



# 2025 Operations Plan

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

# Contents

1 Introduction.....	3
2 MT idea development.....	4
2.1 Forming initiatives: Induction Cooking and Room Heat Pumps.....	5
2.2 Ideas in Phase II: Program Development .....	8
2.3 Upcoming MT ideas.....	14
3 Applying an equity lens .....	14
4 Engagement & communications .....	15
4.1 Program alignment and coordination.....	15
4.2 External communications .....	16
4.3 Website redevelopment.....	17
4.4 MTAB & public comment .....	17
5 Administration & operations .....	17
5.1 Solicitations & reporting .....	17
5.2 MTAB.....	18
5.3 Policy alignment, budget & regulatory filings.....	18
6 Continuously improving .....	18
6.1 Four additional MT ideas under development.....	19
6.2 Work deemed not needed or slightly delayed.....	19
7 Milestones by quarter .....	20



## 2025 Operations Plan

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

# 1 Introduction

CalMTA enters its third year with a strong foundation to deliver on the high-value solutions that we've developed to further the State's clean energy and climate goals. Next year will be a pivotal time for CalMTA, as we are poised for the first Market Transformation Initiatives (MTIs) to move into Phase III: Market Deployment. These two initiatives - [Induction Cooking](#) and [Room Heat Pumps](#) (RHPs) - were submitted via an Application to the California Public Utilities Commission (CPUC) in December 2024 representing the culmination of 18 months of vetting, research, planning, and development to initiate a portfolio of MTIs. A decision to approve this Application would release the budget for implementation.

Once approved, CalMTA expects to immediately launch these initiatives enabling our work to begin directly contributing cost-effective energy efficiency, decarbonization, and equity benefits to Californians. These first two MTIs are estimated to deliver more than \$1 billion in Total System Benefit (TSB) to California. Over 2025, CalMTA will be developing another four to five initiatives that will bring additional TSB into CalMTA's portfolio.

This 2025 Operations Plan outlines the activities we will complete and the milestones we aim to reach throughout the year (see Section 7 of this plan for a full list of milestones by quarter). Key outcomes driving our work include:

- Assuming timely approval of our Application, CalMTA will launch its first two MTIs, Induction Cooking and RHPs, with Requests for Proposals (RFPs) to identify implementation contractors, followed by RFPs for third-party evaluators coming early the next year.
- Carry out Phase II: Program Development research activities for [Commercial Rooftop Units](#) (CRTUs, formerly Efficient Rooftop Units), [Residential Heat Pump Water Heating](#) (Res HPWH), [Commercial Replacement and Attachment Solutions \(CRAWS\)](#) and [Foodservice Water Heating Systems](#). An MTI Plan for CRTUs is anticipated to be submitted via Advice Letter by the end of 2025 and the remaining three will be prepared in 2025 for submittal in early 2026.
- Continue to fill and develop a pipeline of market transformation (MT) ideas that will advance to market deployment during CalMTA's initial five-year implementation period. In addition to the ideas currently under development, we will advance one to two new MT ideas to Phase II with the development and approval of Advancement Plan(s).

As we pursue these goals in the year to come, we will continue to work collaboratively with the program manager at the CPUC, our Market Transformation Advisory Board (MTAB), energy efficiency program administrators, and other interested parties to drive our strategic, theory-based market transformation approach to deliver large-scale, transformational climate solutions for California.



## 2025 Operations Plan

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

## 2 MT idea development

CalMTA [develops MTIs](#) using a three-phase process with “stage gates” or decision points at the end of each phase to confirm whether to proceed with the idea. As further detailed in the [Phase I Disposition Report](#), [Phase I: Concept Development](#) is when potential MT ideas are identified, scored, and prioritized.

Figure 1. MTI development process



Phase I concludes with the development of an Advancement Plan for each idea recommended to move to [Phase II: Program Development](#). Advancement Plans describe the research and other investigation needed to develop the ideas into full MTI Plans. These plans are reviewed and commented on by the MTAB and posted for public comment.

