios
Full service 3k facilities	**+$4,990**	0% favorable scenarios

Largest full-service increase

Negative = savings | Positive = increase

Foodservice Water Heating Systems

Summary of MTAB feedback

- Presented Phase II research findings at the September 15 MTAB meeting:
  - Discussion about the portfolio-level tradeoff of continued investment in foodservice versus other initiatives
  - Concern for customer bill impacts and broader spark gap barrier
  - Discussion pointed toward pausing initiative development and monitoring market conditions

Foodservice Water Heating Systems

Next steps in 4th quarter

- Propose a path forward in a summary memo related to Foodservice Water Heating Systems
- Deliver a technical overview and findings report on completed Phase II technology research, including site surveys, lab testing, and codes and standards review



Commercial Building Efficiency Accelerator (CBEA)



What is CBEA?



- It's **NOT** one technology or even a system
- **It's a practice** incorporating energy use, emissions, and peak demand management into facilities management/ planning process
- For existing **commercial buildings and multifamily housing over 20,000 ft²**

CBEA
3rd quarter accomplishments

Advanced market characterization research

- Market actor focus groups
- Building owner/manager survey
- Financing research

Formed initial strategy and technical analysis

- Developed preliminary logic model and market-transformation concepts for priority segments
- Initiated energy modeling and bill impact analysis

Refined target markets and upgrade pathways

- California commercial-building stock data analysis
- Selected eight commercial and multifamily target segments and developed preliminary upgrade packages tailored to each segment



CBEA
Building types

…at least for current modeling/exploration

Commercial	Multifamily
Retail	Gas heat and central A/C
Schools with central multizone HVAC	Electric heat and no A/C
Schools with packaged HVAC	
Offices	
Lodging	
Small foodservice	

Analysis approach
Used ComStock and ResStock to identify:

- Large floorspace
- High EUI/overall energy use

CBEA

Next steps in 4th quarter

- Complete remaining market research activities and draft Market Characterization Report
- Refine strategy and intervention pathways that connect:
  - technical assistance
  - capital planning
  - financing
  - continuous energy management
  - building-upgrade decision points
- Advance technical and financial analysis that target segments to estimate energy savings and bill impacts for potential CBEA measures
- Discuss market research findings and market intervention strategies with MTAB in December



Questions?

Section 2.4 Open RFI & Technology Scanning

Rick Dunn, Senior Manager,
Emerging Technology



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Request for Ideas process

- The permanently open Idea Portal enables interested parties to share recommendations for energy-efficient products and practices to be considered for MT development year-round
- The All Submitted Ideas Dashboard includes all previously submitted ideas to date, with their descriptions and status
  - 230 MT ideas submitted to date (143 after combining similar ideas)

Phase I overview

Threshold Review	Stage 1 Scoring	Stage 2 Scoring	Stage 2 Update	Adv. Plan Development
Does it save energy? Is it commercially available? Is there enough information to be scored?	Scores based on expertise and easily accessible information	• Scores based on estimated TSB and cost-effectiveness • Additional feedback and input gathered from MTAB	Gather feedback from MTAB on: • Knowledge gaps • Research objectives • Risks • MTI leverage points	• Theory of Market Transformation • Conceptual Logic Model • Gap Analysis • Research Plan • Product Assessment Plan • Risk Management Plan

For more background on the Phase I scoring process, please see section 2 of the RFI 1 Disposition Report.

Stage gate

Phase I
Stage 1 scoring updates

Completed Stage 1 scoring for new ideas submitted via the CalMTA Idea Portal:

- Compressor Cycling Reduction Initiative
- Smart Magnetic Immersed Induction™ Residential Water Heater + VPP
- Ground Source Heat Pumps

Scoring results to be reviewed with MTAB in December.

Calcined Clay Cement (LC3) completed Stage 1 scoring earlier this year.

- Threshold research to determine suitability for Stage 2 scoring was conducted in Q2 and Q3. Findings indicated that LC3 is not currently a strong candidate for Stage 2 scoring. Research findings were shared with the California Air Resources Board (CARB). The idea could be revisited in the future.

