

25-YEARS OF FORGING AN INDUSTRY

*POISED FOR LEADERSHIP
IN 2030 AND BEYOND*

From its beginnings in the wake of the Cold War to its current status as a leading force in the clean transportation technology industry, CALSTART's history tracks the progress of the clean transportation revolution that is poised to change the world. Take a look at our quarter-century of clean transportation industry advancement—and join our team as we do even more over the next decade.



“No organization is working to accelerate transportation change across the full range of clean fuels and technologies as effectively as CALSTART. This ‘big tent’ portfolio strategy requires a sophisticated approach and can lead to competitive tensions but it is critical to advancing progress on our mutual goals of clean air, AND climate stability, AND good jobs.”

KAREN HAMBERG | CALSTART BOARD CHAIR; VICE PRESIDENT INDUSTRY AND GOVERNMENT RELATIONS, WESTPORT FUEL SYSTEMS


WHO WE ARE

CALSTART has a 25-year track record of building a high-tech clean transportation sector that creates jobs, cuts air pollution and oil imports, and curbs climate change.

CALSTART has grown from a concept for change to a coalition for action as the industry has evolved. The organization and its member companies knock down barriers to deploying cutting-edge transportation technology. From pioneering market strategies to industry collaboration to public policies that reshape the transportation landscape, CALSTART's efforts have steadily advanced the clean transportation technology industry for a quarter-century. Now, it is poised for transformation.

CALSTART is accelerating this transformation in four industry sectors: cars, buses, trucks - both on and off road, and fuels. To accomplish this, CALSTART focuses on five key activities:

- **Technology development and demonstration:** Working with our partners to develop the next generation of clean transportation technology.
- **Assessment and validation:** Providing third-party analysis and customer feedback on the performance of new technologies and vehicles.
- **Market acceleration:** Developing and managing innovative programs that speed the purchase and adoption of cleaner technologies and fuels.
- **Public policy:** Building broad industry coalitions to enact public policies that support industry growth.
- **Member support:** Providing an array of services to help our member firms achieve their business and technical goals.



“CALSTART has grown from an early catalyst for innovation to its current status as a **trusted partner** for CARB, providing technical input and counsel and providing substantive support for strategies to drive faster commercialization of the clean, low carbon transportation technologies California and the world needs to meet our clean air and climate goals.”

MARY NICHOLS | CHAIR, CALIFORNIA AIR RESOURCES BOARD

A CLEAN START: 1992-1997

Two main forces fueled CALSTART’s formation in 1992. First, with the Cold War ending, reductions in federal defense and aerospace spending cost many highly qualified engineers, technicians, and manufacturing workers their jobs. Second, the nation — and California in particular — was dealing with severe air-pollution problems. In response, the California Air Resources Board set targets for the sale of zero-emission vehicles (ZEVs), which inspired car companies around the world to explore clean vehicle technologies. Recognizing the potential in this conflux, CALSTART’s founders combined these two challenges into one big new opportunity: jumpstarting the clean transportation technology industry.

As part of the defense conversion effort following the Cold War, CALSTART’s headquarters and first incubator were at the former Lockheed “Skunk Works” in Burbank. Where engineers had once built secret aircraft, start-ups produced advanced electric motors and highly efficient vehicle components. CALSTART expanded to the San Francisco Bay area, establishing an incubator at Hanger 20 at the former Alameda Naval Air Station in the first commercial re-use of the base. Within six months, electric cars were being tested on roads next to runways where the Navy was still flying F-15s. CALSTART’s third incubator was a former hospital in Camarillo, which later became part of a California State University campus.

CALSTART’s first major project, the Showcase Electric Vehicle, identified new technologies with great potential to advance electrification of transportation. And beyond the electric powertrain, the prototype car featured technologies now considered mainstream, including collision-avoidance systems, battery management systems, audio navigation, and heated seats.

While the ZEV mandate was a key catalyst for CALSTART’s creation, its founders believed it was important to include the entire advanced transportation technology industry. They brought together proponents of natural gas, electric, hydrogen, biofuels, advanced internal combustion engine technology, lightweight materials, and other clean transportation technologies. Over the years, CALSTART’s ability to represent the entire industry and support collaboration has been among its greatest assets.