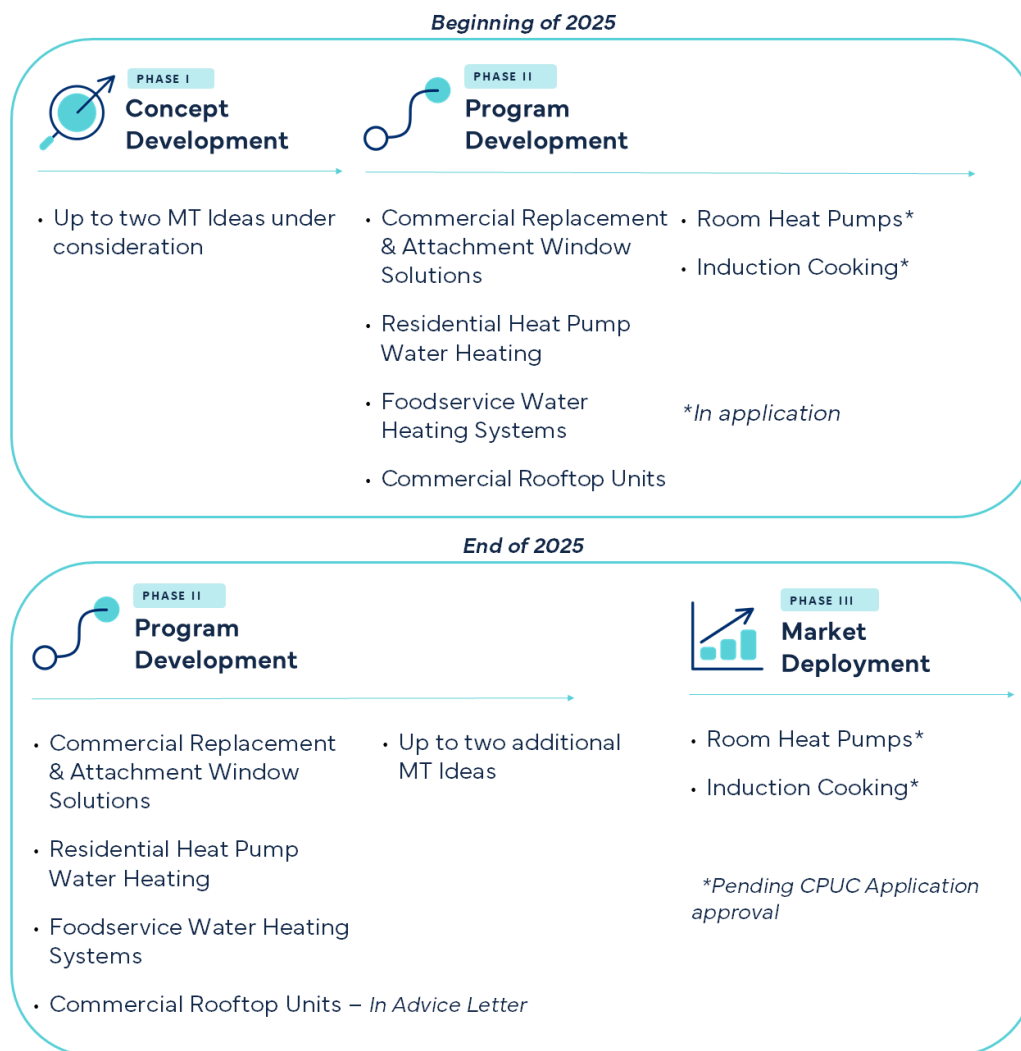
In Phase II: Program Development, CalMTA conducts market research and collects data to inform MTI strategy refinement and market barriers. This activity helps to ensure potential MTIs have viable market leverage points and sound program logic. Phase II: Program Development concludes with the development of an MTI Plan for viable ideas recommended to move on to [Phase III: Market Deployment](#).

After approval of MTI Plans, Phase III: Market Deployment begins and CalMTA will fully commit resources to execute market-level interventions to remove or reduce structural market barriers. This work will be carried out by contracted firms solicited and selected through a formal RFP process. In addition, third-party evaluation firms will be solicited and hired to verify reported market adoption and incremental program impacts.

CalMTA currently has six ideas representing targeted technologies or practices in various stages of development, with one or two more slated to move through Phase I: Concept Development into Phase II: Program Development in 2025. Two of these current technologies have concluded Phase II: Program Development with the creation of MTI Plans and are under review via an

Application with the CPUC to move to Phase III: Market Deployment. Four are currently in Phase II: Program Development with the CalMTA team conducting research and investigation to determine viability for market transformation and inform eventual MTIs. Each of these ideas and their status at the start of 2025 and predicted status at the end of 2025 are represented in the figures below and are explained in more detail in the following sections.

**Figure 2: MT ideas in development and deployment in 2025**



## 2.1 Forming initiatives: Induction Cooking and Room Heat Pumps

Full MTI Plans for [Induction Cooking](#) and [Room Heat Pumps](#) were completed at the end of 2024 and submitted to the Commission via an Application for review and approval. The Room Heat Pumps MTI aims to accelerate market adoption of RHPs to provide efficient heating and cooling in existing small, single-family, and multifamily households, and the Induction Cooking MTI seeks to accelerate market adoption of efficient induction cooktops and ranges to provide a



high-quality cooking experience with the added health and safety benefits afforded by induction technology.

The MTI Plans for these two initiatives describe the strategic interventions that will be employed to accelerate market adoption of these technologies when the initiative is approved to move to implementation in Phase III: Market Deployment. These plans are informed by a wealth of secondary research as well as findings from primary sources such as market characterization studies, product assessments, Listening Sessions with equity representatives, Strategy Pilots, and other collaborations to lay out a comprehensive market transformation plan.

**Figure 3. Room heat pump and induction cooking technologies**



Activities that will be pursued in 2025 to further support approval and advancement of these plans to Phase III: Program Deployment are described below.

### CPUC Application

In accordance with [Decision 19-12-021](#), an Application was submitted to the Commission for approval to begin implementation for Room Heat Pumps and Induction Cooking. CalMTA will be actively engaged in the Application proceeding, which we expect to extend into the 3<sup>rd</sup> quarter of 2025. While we cannot know exactly what will be needed or the schedule at the writing of this plan, we anticipate the following activities:

- Response to comment during the initial comment/protest period after the Application is filed
- Potential evidentiary hearings where CalMTA could provide supplemental information to support the request for approval via the Application
- Response to data requests for more information about the efforts CalMTA made to form the MTI Plans and Appendices

## RFP Preparation

In anticipation of a Commission decision in line with the proposed schedule, CalMTA will prepare competitive RFPs to secure implementation and evaluation contractors for both MTIs. In addition to describing the implementation needs for the MTI based on the full MTI Plans for Induction Cooking and Room Heat Pumps, the CalMTA team will be working closely with the Statewide Codes and Standards Working Group<sup>1</sup>, current efficiency program administrators (PA), the California Energy Commission (CEC), and other organizations implementing efficiency and decarbonization programs in the State to identify areas where programs may overlap and develop alignment strategies as described in Appendix E: External Program Alignment and Coordination of the [Room Heat Pumps](#) and [Induction Cooking](#) MTI Plans. These strategies will describe how implementation for the two efforts will collaborate in order to avoid duplication of effort and mitigate market confusion. They will be included in the RFP and bidders will be required to explain how collaboration will be managed throughout the lifetime of the MTI with work plans co-created with efficiency program leads.