Phase I

Stage 2 scoring updates

- **Completed Stage 2 scoring** of Industrial Heat Pumps
- **Completed Stage 2 rescoring** of High-Performance Windows
- **Shared results with MTAB and completed a Phase I memo** on Stage 1 and Stage 2 scoring



Phase I next steps

- **Industrial Heat Pumps**
  - Develop Advancement Plan to describe the proposed research and activities that CalMTA would conduct to develop an MTI Plan
- **High-Performance Windows**
  - Design focused field or lab study to determine actual energy savings, having learned from CRAWS that actual savings can exceed modeled savings
  - Present updates on High-Performance Windows at upcoming **December 7 MTAB Meeting**

Phase I next steps (cont.)



- **Conduct Threshold Review** for two recently submitted ideas:
  - Demand Based Fan Controller for Packaged HVAC Systems
  - California Cool Wall Market Transformation Opportunity

Questions?

SECTION 03

Operations & Administration

Stacey Hobart, Principal of Engagement & Communications

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Outreach highlights

Engagement and outreach activities

CalMTA engaged with key stakeholder groups and shared information about our work across multiple channels in the 3rd quarter:

10
Conferences and industry events attended

1
MTAB meetings held

4
Blogs and news items shared

7
Email newsletters

3
Events and webinars hosted

216
Engagements with programs and market actors

CalMTA

PLEASE JOIN US

in welcoming
Rachel Etherington
to the CalMTA team.



RACHEL ETHERINGTON
Manager of Partner & Stakeholder Relationships

CPUC Application timeline ~ 12-15 months

Schedule dated September 28, 2026



Organizational Review Report Recommendations progress

Progress on CalMTA Organizational Review Report recommendations:

1 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.

Status

In progress; result will be shared at the December MTAB meeting and implemented in Q1 2027

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

Status

In progress; including expansion of Equity Sounding Board, adding implementation phase to CalMTA's equity lens, and in-person engagement

Organizational Review Report Recommendations progress (cont.)

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

Status

In progress; including quarterly subcontractor meetings, MTI plan process retrospectives, and staff trainings

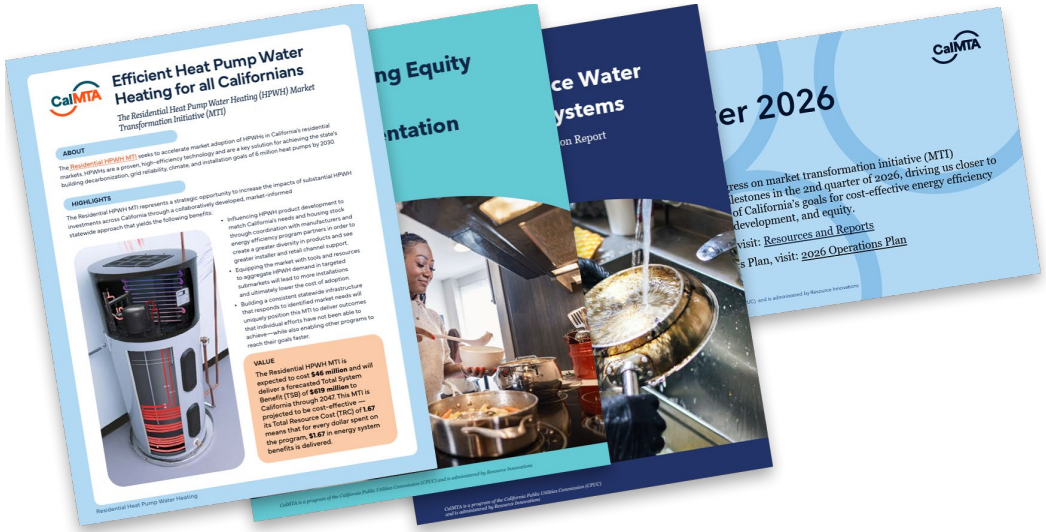
4 Develop processes that allow CPUC staff, MTAB, and other relevant stakeholders greater input before decisions are made during MTI development.

Status

In progress; recommendation for a feedback roadmap will be shared at the December MTAB meeting.