Under the CALSTART electric vehicle (EV) infrastructure program, more than 500 EV charging stations were deployed in California. This cooperative program involved the state’s five largest electric utilities: Southern California Edison, Pacific Gas & Electric, San Diego Gas & Electric, the Los Angeles Department of Water & Power, and the Sacramento Municipal Utility District.

During the 1990’s, with the support of the Federal Transit Administration (FTA), the California Energy Commission (CEC), and the Defense Advanced Research Projects Agency (DARPA), CALSTART helped develop hybrid and electric powertrains for medium- and heavy-duty vehicles, including the first electric school bus, the first hybrid electric bus, and the first natural gas hybrids. CALSTART was one of a handful of industry consortia driving early adoption and enabling technological advances.

From the beginning, CALSTART’s goal was to demonstrate that improving the environment and promoting economic growth can go hand in hand. Over the past quarter-century, our state and the nation have benefitted from cleaner and healthier air, greater national security resulting from less oil dependence, and the creation of new high-quality jobs in the clean transportation technology sector.

PIT STOP: 1998-2002

At the turn of the 21st century, CALSTART hit a speed bump. Funding for defense conversion efforts declined. Fuel-economy standards had been stuck in neutral since 1980. The ZEV regulation was relaxed, and low fuel prices lessened demand for clean transportation technology breakthroughs. CALSTART consolidated its operations and closed its business incubators. It was time for a tire change and tune-up.

When Toyota and Honda introduced hybrid passenger cars to the U.S. market, CALSTART recognized a similar opportunity in the medium and heavy-duty truck market. Focusing on the needs of fleet end-users, CALSTART identified promising markets and helped industry competitors collaborate to build volumes and create incentives for hybrid and electric trucks and buses. When CALSTART launched its High-Efficiency Truck Users Forum (HTUF) program in 2001, not a single major truck manufacturer offered hybrids or electrics. By 2008, all of them did — a reality mirrored in a mile-long clean convoy at a CALSTART event held in Indiana.

To keep progress rolling, CALSTART collaborated closely with the U.S. Army's National Automotive Center (NAC), focusing on technologies to improve truck efficiency for both military and commercial applications. In addition, it worked with partners to pioneer a revolutionary commercial vehicle voucher incentive that reduced the up-front cost of clean vehicles - a market tool considered the gold standard of incentives today.

“The Army has been a member of CALSTART for nearly 20 years. I believe CALSTART has served as a **valuable partner and scout** for the Army - a key part of its eyes, ears, and arms to connect with the commercial vehicle world. Its High-Efficiency Trucks Users Forum (HTUF) led to the first production hybrid trucks. They help the Army identify and validate dual use advanced technologies that both meet military needs and support commercial manufacturing: a win-win for our nation.”

JEFFREY J. JACZKOWSKI

ASSOCIATE DIRECTOR, GROUND SYSTEMS CYBER ENGINEERING, U.S. ARMY TANK
AUTOMOTIVE RESEARCH DEVELOPMENT AND ENGINEERING CENTER (TARDEC)



HTUF CONVOY IN SOUTH BEND, INDIANA 2008

“CALSTART has a remarkable team of experts in technology, policy, and markets. We count on them to help structure and manage technology projects to meet UPS sustainability goals and bring funding to make them happen. But more than that, CALSTART provides us with **unique, detailed, and powerful analysis** of advanced vehicle performance that we do not see from others, helping us make smarter investments and choices on our future pathways.”

MIKE BRITT | FORMER BOARD CHAIR, CALSTART; FORMER DIRECTOR OF MAINTENANCE AND ENGINEERING, UPS



WITH FUNDING FROM THE SJVAPCD IN 2017, CALSTART CREATED THE NATION'S FIRST RURAL COMMUNITY SOLAR POWERED EV CHARGER PROGRAM IN FRESNO COUNTY, CA.

PULLING AHEAD: 2003 — TODAY

In the last decade and a half, the clean transportation industry has shifted into high gear, spurred by a greater awareness of and concern for climate change, unpredictable oil prices, renewed interest from the investment community, growing engagement from Silicon Valley giants, and advancements in computing and manufacturing.