## Ongoing market engagement and study

We will also continue to prepare and engage with the market for these MTIs throughout 2025 with the following activities:

- Monitor the market for changes that may impact program strategy by maintaining strong relationships with key market actors such as manufacturers, retailers, government programs, and efficiency program administrators to stay up to date on market changes that may affect the MTI. These changes may include things such as the identification of new manufacturers entering the market for the targeted products, a new ENERGY STAR specification that will impact RHPs, and any possible changes to Inflation Reduction Act funding.
- Strengthen relationships with entities that are implementing or supporting programs, policies, or other activities related to the MTI. For example, CalMTA is working with the Consortium for Energy Efficiency and the Northwest Energy Efficiency Alliance to launch a Room Heat Pump Collaborative that will bring together market actors to drive better data sharing, inclusion of RHPs in local programs and aggregated feedback on product availability, and features to manufacturers.
- Continuing market and technology research and testing, including:
  - California window stock research to support recommendations for new room heat pump forms appropriate for California residences. Research activities may include deeper analysis of CalMTA's preliminary analysis, scanning and review of additional existing research and potentially utilizing building owner and resident surveys to fill gaps in available data. This project will conclude in the 3<sup>rd</sup> quarter 2025.

---

<sup>1</sup> The Codes and Standards Working Group is a statewide program of the Investor-Owned Utilities (IOU) working to advance efficiency in codes and standards.



- Data collection from a field study at the Emerson Arms Apartments in Martinez where 120V induction stoves were installed in 2024 in partnership with the Association for Energy Affordability (AEA) and BayREN to monitor energy use of the products and tenant experience. This project is anticipated to be completed in 4<sup>th</sup> quarter 2025.

### Strategy Pilots

Three Strategy Pilots, designed to test market strategies before finalizing MT theories for initiatives, were executed as a part of Phase II: Program Development activities. Final assessments of these efforts including outcomes, findings, and recommendations will be delivered in the 2<sup>nd</sup> and 3<sup>rd</sup> quarters of 2025 and shared via our quarterly reporting events. The Strategy Pilots include:

- [Geographic Targeting Using Energy Star Retail Products Platform \(ESRPP\) for Room Heat Pumps and Induction Cooking](#), which seeks to determine whether the platform can be used to target certain geographic areas including environmental and social justice (ESJ) communities.
- [Induction Cooking Chefluencer Event Testing](#), which is testing a strategy to use cooking demonstration to change public opinion and build awareness of the benefits of induction cooking.
- [Room Heat Pumps Self-Installation Practices](#), which is assessing the ease of self-installation and the relative portability of products for tenants who own them.

## 2.2 Ideas in Phase II: Program Development

CalMTA is currently working on four MT ideas in various stages of Phase II: Program Development, which will be ongoing in 2025. A summary and expected progress to be made over the course of the year is described below.



### 2025 Operations Plan

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



**Figure 4. Phase II MTI idea technologies and systems**



### Commercial Rooftop Units

The [Commercial Rooftop Units \(CRTUs\) Advancement Plan](#) was delivered in early 2024 and this idea is now in Phase II: Program Development. Rooftop units are forced-air systems that package the evaporator, condenser coils, fans, and heating components into a single unit to serve a building's heating, cooling, and ventilation needs. The CRTUs MT idea seeks to improve supply efficiency, heat recovery, and controls to deliver 10-40% energy savings beyond today's minimum efficiency standards. CalMTA would partner with existing programs and related efforts to accelerate the acceptance of more efficient equipment, advocate and influence manufacturer product lifecycles, and support the continued advancement of state and federal codes and standards.

Phase II research and activities are underway, including a market characterization study, technology assessment, and a field study in coordination with CalNEXT to test CRTUs performance in several California climate zones.

### 2025 Operations Plan

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

Initiated at the end of 2024, the field study is observing installation practices and system configurations, monitoring CRTUs energy consumption across both heating and cooling seasons, and conducting surveys to identify any impact on occupant comfort. CalMTA will leverage integrated sensors and Remote Monitoring Systems (RMS) as a data collection tool to understand the performance of heat pump CRTUs, and to demonstrate and validate the savings potential of RMS systems as a product feature for CRTUs. The CRTUs field study will continue into 2025, culminating with an interim field study report in 3<sup>rd</sup> quarter 2025.

Assuming research supports the viability of the CRTUs idea, we will develop a full MTI Plan to be submitted for MTAB and public review in the 4<sup>th</sup> quarter and request Commission approval to advance to Phase III: Market Deployment by the end of the year.