Published plans and reports

1. Residential Heat Pump Water Heating MTI Plan Overview
2. Integrating Equity into MTI Implementation
3. 2nd Quarter Activity Report
4. Foodservice Water Heating Systems Market Characterization Report



Operations and administration highlights

MTAB meetings

- September 15 in-person meeting in Berkeley, CA. Agenda topics included:
  - Foodservice Water Heating Systems update
  - Phase I idea scanning and recommendations for new market transformation ideas
- Upcoming MTAB meetings
  - December 7 virtual meeting
  - February 9 in-person meeting in the Bay Area



Applying our equity lens
Equity Sounding Board



In July, the Sounding Board discussed ways **CBEA** can better reach and support customers in ESJ communities:

- Tailor messaging to small to medium business (SMB) owners and other ESJ segments
- Better understand owner-occupied SMB needs, barriers, and effective support

Gathered insights for our work on **FSWH**, focusing on:

- Managing the risk of bill impacts
- Exploring beyond restaurant location when thinking about equity

SECTION 04

Financial Reporting

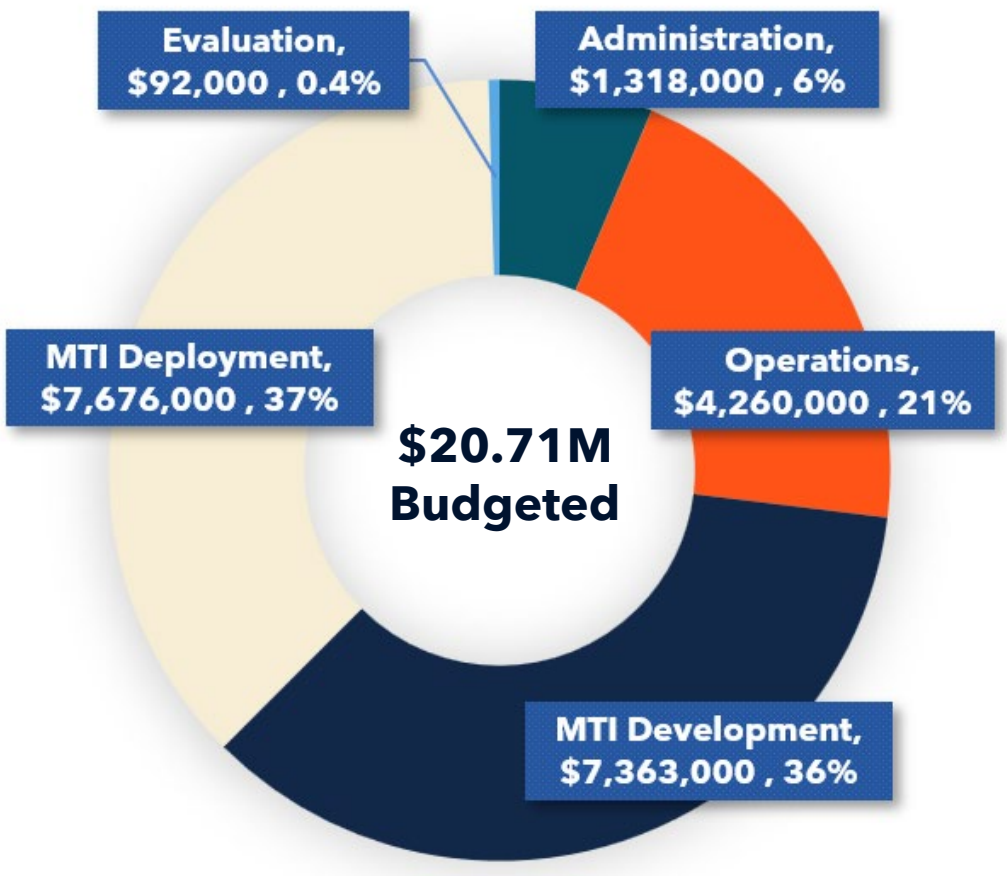
Jim Giordano
Principal of Operations



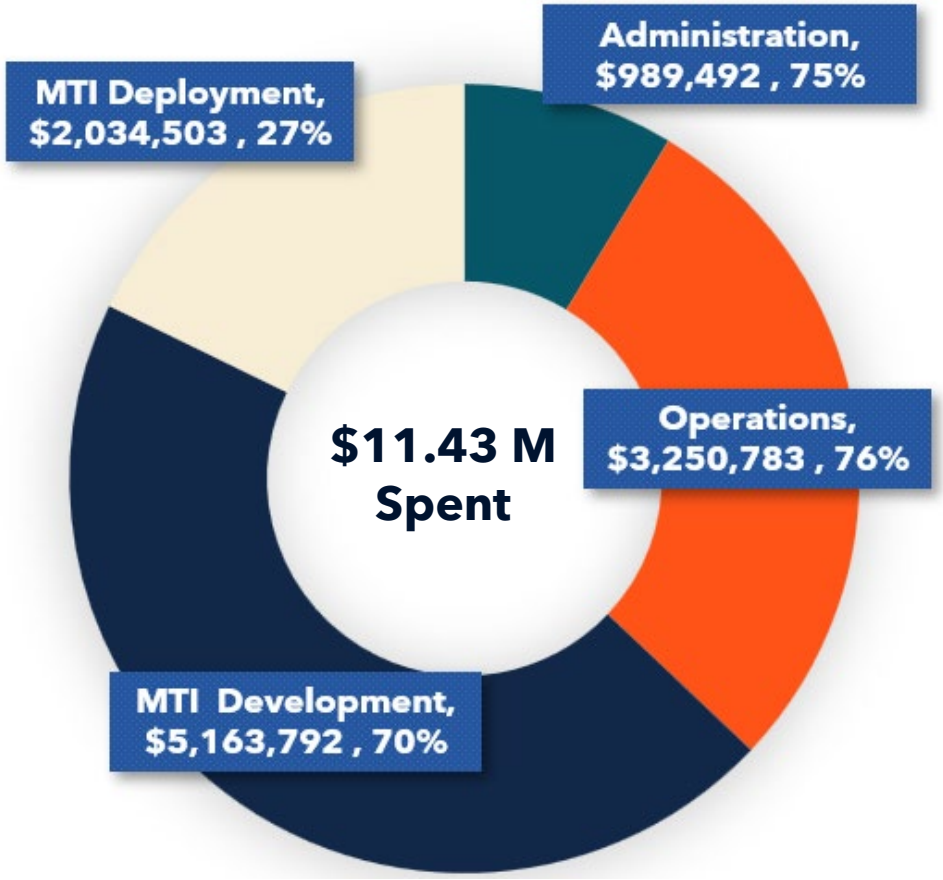
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2026 budget and spending through Q3

2026 Operations Budget



Actuals thru Q3, % of Budget Spent



Spending detail by major activity

Cost Category/Major Activity	Ops Plan Budget	Spend thru Q3	% Spent
Admininstration	$ 1,318,000	$ 989,492	75%
Routine Admin	$ 809,000	$ 600,769	74%