Supercharged by this new environment, CALSTART has made strides in advancing the industry, from developing new renewable fuel sources, to reaffirming national standards that protect suppliers and jobs, to developing game-changing incentive programs. The following is a sample of CALSTART's wins over the last few years.

UTILIZING THE “CO-OPETITION” MODEL

From the beginning, CALSTART has found a niche in facilitating “co-opetition” – creating platforms that allow companies that normally compete to collaborate and advance the industry. Perhaps the best example of this is CALSTART's work with multiple advanced bus manufacturers and suppliers. Beginning in the 1990's, CALSTART organized these companies to help secure early stage RD&D funding from the DARPA, the FTA, the CEC, and others. Firms started to develop commercially viable hybrid and electric powertrains for medium- and heavy-duty vehicles. In the early 2000's, CALSTART worked with manufacturers, suppliers, and transit districts to get Congress to establish the \$70 million National Fuel Cell Bus Technology (NFCBT) Program with the FTA. Over the next decade, the NFCBT Program helped advance fuel cells in buses, cutting their cost in half, even as their lifetimes increased by five to seven times. In 2015, clean transit reached a milestone: CALSTART helped lead an industry coalition that secured an annual appropriation of \$55 million in the federal transportation bill to support procurement of low- and no-emission transit buses. Because competitors organized for the common good, bus powertrain technology went from hybrid prototypes to actual zero-emission bus sales in 12-to-14 years.



U.S. DOT SECRETARY AND CHINESE TRANSPORTATION MINISTER KICKING-OFF THE BILATERAL RACE TO ZERO PROGRAM IN 2016.

CREATING A BILATERAL AGREEMENT TO SPUR THE ZERO-EMISSION BUS SECTOR

CALSTART developed a competition concept to spur the growth of the zero-emission bus market and reduce harmful emissions in the two largest economies in the world, then worked with the U.S. Department of Transportation and the State Department to advance the idea. In 2016, CALSTART's work came to fruition when the U.S. Secretary of Transportation and the Chinese Transportation Minister officially announced the U.S.-China Race to Zero program, a friendly challenge to see which cities can adopt the highest percentage of zero-emission buses by 2025.

SOLIDIFYING CALIFORNIA'S CLEAN TRANSPORTATION LEADERSHIP

Working in coalitions and with partners, CALSTART has helped generate more than \$5 billion in state funding to build California's clean transportation sector.

CALSTART was a lead sponsor of Assembly Bill 118 (Nuñez), which generates nearly \$150 million per year and has helped build low-carbon fuel production facilities, expand clean transportation technology firms, and recruit new firms to California.

Assembly Bill 8 (Perea/Pavley) extended the programs at the CEC and Air Resources Board for another ten years and generated another \$2.35 billion, making it the single biggest state clean transportation technology incentive legislation in the country. CALSTART and its partners also helped secure an additional \$2 billion from California's cap-and-trade program to help fund low-carbon transportation through 2017. In total, these programs have resulted in California leading the nation in terms of sales of zero and near-zero-emission cars, trucks, and buses. This state funding has also supported high impact technology development programs, paving the way for cleaner, more cost-effective, and efficient vehicles in the future.

REVOLUTIONIZING CLEAN TRUCK AND BUS INCENTIVE MECHANISMS

CALSTART engaged its members to decide how best to use public funds to jumpstart the market for electric and hybrid trucks and buses. Members provided critical feedback on existing incentive programs; for example, they told us how tax credits can get lost in the treasury departments of large companies, and so don't really influence fleet managers' purchase decisions, while rebates are too often consumed before the fleet buyer sees the full benefit.

In response to that input, CALSTART created a new incentive mechanism: the voucher. Offered at the point of sale, vouchers reduce the cost of a clean truck or bus. CARB was the first agency to adopt this policy; Chicago and New York followed suit. CALSTART now manages voucher programs in all three states.

MAKING ZERO-EMISSION CARS A REALITY

Building on its work establishing EV charging stations in the 1990's, CALSTART got involved in the second wave of EV development around 2008. CALSTART helped companies secure important RD&D funding and organized the nation's first workshop on workplace charging. CALSTART helped secure purchase incentives in California, and in 2016, won an award from the New York State Energy Research and Development Authority to expand workplace charging in New York City and its suburbs.