**Figure 5. CRTUs development timeline**



### Residential Heat Pump Water Heaters

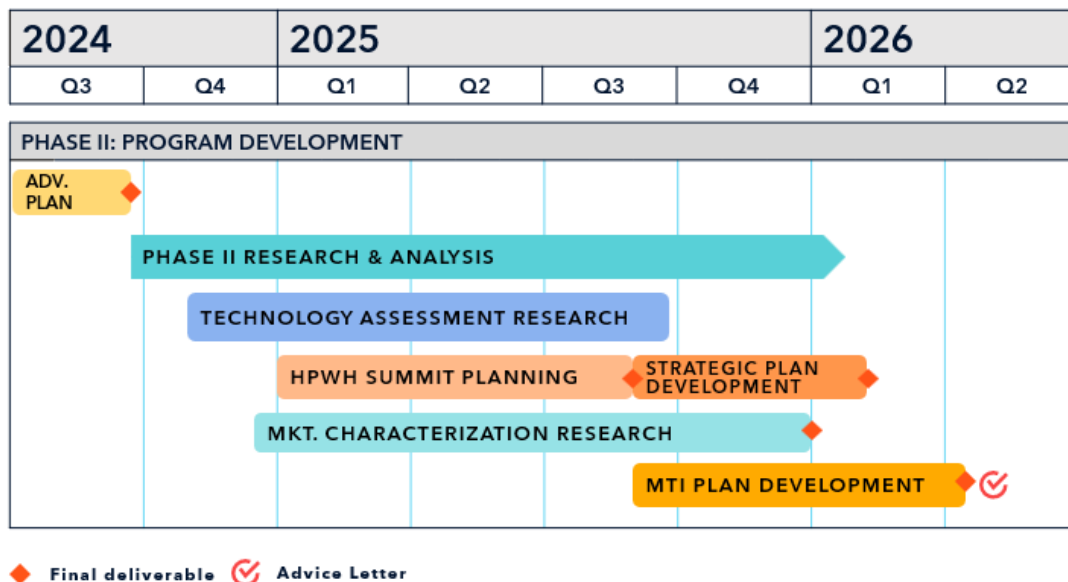
The [Residential Heat Pump Water Heater \(Res HPWH\) Advancement Plan](#) was approved to move to Phase II: Program Development by the CPUC in 3<sup>rd</sup> quarter 2024, after resolution of public comments. Unlike a traditional MTI, this effort is focused on aligning the many existing efforts targeting this heat pump water heating technology to coalesce around common goals, a strategic approach to market engagement, and cost management, as well as identify gaps that CalMTA could fill to accelerate the pace of HPWH adoption in California.

In addition to conducting Phase II activities including a market characterization study, CalMTA will plan and host an industry summit in August 2025. This event will bring together a collaboration of program partners with the aim to jointly establish a multi-year Statewide HPWH Strategic Plan. CalMTA's role in future work and the design of a full MTI Plan will be driven by



the Strategic Plan. The Res HPWH MTI Plan development is slated to begin in late 3<sup>rd</sup> quarter, with expected completion in early 2026.

**Figure 6. Res HPWH development timeline**



### Commercial Replacement & Attachment Window Solutions

CalMTA received approval from the CPUC for the [Commercial Replacement and Attachment Window Solutions \(CRAWS\) Advancement Plan](#) to move to Phase II: Program Development in the 3<sup>rd</sup> quarter of 2024, after resolution of public comments. This MT idea presents a significant opportunity to improve building envelope thermal performance and downsize heating, ventilation, and air conditioning (HVAC) systems. The technologies of Vacuum Insulated Glass (VIG) and Commercial Secondary Windows (CSW) offer substantial improvements over typical window replacements. Although windows on average comprise approximately 15% of a building’s exterior surface, they are responsible for HVAC losses of approximately 40%, which equates to roughly 12% of a typical building’s overall energy use.

Phase II research and activities are underway including market research, technology assessment, and preparations for a field study of Commercial Secondary Windows (CSW). The field study, which is scheduled to launch in 2<sup>nd</sup> quarter 2025, is being designed to gather identified research and knowledge that will inform a CRAWS MTI. Significant field research has been conducted on CSW, but important knowledge gaps remain to both barriers and opportunities. The CRAWS field study will initially focus on field testing products targeted by this MT idea in California schools. This study will evaluate a variety of impacts of CSW and VIG products including their effects on building energy performance, customer return on investment and thermal benefits.

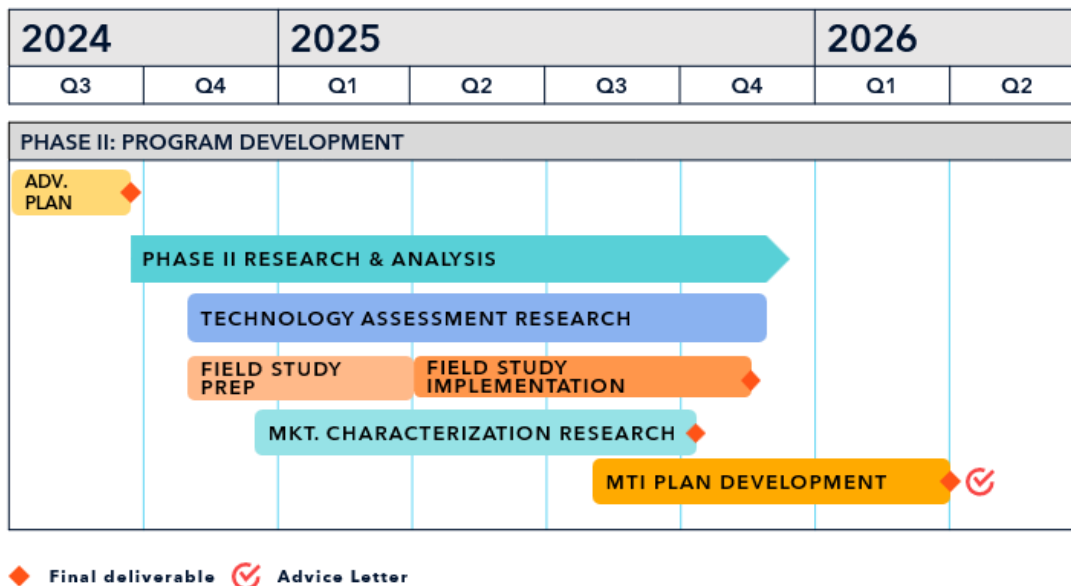
### 2025 Operations Plan

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



If determined to be a viable initiative, CRAWs MTI Plan development would kick off in the 4<sup>th</sup> quarter with the final plan delivered in early 2026.

