



CONTRA COSTA COUNTY

AGENDA

Governing Board of the Green Empowerment Zone

Supervisor John Gioia, Chair
Chuck Leonard, Vice Chair
Assemblywoman Lori D. Wilson, Vice Chair

Friday, March 20, 2026

9:30 AM

1025 Escobar St. Rom 110A/B/C,
Martinez, CA | 6200 Village Parkway,
Dublin, CA 94568 (2nd floor) | 1215 K St.
Sacramento, CA | 934 Pine Street
Vallejo, CA

ZOOM LINK

<https://cccouny-us.zoom.us/j/86965123297>

Dial In: 888 758 1310 Webinar ID: 869 6512 3297

Agenda Items: Items may be taken out of order based on the business of the day and preference of the Committee

1. Roll Call and Introductions
2. Public comment on any item under the jurisdiction of the Committee and not on this agenda (speakers may be limited to two minutes).
3. REVIEW and APPROVE the meeting record from the February 13, 2026 meeting [26-1116](#)
Attachments: [02.13.26 Draft Green Empowerment Zone Meeting Minutes](#)
4. Review and Approve the Recommendation to Appoint Shoshanna Wechsler to a Vacant Environmental Justice/Environment Seat on the Green Empowerment Zone Governing Board [26-1115](#)
Attachments: [EJSeatRecommendation](#)
[Shoshana Wechsler GEZ Application-redacted](#)
5. Review and Approve Recommendations for Green Empowerment Zone Executive Committee Appointments [26-1114](#)
Attachments: [ExecCommRecommendations](#)

6. Receive Update from UC Labor Center on Facility, Site, and Infrastructure [26-1113](#)
Research and Policy Discussions

Attachments: [260320 GEZ Board Meeting Presentation_vFinalShare](#)

7. The next meeting is currently scheduled for Friday, May 15 at 9:30 a.m. at 1025 Escobar St, Martinez.
8. Adjourn

The Committee will provide reasonable accommodations for persons with disabilities planning to attend the Committee meetings. Contact the staff person listed below at least 72 hours before the meeting. Any disclosable public records related to an open session item on a regular meeting agenda and distributed by the County to a majority of members of the Committee less than 96 hours prior to that meeting are available for public inspection at 1025 Escobar Street, Martinez, CA, during normal business hours. Staff reports related to items on the agenda are also accessible online at www.contracosta.ca.gov. If the Zoom connection malfunctions for any reason, the meeting may be paused while a fix is attempted. If the connection is not reestablished, the committee will continue the meeting in person without remote access. Public comment may be submitted via electronic mail on agenda items at least one full work day prior to the published meeting time.

For Additional Information Contact: Alyson (Greenlee) Escarzaga 925-655-2783 or Alyson.Greenlee@dcd.cccounty.us



CONTRA COSTA COUNTY

1025 ESCOBAR STREET
MARTINEZ, CA 94553

Staff Report

File #: 26-1116

Agenda Date: 3/20/2026

Agenda #: 3.

Advisory Board: Governing Board of the Green Empowerment Zone

Subject: Review and Approval of Meeting Record from February 13, 2026

Presenter: County Staff

Contact: Alyson Greenlee, 925-655-2783

Information:

See meeting record attached.

Referral History and Update:

This is a standing item of this committee.

Recommendation(s)/Next Step(s):

Review and approve the meeting record from February 13, 2026.

Meeting Minutes – Draft
Governing Board of the Green Empowerment Zone (GEZ)

Supervisor John Gioia, Chair
Assemblymember Lori Wilson, Vice Chair
Chuck Leonard, Vice Chair

Friday, February 13, 2026

9:30 AM

**1025 Escobar
Room 110A/B/C
Martinez, CA 94553**

ZOOM:

<https://cccouny-us.zoom.us/j/88323737930>

(888) 278-0254

Conference Code: 841892

1. The public may attend this meeting in person at the above location. The public may also attend this meeting remotely via Zoom or call-in.
2. Agenda Items: Items may be taken out of order based on the business of the day and preference of the Governing Board.

1. Call to Order and Roll Call.

Chair John Gioia called the meeting to order.

2. Public comment on items not on agenda
3. Review and Approve the Meeting Records of the November 21, 2025, Meeting.

There is a quorum to review and approve the Meeting Record from November 21, 2025.