BRINGING ADVANCES TO THE OFF-ROAD SECTOR

With funding from the California Energy Commission (CEC) and the San Joaquin Valley Air Pollution Control District, CALSTART helped advance state-of-the-art technology in the non-road sector. CEC funding helped Caterpillar develop a hydraulic excavator that can reduce fuel consumption by up to 30 percent, and helped the Volvo Group develop a redesigned hybrid electric wheel loader that is 50 percent more fuel-efficient. CALSTART sees significant opportunities to accelerate high-efficiency and zero-emission technology in the non-road market.



IN PARTNERSHIP WITH THE FEDERAL TRANSIT ADMINISTRATION, CALSTART HAS PLAYED A KEY ROLE IN BRINGING COMMERCIALLY VIABLE ZERO EMISSION BUSES TO THE MARKET.

“In more than 25 years of FTA’s research and demonstration activities on clean and efficient bus technologies, CALSTART has been a highly-valued partner. CALSTART helped us shape our national fuel cell bus program, which has driven new efficiencies and significant cost reductions and collaborated with us on many research and demonstration projects that have had a far-reaching impact on the transit industry. We value their technical knowledge and the practical experience they provide on new transit technologies in California and beyond.”

VINCENT VALDES
ASSOCIATE ADMINISTRATOR, RESEARCH, DEMONSTRATION AND INNOVATION,
FEDERAL TRANSIT ADMINISTRATION, U.S. DEPARTMENT OF TRANSPORTATION

CALSTART PLAYED A LEADERSHIP ROLE IN SECURING PASSAGE OF LEGISLATION (AB 118 – 2007) THAT PROVIDED FUNDING FOR 100 HYDROGEN REFUELING STATIONS IN CALIFORNIA.



“CALSTART has been and continues to be a great resource for learning about and connecting with the clean transportation sector. **Their market knowledge is second to none.** Plus, they’ve been a great partner in developing and delivering innovative new transportation technologies to the market in New York State. NYSERDA is pleased to call CALSTART a trusted partner and friend.”

ADAM RUDER
PROGRAM MANAGER, CLEAN TRANSPORTATION,
NEW YORK STATE ENERGY RESEARCH & DEVELOPMENT AUTHORITY

TURNING WASTE INTO RENEWABLE FUEL

CALSTART gets some of its best ideas from members. For example, Volvo told us how Sweden turns biological waste into a renewable source of biomethane – aka Renewable Natural Gas (RNG) – that can power vehicles. Working with Volvo, we educated policymakers about this fuel, and when the California Air Resources Board initiated its Low Carbon Fuel Standard, biomethane received the lowest carbon-intensity score. The CEC provided funding for biomethane. And in 2017, the Air Resources Board asked CALSTART to co-chair its Dairy Digester Working Group. Combining RNG with long-haul near-zero-emission trucks represents a significant opportunity to cut air pollution and decrease greenhouse gas emissions. Encouraging agricultural waste to be converted to RNG and used as a transportation fuel in California’s San Joaquin Valley is a key CALSTART initiative.

ACCELERATING INNOVATION AMONG AUTOMOTIVE SUPPLIERS

CALSTART commissioned a confidential survey of light-duty automotive suppliers on national greenhouse gas and fuel economy standards. An overwhelming majority backed the original 2025 standard – which provides market certainty – and also wants new standards for 2026-2035. CALSTART submitted the survey results in official proceedings during the EPA’s midterm evaluations of the standards. CALSTART has also effectively teamed Tier 1 suppliers with start-ups and helped them identify and secure funding for technology development and demonstrations.

ENCOURAGING INNOVATIONS IN MOBILITY

Over 25 years, while working to advance cleaner fuels and more efficient powertrains and components, CALSTART has also worked to encourage the development of new mobility systems that could lead to less petroleum consumption. In partnership with the FTA, CALSTART championed the concept of Bus Rapid Transit in the early 2000s, organizing a national design competition. From Long Beach to San Francisco to Seattle, CALSTART helped demonstrate new clean mobility centers, where commuters and others could easily access bikes or shared cars. Looking ahead, CALSTART will play a role in guiding automated vehicle technology in a direction that will help improve air quality and reduce fuel consumption.