**Figure 7. CRAWs development timeline**



### Foodservice Water Heating Systems

The [Foodservice Water Heating Systems Advancement Plan](#) was completed and shared for public comment in the 3<sup>rd</sup> quarter of 2024 and recently entered Phase II: Program Development. This effort would support foodservice sector adoption of ENERGY STAR certified, medium-duty commercial electric water heaters that are designed, configured, and controlled to optimize energy use and allow demand flexibility.

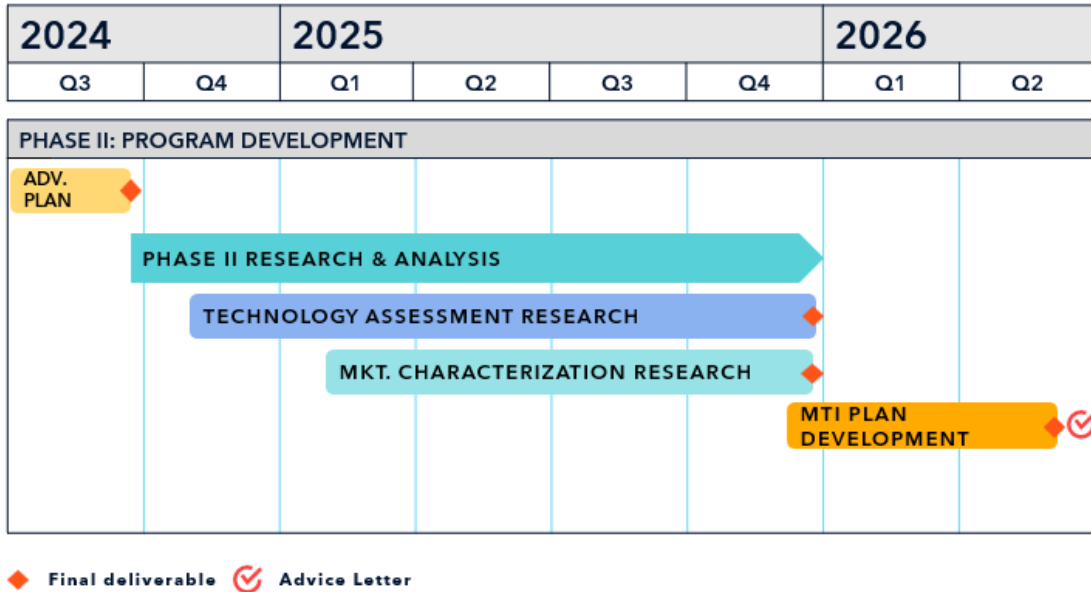
While Phase II research and activities have begun, questions from the CPUC and the MTAB regarding the target markets and certain program strategies have slightly delayed activities. Research is being conducted with interim reviews and an updated Advancement Plan is being prepared. Currently planned research activities include energy and water site audits to better understand existing configurations and infrastructure for a select number of foodservice establishments. The team will also leverage existing lab testing for smaller heat pump water heaters and undertake additional testing of water heaters and larger heat pump-based water heating system equipment under foodservice conditions to determine product performance, end-use impact, and optimal configurations.

### 2025 Operations Plan

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



Figure 8. Foodservice Water Heating Timeline



### 2.3 Evaluation of MTIs

The two full MTI Plans submitted for CPUC approval both include a summary of the evaluation approach in accordance with the [MTI Evaluation Framework](#). Details are included in Appendix F: Evaluation Plan and Appendix B: Market Forecasting and Cost-Effectiveness Modeling Approach for each of the MTI Plans. Market progress indicators (MPIs) and milestones will be monitored through third-party evaluation throughout implementation of the MTI. RFPs describing the work needed to conduct yearly evaluations will be developed in 2025 and issued in early 2026.

These RFPs will be reviewed by CalMTA’s [Evaluation Advisory Group](#), which was formed late in 2024. This five-member team of experts provides expertise and unbiased recommendations on the MTI Evaluation Plans as well as planning, selection, and review of third-party MTI evaluation activities. Through its work, the Evaluation Advisory Group helps to ensure high quality, credible, and appropriately independent evaluations.

For the other four MT ideas in Phase II: Program Development, preliminary evaluation metrics have been developed and will be reassessed in 2025 when the MTI development team updates the preliminary logic model included in the Advancement Plans. These updates will be informed by the research and analysis conducted. In addition, when the four ideas move to MTI Plan development, an Evaluation Plan will be developed for each initiative and involve review and input from the Evaluation Advisory Group.



## 2.4 Upcoming MT ideas

Last year, CalMTA issued a second Request for Ideas (RFI) to allow interested parties to share their recommendations for cost-effective, energy-efficient technologies and practices to be considered for development as MTIs. Stage 1 Scoring for: (1) submissions to the 2024 RFI, and (2) submissions from the 2023 RFI that were flagged for additional review were presented and discussed in the [Sep. 23, 2024, MTAB meeting](#). Stage 2 scoring and prioritization of the top four ideas was presented at the [Nov. 20 & 21 meeting](#).