A motion was made to approve November 21, 2025, minutes. All were in favor.

4. Review and Approve the Appointments of Environmental/Environmental Justice Seats to the Green Empowerment Zone Governing Board

The Governing Board announced that seven (7) Environmental/Environmental Justice seats would be open. During the open application period, fifteen (15) applications were received. There is a recommendation for 7 of the 15 applicants. The desire of the Chair is to vote today on the recommended applicants and then include an EJ representative to the Executive Committee at the next Governing Board meeting.

A motion was made to approve the recommended applications of:

*Erika Siao
Pete Srivarom
William Goodwin
Delon Craft, Sr.
Theresa Hade
Lorene Allio
Liat Meitzenheimer*

A second was made. All were in favor.

5. Discuss and Provide Direction on Process for Appointments to the Executive Committee

The Chair stated that the Executive Committee members be voted on at the March 20th meeting to allow the recently inducted EJ Board members to have the opportunity to vote. The Governing Board plans to fill 10 seats for the Executive Committee. The Chair and Deputy Chairs will be on the committee, as well as:

*3 Local Elected Officials
1 Business Representative
1 Labor Representative
1 Environmental Justice/Community Representative
1 Industry Representative*

The committee will convene in months the Governing Board does not.

City representatives from cities: Benicia, Concord, Hercules, Martinez, Oakley, Richmond, Vallejo requested to be considered for Executive Committee seats.

Contra Costa Labor Council and East Bay Leadership Council requested to be considered.

Marathon and Phillips 66 requested to be considered to fill the industry seat.

Alyson Greenlee will send an email to the appointed EJ representatives, if they would be interested in participating in the Executive Committee.

A motion was made to approve the direction of the Executive Committee. A second was made and all were in favor.

6. Receive Update from UC Berkeley Labor Center on 2026 Research Workplan for the Green Empowerment Zone

UC Labor Center presented: Research Updates, Policy Strategy, and Workplan for 2026

For 2026, policy research will be the focus. An overview of their work so far has been given.

Environmental Research

Researcher: PSE Energy

Scope:

- 1. Detailed review to identify environmental and public health risks, hazards associated with CEM technologies and subcategories based on published research, regulatory filings and public reports*
- 2. Includes high level analysis of existing CEM firms in Contra Costa and Solano Counties and stakeholder engagement.*
- 3. Final Report and recommendations for strategies to avoid or minimize environmental and public health risk*

Workforce Research

Researcher: Dr. Virginia Parks, UC Irvine

Scope:

- 1. Analyze Job data for existing CEM firms, including: quantity, occupation, skills, training pathways, baseline wages, and quality.*
- 2. Review available literature and data on jobs associated with manufacturing most viable clean energy technologies*
- 3. Develop protocols and conduct interviews with informants and stakeholders in the region to share information and help shape analysis and recommendations.*

Key Takeaway: GEZ is best positioned to attract manufacturing projects whose products will compete based on quality and innovation. GEZ cannot win on cost.

Proximity to R&D, highly skilled workforce, and High operating expenses are unique characteristics to the GEZ.

The Governing Board is requesting additional information prior to May meeting on how workforce organizations and community colleges can best provide training and also bring awareness of the trained workforce to employers who may not know much within the GEZ. A comment was made that nearby military bases are home to many skilled soldiers who may be looking to use their skillset as they transition out of service.

Will Toaspern from the UC Labor Center gave a refresh of the overview of relevant

policy areas. Policy discussions will continue through July. An Interim report presentation will be presented at the September 2026 meeting. Feedback will be considered for final report.

7. Receive Staff report on the Green Empowerment Zone

The county is continuing to work with Golden Shovel to create an effective website. Backend tools are being utilized to proactively pursue relevant professionals to increase awareness of the GEZ.

The County is requesting any feedback from Board members so that the website can continued to be fine tuned over time. Board members are urging staff to ensure Golden Shovel has the necessary tools to pursue leads without needing to wait for a data point to come in.

8. Adjourn

The date for the next meeting of the Governing Board of the Green Empowerment Zone will be Friday, March 20, 2026.

Chair Gioia adjourned the meeting.



CONTRA COSTA COUNTY

1025 ESCOBAR STREET
MARTINEZ, CA 94553

Staff Report

File #: 26-1115

Agenda Date: 3/20/2026

Agenda #: 4.