Non-Routine Admin	$ 509,000	$ 388,724	76%
Operations	$ 4,260,000	$ 3,250,783	76%
Proj. Mgmt.	$ 1,223,000	$ 928,734	76%
MTAB Operations	$ 367,000	$ 312,307	85%
Policy	$ 513,000	$ 391,663	76%
Stakeholder Engagement	$ 1,838,000	$ 1,423,487	77%
Data Systems Develop. & Mgmt	$ 319,000	$ 194,591	61%
Initiative/Concept Development	$ 7,363,000	$ 5,163,792	70%
Phase I - Concept Development	$ 634,000	$ 454,377	72%
Phase II - Initiative Development	$ 6,729,000	$ 4,709,416	70%
MTI Deployment	$ 7,676,000	$ 2,034,503	27%
Room Heat Pump Deployment	$ 5,317,000	$ 1,524,363	29%
Induction Cooking Deployment	$ 2,359,000	$ 510,141	22%
Evaluation	$ 92,000	$ -	0%
Totals	$ 20,709,000	$ 11,438,570	55%

Phase II spending detail

MTIs in Phase 2	Ops Plan Budget	Spend thru Q3	% Spent
Comm. Rooftop Units (CRTU)	$ 723,000	$ 372,065	51%
Comm. Replacement/Attachment Windows	$ 1,299,000	$ 1,057,531	81%
Food Service Water Heating Systems	$ 1,162,000	$ 854,869	74%
Residential Heat Pump Water Heating	$ 1,093,000	$ 873,359	80%
Induction Cooking	$ 632,000	$ 428,316	68%
Comm. Bldg. Efficiency Accelerator (CBEA)	$ 1,820,000	$ 1,123,275	62%
Totals	$ 6,729,000	$ 4,709,416	70.0%

Questions?

Take the Poll

Transformative Energy Solutions

for the public good

Market transformation is a proven approach that works to remove market barriers so that energy efficient, equitable, and climate-friendly approaches become the new standard practice for all Californians.

Sign up for updates at: **calmta.org/subscribe/**

Questions? Email **info@calmta.org**

Follow us on LinkedIn:

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