Looking ahead, in the 1<sup>st</sup> quarter 2025 CalMTA will deliver a Phase I update describing the next batch of ideas that were prioritized for concept development with input from MTAB members. Advancement Plans for one to two priority ideas will be developed to outline the research and testing, analysis, and evaluation metrics needed to determine the viability of these potential MTIs. Any needed Strategy Pilots and market or lab testing will also be described. The draft Advancement Plan(s) are expected to be finalized in the 3<sup>rd</sup> quarter 2025 after resolution of public comments and CPUC approval to move to Phase II: Program Development. With these new ideas, CalMTA will work to round out the portfolio characteristics of our current set of ideas in development.

### Continuous Request for Ideas Portal

The portfolio approach administered by CalMTA encompasses a process of scanning the market for MT opportunities, assessing, and advancing viable ideas to MTI development. This process is used to ensure there is a continuous flow of new ideas identified to fill the portfolio pipeline as other planned or in-market MTIs phase out for various reasons.

In 2023 and 2024, CalMTA held time-bound RFIs to collect input on public preferences for potential initiatives. In 2025, we will launch and implement an ongoing and permanently open RFI portal in 2<sup>nd</sup> quarter, allowing market actors and other interested parties to submit MT ideas to CalMTA at any point during the year. These will be assessed as received and shared during regular quarterly reporting events.

CalMTA will also work with entities, such as CalNEXT and the California Energy Commission, to scan for promising new ideas. This will enable CalMTA to expand its reach beyond the RFI process and to leverage existing research and development efforts already underway.

## 3 Applying an equity lens

CalMTA has diligently worked to build relationships with and learn from representatives of environmental and social justice (ESJ) communities. As our portfolio of ideas progresses toward implementation, our intention to develop strong initiatives that incorporate components that benefit ESJ communities is coming into focus.



CalMTA will support positive outcomes for ESJ communities resulting from the MTIs by engaging with a newly formed [Equity Sounding Board](#) that will advise development efforts by giving feedback and guidance on our work. The Equity Sounding Board, which was formed in late 2024, will meet virtually three times in 2025 and conduct ad hoc review and feedback activities. These could include reviews of equity-focused market progress indicators in MTI Plans or market research surveys for ESJ communities.

Over the course of 2025, the MT development team, with support from the Equity Sounding Board, will work on the Phase II ideas to identify and incorporate effective strategies to maximize equitable outcomes. For example, the Res HPWH Summit will include stakeholders and market actors that serve ESJ communities - a collaboration that will help guide our team towards identifying key gaps in the market that CalMTA can fill with this MTI. Interested parties can view the preliminary equity metrics identified in the Advancement Plans for all Phase II MTIs, which will be further refined throughout the year.

We will also seek to refine the equity components of the two MTIs included in the Application - Induction Cooking and Room Heat Pumps - in anticipation of the development of RFPs for these two initiatives expected to be issued in the 4<sup>th</sup> quarter.

## 4 Engagement & communications

In 2025, the stakeholder engagement and communications team will continue optimizing platforms and systems to effectively communicate with CalMTA stakeholders and other interested parties. We will also continue to foster collaboration with existing programs and ensure alignment between programs and MTIs under development.

### 4.1 Program alignment and coordination

CalMTA will leverage and expand on our solid foundation of engagement with existing efficiency programs currently operating in California to ensure MTIs are well aligned with other programs and efforts. These efforts are further detailed in Section 2.1 above under *RFP Preparation*. This work will be focused on four objectives:

- Maximize understanding of the MT idea development process among key stakeholders and interested parties
- Create channels for collaboration through briefings, discussion, and formal mechanisms to receive and resolve feedback
- Collaboratively identify and work to eliminate or minimize any conflicts between programs
- Collaboratively identify leverage opportunities that enhances both programs

#### Idea to Initiative education

To ensure that interested parties can access information underpinning the two forming MTI Plans, CalMTA launched an educational effort called "Idea to Initiative." This multi-part campaign shares

#### 2025 Operations Plan

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



the various research and strategy development that supports choices on MTI strategic interventions, MPIs, cost-effectiveness and TSB modeling and outcomes, etc. As in 2024, CalMTA will provide this information to MTAB and the public, supplemented with FAQs and other materials to maximize awareness and understanding. This campaign will focus on sharing the CRTU MTI in 2025 in 3<sup>rd</sup> and 4<sup>th</sup> quarters with a public comment opportunity in 4<sup>th</sup> quarter. Aspects of the CRAWs and Res HPWH MTIs will also be shared late in the year.

#### **Regular coordination with energy efficiency programs & codes and standards working group**

CalMTA will continue to collaborate in 2025 with the Statewide Codes and Standards Program representatives and efficiency leads at the various IOU programs as well as other program administrators at the Regional Energy Networks, Community Choice Aggregators, and large municipal utilities.

#### **Collaboration with emerging technology programs and other efficiency efforts**

The research including lab and field testing being conducted by CalNEXT, the California Energy Commission, and others in California will continue to be monitored for opportunities to align and leverage research scopes of work. This will be done through exchange and review of published materials, attendance at working groups, and regular coordination meetings.

## **4.2 External communications**

CalMTA will develop and release plans and reports in 2025 including MTI Advancement Plans, market characterization studies, field studies and Strategy Pilot Assessment Reports, and full MTI Plans (per the schedule in Section 7). We will package and disseminate these materials using multiple channels described below.