SUSTAINING AND ADVANCING SMART LOW-CARBON FUELS

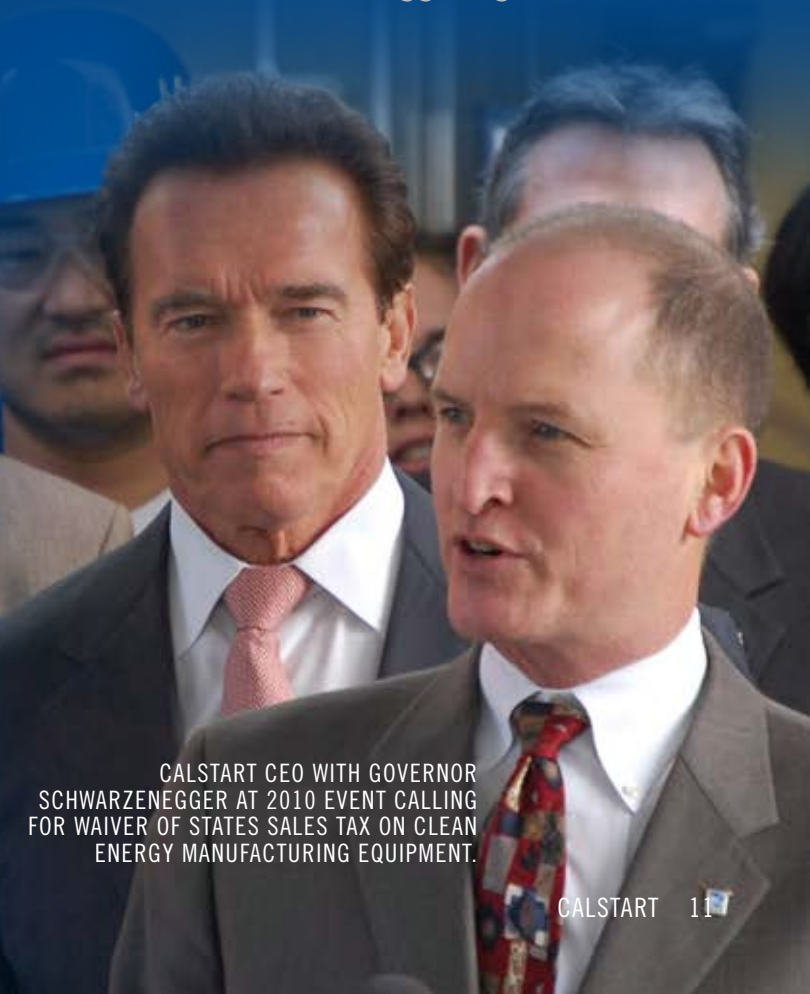
From hydrogen to renewable diesel, CALSTART has brought together all types of low-carbon fuel companies to advocate for California’s Low Carbon Fuel Standard. Big-tent organizing has helped extend the standard, creating market certainty for these fuels.

MOBILIZING INVESTORS

CALSTART is the only clean fuel group in the nation that has established a network of trusted investors. The banks, private equity firms, and venture capitalists on the CALSTART Investor Council see significant potential in the clean transportation technology industry. They advise CALSTART on policies that will spur innovation and investment.

SUPPORTING ADVANCED MANUFACTURING

When CALSTART reached out to its members to learn about barriers to expanding manufacturing in the clean transportation technology sector, it found that California was one of three states that taxed sales of manufacturing equipment. In 2010, CALSTART championed Senate Bill 71 (Padilla) that allowed companies to apply for a waiver of that tax, rallying industry support around a bill that Governor Schwarzenegger signed into law.



CALSTART CEO WITH GOVERNOR SCHWARZENEGGER AT 2010 EVENT CALLING FOR WAIVER OF STATES SALES TAX ON CLEAN ENERGY MANUFACTURING EQUIPMENT.

WINNING THE RACE: THE ROAD AHEAD

CALSTART and its members and partners are building a clean transportation technology sector that protects the environment, saves lives, grows the economy, creates jobs, and enhances mobility. CALSTART is rolling up its sleeves to smash remaining barriers to a clean transportation future. We cannot do this alone, but working with members and partners, we can speed up innovation and enable market success.