Advisory Board: Governing Board of the Green Empowerment Zone

Subject: Appointment of Shoshanna Wechsler to a Vacant Environmental Justice/Environment Seat

Presenter: County Staff

Contact: Alyson Greenlee Escarzaga, 925-655-2783

Information:

A memo from the Officers, and Ms. Wechsler's Application, are Attached.

Referral History and Update:

At its meeting on February 13, 2026, the Governing Board of the Green Empowerment Zone reviewed and approved the appointments to fill the seats for the seven (7) directors who live or work in the Green Empowerment Zone and who represent environmental or environmental justice organizations. Following the meeting, County staff were notified that one board member (Erika Siao) would not be able to accept a seat on the Board, leaving a seat vacant. The appointment of members is the decision of the Governing Board.

Recommendation(s)/Next Step(s):

Review and Approve the Recommendation to Appoint Shoshanna Wechsler to a Vacant Environmental Justice/Environment Seat on the GEZ Governing Board

TO: Green Empowerment Zone Governing Board

FROM: Contra Costa County Supervisor John Gioia, GEZ Chair
Assemblymember Lori Wilson, GEZ Deputy Chair
Chuck Leonard, UA Local 342, GEZ Deputy Chair

DATE: March 10, 2026

SUBJECT: Recommendation to Appoint Shoshanna Wechsler to a vacant Environmental Justice/Environment seat on the GEZ Governing Board.

The Green Empowerment Zone (GEZ) enabling legislation was amended in 2025 to provide for the appointment of “seven (7) directors who live or work in the Green Empowerment Zone representing environmental or environmental justice organizations or interests, who shall be selected by the board.”

On December 3, 2025, the Green Empowerment Zone staff (Contra Costa’s Department of Conservation and Development) issued a public press release announcing the open recruitment for Seven (7) Environmental/Environmental Justice Seats on the Governing Board. This announcement was publicized throughout the Green Empowerment Zone in Contra Costa and Solano counties. The initial recruitment period was open through January 9, 2026. The application deadline was later extended through January 30, 2026.

16 applications were received by the January 30, 2026 deadline. The Governing Board appointed seven (7) individuals to the Board at its last meeting. One of the appointees, Erika Siao from Communities for a Better Environment (CBE), who works in the Richmond area, has subsequently resigned due to work commitments.

In order to replace Erika Siao with another individual who works or lives in the West Contra Costa County area, the Board recommends that Shoshanna Wechsler (Kensington) be appointed to replace Erika Siao. Ms. Wechsler is an active leader in the Sunflower Alliance, which has worked extensively on refinery issues, including in the Richmond area. She works closely with both Communities for a Better Environment (CBE) and Asian Pacific Environmental Network (APEN), is a member of the Sierra Club Bay Area Energy Committee, and serves as Chair of the Contra Costa Sustainability Commission. Her application is attached.

Environmental/Environmental Justice Seat on the Green Empowerment Zone Governing Board

Application Form

Name of Advisory Board applying for: Governing Board of the Green Empowerment Zone

Position: Director who lives or works in the Green Empowerment Zone representing environmental or environmental justice organizations or interests

Application must be submitted by 5 pm on Friday, January 30, 2026, to Alyson.greenlee@dcd.cccounty.us (details below)

Name of Applicant: Shoshana Wechsler

Home Address: [REDACTED]

City, State, Zip: [REDACTED]

Work Address: virtual

City, State, Zip: virtual

Contact Phone: [REDACTED]

Email Address: swechs@sonic.net

Education (University/College Attended and Degree): BA English, UC Berkeley; MA American Literature, U of Texas at Austin; MA, British and American Literature, Stanford U; Ph.D. (ABD) British and American Literature, Stanford U

Occupation/Job Title: Coordinator, Sunflower Alliance

Current Employer Name and Address: Fulltime volunteer / Sunflower Alliance

Please describe your environmental and/or environmental justice (EJ) experience, including which community you have done this work (please provide specific examples of your work, activism, advocacy, or lived experience related to air or water quality, climate resilience, renewable energy, green workforce development, EJ advocacy or other relevant work):

For well over a decade, I have been a fulltime environmental justice and climate activist along the refinery corridor and industrial belt of Contra Costa County. I was called to this work after witnessing the 2012 catastrophic explosion and fire at the Chevron refinery in Richmond, fully visible from my front porch. At that time I was already engaged in activism around statewide fossil fuel extraction and was immersed in learning the ins and outs of state climate policy. The Chevron event brought graphically home to me the necessity of working in my own backyard.