#### **Resources & Reports at [calmta.org](https://calmta.org)**

Market characterization studies and other research findings are valuable stakeholder resources. CalMTA will promptly publish research findings on our website for public access.

#### **Annual and quarterly progress updates**

The CalMTA team will continue to develop and publish annual reports to document CalMTA finances, operations, and MTI development progress of the previous year. We will also hold quarterly webinars providing updates on the work in progress as well as financial and operational reporting.

#### **Newsletter updates**

Staff will develop and publish regular electronic updates with information on CalMTA, MTAB meetings, and MTI development.

#### **Webinars and events**

The CalMTA team will host webinars, as needed, and provide presentations at industry conferences to share MTI development updates.



#### CPUC service list

CalMTA will notice the service list for MTAB meeting notices, when documents are posted for public review and comment, or when significant deliverables are posted to calmta.org.

### 4.3 Website redevelopment

CalMTA is in the process of redeveloping the existing calmta.org website. The new site, slated to be completed in 2<sup>nd</sup> quarter 2025, will support CalMTA's growth and accommodate the expanding number of reports and materials that will be shared for the eventual Phase III: Market Deployment of approved MTIs.

### 4.4 MTAB & public comment

CalMTA will solicit review and comment from the MTAB and the public on key deliverables in 2025. These deliverables will be posted to calmta.org with feedback taken through a new public comment portal to be completed in the 2<sup>nd</sup> quarter in conjunction with the website redevelopment. Comments will be solicited for plans listed in Table 1 with comment summaries and responses provided.

**Table 1. MTAB and public review periods for CalMTA documents**

Document	Review	Timing of comment
2024 RFI Disposition Report	MTAB comments appended	2 <sup>nd</sup> quarter
Advancement Plan(s)	MTAB & public comment	3 <sup>rd</sup> quarter
Draft MTI Plan CRTUs	MTAB & public comments appended	4 <sup>th</sup> quarter

## 5 Administration & operations

To ensure ongoing efficiency for CalMTA's operational and administrative infrastructure, the processes listed below will continue to be implemented and iteratively streamlined and updated:

- Contract management with subcontractors and vendors
- Ongoing management and compliance monitoring of conflict-of-interest policies
- Maintenance, management, and assessment of IT and data systems including developing and managing RFI and commenting intake platforms
- Staffing and project management

### 5.1 Solicitations & reporting

2025 marks two substantial reporting and procurement activities for CalMTA. In the 1<sup>st</sup> quarter, CalMTA will publish its first scorecard on program-wide key performance indicators (KPIs). These are based on a scorecard developed last summer and reviewed with the MTAB that tracks financial performance and progress on operational goals and market progress indicators for



individual MTIs. Because no MTIs are currently in Phase III: Market Deployment, the initial scorecard will focus first on the milestones represented in this plan.

In addition, CalMTA will solicit a third-party evaluation firm to review its operational performance in a report to MTAB. This review will kick off with a solicitation of a firm in the 3<sup>rd</sup> quarter with completion of the report delivered in the 2<sup>nd</sup> quarter 2026. To support this activity and the solicitations for implementers and evaluators for the first two MTIs, CalMTA will develop a platform to promote opportunities and accept bidder responses.

## 5.2 MTAB

In 2025, CalMTA is planning two to three in-person meetings and two to three additional virtual MTAB meetings, as needed. These will be supplemented with four quarterly reporting webinars for MTAB members and the public throughout the year. Staff will manage logistics and prepare for these meetings by creating packets including agendas, memos, reports, and other materials to support discussions about CalMTA business and MTI development.

In addition, we will solicit candidates for the four MTAB seats with terms expiring in 2025. This is planned for the 1<sup>st</sup> and 2<sup>nd</sup> quarters with the new members seated by April. For three of the candidates, this process will include an open application opportunity, review of submissions, and recommendations to the CPUC for seating new members.

## 5.3 Policy alignment, budget, & regulatory filings

CalMTA will continue to ensure our efforts mesh well with current and evolving policies. This is an ongoing effort that includes tracking regulation and legislation of interest to CalMTA. Through research, CalMTA's policy staff reviews and summarizes the findings into memos and other materials, ensuring the evolving regulatory landscape in California is understood by CalMTA leadership and MTI program developers, and performing regulatory research.

The Application submitted for funding of the first two MTIs also includes a five-year budget request, which would fund CalMTA operations and MTI development and implementation costs through 2030. In 2025, CalMTA is anticipating one CPUC filing: an Advice Letter for the CRTUs submitted by the end of 2025 requesting approval for the MTI Plan.

# 6 Continuously improving

The year 2025 will be pivotal for CalMTA's development of market transformation ideas and will bring a fuller market transformation portfolio of initiatives into view. As we progress in this work, the CalMTA team is continually learning and refining our processes. In a few cases, we adjusted schedules or work scopes in response to these updates. Some of these resulted in more accurate schedules for completing deliverables described in the [2025 ABAL](#) filed in August 2024 and approved in a disposition letter dated November 18, 2024. In a small number of cases, milestones

### 2025 Operations Plan

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





described in the [2024 Operations Plan](#) and scheduled to be completed in late 2024, will now conclude in 2025. Specific variances are described below.