CALSTART sees tremendous opportunities ahead.

- Helping California meet its 2030 emissions targets will demonstrate that clean transportation leadership creates jobs and fuels economic growth.
- Expanding nationally and leveraging the expertise and talent of U.S. suppliers and manufacturers can help build clean transportation technology markets across America.
- And by partnering globally, we can build on this progress and achieve economies of scale.

This is what success looks like to CALSTART: a dramatically cleaner and stronger transportation sector that keeps America's economy moving, while protecting the climate and clearing the air. That is our finish line — and together, we can reach it.



CALSTART IS MANAGING ZERO AND NEAR ZERO EMISSION TRUCK AND BUS PURCHASE INCENTIVE PROGRAMS IN NEW YORK, CHICAGO, AND CALIFORNIA.



2000TH ARB HVIP VOUCHER AWARDED TO SMALL BUSINESS IN CHINO, CA - 2015

“CALSTART serves an important role as the bridge between where vehicle technology is today and where it can go in the future. CALSTART has been especially effective at advocating for clean vehicle incentives, and through its work, we can have crucial policy and technical discussions to help shape our investments, timing, and direction most effectively.”

JOHN VIERA

GLOBAL DIRECTOR, SUSTAINABILITY AND VEHICLE ENVIRONMENTAL MATTERS,
FORD MOTOR COMPANY, CALSTART BOARD MEMBER

TESTIMONIALS

“CALSTART is a leading organization that has helped create effective programs and funding opportunities to accelerate the deployment of zero-emission transportation. Sponsoring AB 118 and helping create the voucher incentive projects (VIPs) has enabled public transit fleets to transition to Proterra’s state-of-the-art battery-electric buses. These programs have been key to moving our headquarters and expanding our manufacturing to California.”

RYAN POPPLE | CEO, PROTERRA

“CALSTART has been an exceptional partner for our company, helping us reach critical stakeholders to expand the understanding of our Opposed-Piston Engine technology, as well as to create opportunities to speed its development and deployment. They are more than just an effective advocate for clean transportation policies and programs – they are ground zero for the industry. They have been key to the continued success of our company and we’re looking forward to continuing to grow and work together.”

DAVID JOHNSON | PRESIDENT & CEO, ACHATES POWER

“As a leader in all-electric trucks, FUSO is proud to consider CALSTART a trusted partner in bringing innovative products to the North American market. With them on our side, we better understand the EV space, fleet customers, funding opportunities, and key influencers.”

BILL LYONS | VICE PRESIDENT - SALES OPERATIONS AT MITSUBISHI FUSO TRUCK OF AMERICA

“The South Coast Air Quality Management District (SCAQMD) has been a long-time funder and supporter of CALSTART. Partners like CALSTART help us integrate the cleanest and most efficient technology solutions into our clean air strategies.”

WAYNE NASTRI | EXECUTIVE OFFICER, SCAQMD, CALSTART BOARD MEMBER

“CALSTART’s staff is highly skilled and effective in its ability to convene the right partners, understand technology and market barriers and opportunities, and lead stakeholders to aggressive and meaningful outcomes, such as creating clean fuel corridors.”

DIANE TURCHETTA | TRANSPORTATION SPECIALIST, FEDERAL HIGHWAY ADMINISTRATION

“CALSTART is a knowledgeable organization that is connected to the pulse of what is real in transportation technology in the field and where it is going. This expertise and connection to real users makes them highly effective in making sure policy decisions are grounded, effective and supported.”

PATRICIA MONAHAN | PROGRAM DIRECTOR, TRANSPORTATION, ENERGY FOUNDATION

“I have been privileged to have helped CALSTART support the cause of a healthy environment for these past years, via deployment of our current state-of-the-art clean air technology and planning for our future capabilities such as electric drive. The Cummins team is looking forward to many more such years of work together to come.”

THOMAS DOLLMEYER | DIRECTOR, ELECTRIFICATION TECHNOLOGY, CUMMINS, INC.

“CALSTART is a dedicated industry advocate and expert source of information related to clean transportation options, funding sources, and policy/legislation.”

RICHARD BATTERSBY | COORDINATOR AND EXECUTIVE DIRECTOR, EAST BAY CLEAN CITIES

“CALSTART is a great source of technical and industry information, and an independent advocate.”

ED LOVELACE | CHIEF TECHNOLOGY OFFICER & VP OF ENGINEERING, XL HYBRIDS

“Southern Company has been a long-time partner and member of CALSTART because we trust their dedication to driving sustainable change and their ability to go beyond talk and spur real products and tangible results today in the real world of fleets and manufacturers.”

CEDRIC DANIELS | ELECTRIC TRANSPORTATION, ALABAMA POWER AND SOUTHERN COMPANY, CALSTART BOARD MEMBER

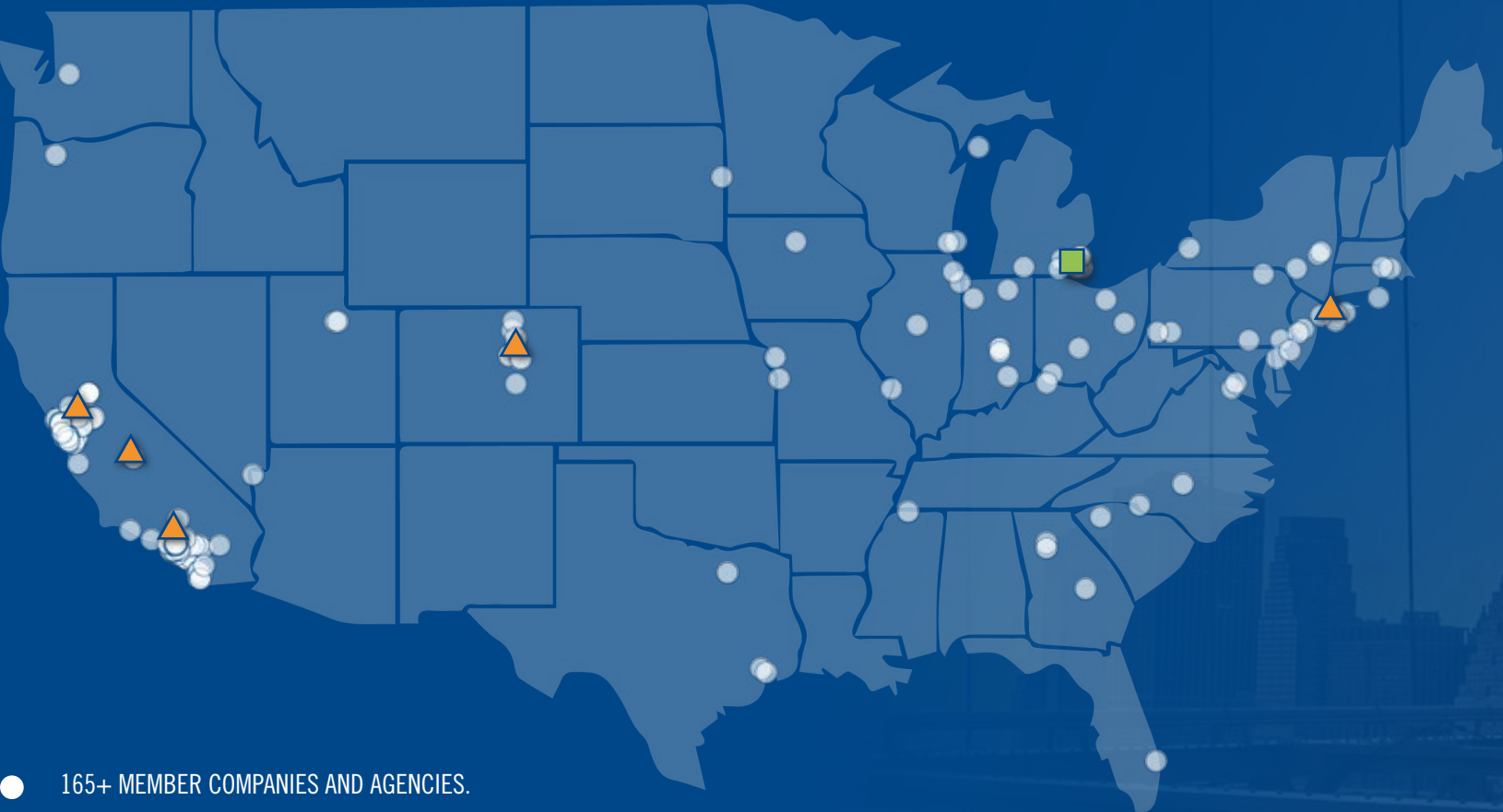
“CALSTART’s ability to match AFV fleet users with technology providers has been great for UTS. It’s a huge benefit to being a member and helps our marketing efforts be much more efficient”