## 6.1 Four additional MT ideas under development

In addition to the two MTIs filed at the end of 2024, CalMTA is working on the research and analysis for another four potential initiatives as described in their Advancement Plans. If viability as an MTI bears out for these current ideas, full MTI Plans for all four will be submitted for Commission review and approval in late 2025 and by mid-2026. The 2025 Annual Budget Advice Letter (ABAL) describes delivery of “up to three MTI plans submitted” by the end of the year. As explained in earlier sections of this Operations Plan, we expect to file the CRTUs MTI Plan for Commission approval via an Advice Letter by the end of the year with most of the work also completed in 2025 for CRAWs, Residential HPWH, and Foodservice Water Heating Systems. By mid-2026, all draft MTI Plans will be finalized, shared with the MTAB, and released for public comment before filing with the Commission via an Advice Letter.

Notably, the Efficient Streetlighting idea that was proposed in early 2024 is not among the current group of forming MTIs. This idea was held after questions about the potential initiative were raised during the Advancement Plan development. While developing the preliminary logic model, barriers were identified but viable intervention strategies to overcome those barriers were elusive given the complex nature of the market, varying ownership structures, and other challenges. Efficient Streetlighting was revisited with the priority ideas put before the MTAB in September and November 2024, but did not receive the needed support to advance.

## 6.2 Work deemed not needed or slightly delayed

As of the publishing of this 2025 Operations Plan, CalMTA has met all of its 2024 Operations Plan milestones with a few exceptions described below.

- The CalMTA team did not find the need to conduct additional Strategy Pilots for the three new ideas with Advancement Plans developed in 2024, so these were not pursued, and no plans were released for public comment and a webinar.
- The Market Characterization Study for CRTUs was pushed to conclude in 2025 rather than late 2024 due to challenges with scheduling interviews with contractors and distributors in their busy summer cooling season. The revised schedule allowed more time to complete interviews and engage with partners and market actors around the field study before finalizing.
- Delivery of the 3<sup>rd</sup> quarter report and release of the Stakeholder Survey will happen in early 2025 due to staff constraints stemming from needed education on the two MTIs filed with the CPUC.
- Draft Solicitation Protocols have been delivered to the CPUC for review but have not been finalized. This is expected in the 1<sup>st</sup> quarter of 2025.

### 2025 Operations Plan

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



## 7 Milestones by quarter

CalMTA will initiate, continue, and complete several projects over the course of 2025. The following provides a quarterly breakdown of when key milestones will take place. Color coding per key below indicates the section, marked in parenthesis, where the work is further described.

**Table 2. Activities summary**

MT idea development (13)	An equity lens (3)	Stakeholder engagement & communications (11)	Administration & operations (14)
--------------------------	--------------------	--	----------------------------------

<b>1<sup>st</sup> quarter activity</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Phase I update and idea prioritization for one to two MT ideas	○			
Kick off National Room Heat Pump Collaborative	○			
Host Equity Sounding Board meeting	○			
Publish 2024 Annual Report	○			
Conduct a survey of CalMTA stakeholders*	○			
Hold quarterly update webinar*	○			
Develop and post initial KPI scorecard on calmta.org (program/portfolio tracking)	○			
Hold MTAB meeting	○			
Recruit for MTAB members whose two-year terms expire in April 2025	○			
Release final Solicitation Protocols*	○			
<b>2<sup>nd</sup> quarter activity</b>				
Release 2024 RFI Disposition Report		○		
Complete Strategy Pilot Assessment Reports: Chefluencer & RHPs Self-Installation Practices		○		
CRAWS field study kick-off		○		
Host Equity Sounding Board meeting		○		
Hold quarterly update webinar		○		
Launch redeveloped CalMTA website		○		
Open permanent Request for Ideas portal		○		
Hold MTAB meeting		○		
Seat new MTAB members for those whose two-year terms expired		○		
<b>3<sup>rd</sup> quarter activity</b>				
Advancement Plans for 1-2 MT idea(s) recommended to transition to Phase II: Program Development			○	
HPWH Summit			○	
Complete Strategy Pilot Assessment Report: ESRPP			○	
Conclude window stock assessment research			○	

### 2025 Operations Plan

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



CRTUs interim field study report			○	
Hold public comment for 1-2 Advancement Plans			○	
Hold quarterly update webinar			○	
Idea to Initiative education campaign kick off			○	
Hold MTAB meeting			○	
Issue an RFP to solicit a third-party evaluation firm to review CalMTA operational performance			○	
Finalize solicitation platform for RFP promotion and bids			○	
Anticipated approval of the Application			○	
<b>4<sup>th</sup> quarter activity</b>				
Publish CRTUs market characterization study report*				○
Complete 120V induction stove data collection at Emerson Arms				○
Final CRTUs MTI Plan, including evaluation metrics, submitted to the MTAB and Commission for approval				○
Host Equity Sounding Board meeting				○
Public comment on CRTUs MTI Plan				○
Hold quarterly update webinar				○
Idea to Initiative education campaign ongoing				
Develop 2026 Operations Plan				○
Issue implementation RFPs for approved MTIs (assuming Application approval)				○
Hold MTAB meeting				○

\*Held over from 2024 Operations Plan

## About CalMTA

CalMTA is a program of the California Public Utilities Commission and is administered by [Resource Innovations](#). We work to deliver cost-effective energy efficiency and decarbonization benefits to Californians through a unique approach called market transformation. Market transformation is the strategic process of intervening in a market to create lasting change by removing market barriers or exploiting opportunities, accelerating the adoption of identified technologies or practices. CalMTA-developed market transformation initiatives also aim to advance state goals on demand flexibility, workforce development and equity. Learn more at [www.calmta.org](http://www.calmta.org).



### 2025 Operations Plan

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