JOE AMBROSIO | GENERAL MANAGER AND CTO, UNIQUE TECHNICAL SERVICES

“I was honored to have partnered with CALSTART and its exceptional team for more than a decade. CALSTART provided me, the folks I worked with at TARDEC, and the Army with a conduit to leverage commercial industry’s dual-use technologies. Via the High-Efficiency Trucks Users Forum (HTUF) we spurred the first commercial hybrid trucks and drivelines. Now in the commercial world myself, I continue my CALSTART connection, knowing that they remain unsurpassed in their deep knowledge of the clean transportation space, commitment to understanding user needs, and breadth of experience in forging partnerships and programs that make a difference for the nation and the military.”

PAUL SKALNY | FORMER DIRECTOR, U.S. ARMY NATIONAL AUTOMOTIVE CENTER; CHIEF SALES OFFICER & DIRECTOR OF STRATEGIC DEVELOPMENT, EVAOS INC.

CALSTART MEMBERS AND LOCATIONS ACROSS THE NATION



- 165+ MEMBER COMPANIES AND AGENCIES.
- ▲ OFFICE LOCATIONS ACROSS THE NATION. SEE CONTACT INFORMATION BELOW.
- MICHIGAN LOCATION COMING SOON.

SOUTHERN CALIFORNIA OFFICE (HEADQUARTERS)

48 S Chester Ave
Pasadena, CA 91106
626-744-5600

NORTHERN CALIFORNIA OFFICE

2600 Tenth Street, Suite 407
Berkeley, CA 94701
626-744-5600

COLORADO OFFICE

14062 Denver West Pkwy, Suite 300
Lakewood, CO 80401
303-825-7550

CENTRAL CALIFORNIA OFFICE

510 W. Kearney Blvd., Suite 105
Fresno, CA 93706
559-797-6034

NORTHEAST OFFICE

155 Water Street, Suite 230
Brooklyn, NY 11201
718-303-0787

“New York City has some of the most aggressive clean transportation goals in the world. We need partners who are equally **committed and focused** – CALSTART is! We value their energetic push for policy change, their ability to connect to motivated global partners, and their role in driving industry to improve technology. They do it all with good cheer and a collaborative spirit. Keep it up and congratulations!”

KEITH KERMAN
CHIEF FLEET OFFICER, DEPUTY COMMISSIONER,
NEW YORK CITY DCAS

“CALSTART’s analysis identifying the technology and market roadmaps for advanced truck technologies has been of great value to the Port of Long Beach as we drive our port to zero emissions by 2035. **Their knowledge of the key players in clean transportation and ability to serve as a resource to our staff to shape the new capabilities we need helps give us the confidence to set our ambitious goals.**”

RICK CAMERON
DIRECTOR PLANNING AND ENVIRONMENT,
PORT OF LONG BEACH ENVIRONMENTAL MATTERS, FORD MOTOR COMPANY

“CALSTART has been instrumental in helping us understand and address the top priorities and needs of fleets and manufacturers working through electric truck and bus infrastructure issues. Their **knowledge and convening ability** have helped us more quickly identify smart solutions to drive zero emissions transportation in California and set a model for the rest of the nation.”

LAURA RENGER
PRINCIPAL MANAGER, AIR & CLIMATE, SOUTHERN CALIFORNIA EDISON,
CALSTART BOARD MEMBER

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We encourage you to become part of the fast moving, high potential clean transportation tech industry. Work with us to change transportation for good. To learn more about becoming a CALSTART member visit www.calstart.org.