This was not a new interest. One of the chapters of my Ph.D. dissertation was on a long documentary poem about the first Union Carbide disaster which occurred in Gauley Bridge, West Virginia in the 1930s, when hundreds of itinerant Black workers died of silicosis within two years of mining silica without protective gear. Working with that astounding Depression-era text had everything to do with my later environmental justice activism in Contra Costa County.

I was a co-founder of the Sunflower Alliance in 2013, which came together to address local refinery issues and lend resources and support to frontline communities. This brought me into close contact with staff for Communities for a Better Environment (CBE) and the Asian Pacific Environmental Network (APEN), whom I consider to be my first real mentors in environmental justice work. CBE and APEN opened the doors to advocacy at regulatory agencies like the Bay Area Air Quality Management District.

By 2014, I was meeting weekly to discuss the necessity of a just transition for refinery communities and the refinery workforce—with leadership from APEN and the United Steelworkers.

In that same year I joined forces with community members in Pittsburg to stop a petroleum storage depot from being built in a residential neighborhood. That was my first real community organizing. I went on to co-create campaigns around transport of crude-by-rail in Benicia and Richmond; tar sands refining in Rodeo; dredging in the Carquinez Strait (to enable larger oil tankers); and oil drilling in East Contra Costa.

Please list any environmental and/or environmental justice organizations that you are currently affiliated with and describe that affiliation:

Sunflower Alliance is a member of the Climate Justice Alliance (CJA), a venerable national environmental justice organization. I serve as the Sunflower Alliance representative to CJA, and in that capacity have attended two national conferences. I've also served as the Sunflower Alliance representative to Idle No More-SF Bay and was honored to have been chosen to attend a national Indigenous conference called by the Ponca Nation in Oklahoma.

I also represent Sunflower Alliance at meetings of the Last Chance Alliance, a statewide organization working on California fossil fuel issues.

I am closely affiliated with local community-based groups such as CBE Richmond, Healthy Martinez, No Drilling in Brentwood, and the Rodeo Citizens Association.

I'm also a longtime participant in 350 Bay Area, having served until recently on their communications staff. I am also a member of the Energy Committee of the SF Bay Chapter of the Sierra Club and have a lifetime membership in the Club.

Finally, I chair the Sustainability Commission of Contra Costa County.

Please describe any other Community Activities you are involved with:

Interaction with plants is a great antidote for distress! I am a docent for the Regional Parks Botanic Garden, the native plant garden in Tilden Park.

Why are you interested in holding an environmental or environmental justice seat on the Governing Board of the Green Empowerment Zone?

Everything I have done over the last several years to reduce the pollution burden carried by frontline communities has come from a deeply-rooted desire to promote environmental equity. An energy system that depends on the existence of sacrifice zones—and demands the suffering of marginalized communities—is ripe for abolition. This means hastening our collective transition to clean energy, ensuring that the energy revolution leaves no one behind. My own community enjoys lush greenery and clean air, at least most of the time, and its pleasures and privileges ought to be everyone's. It's also threatened by high fire risk that is intensifying with the worsening climate crisis. Climate change spares no one, and the transition to clean energy, whatever the current setbacks, requires our full societal resources and unleashed creativity. The green empowerment zone, ultimately, needs to extend everywhere.

On both the technological and political fronts, developing an equitable, truly green energy system is a hugely complicated undertaking. The rush to leave fossil fuels behind can create its own blindnesses and repeat the same entrenched patterns. We have to make sure that new developing technologies live up to their hype, and that they don't create a whole new set of irreversible problems. But by employing a holistic perspective, and working pragmatically *and* aspirationally, we can accomplish something here that will serve as a model for communities across the U.S. I would love to be part of this process.

Do you have any potential conflicts of interest with the work of the Green Empowerment Zone?

No. If anything, my involvement with the Sustainability Commission should enhance my participation on the Board of GEZ.

Do you have any obligations that might affect your attendance at regularly scheduled meetings?
(Meetings are currently held 3rd Friday every other month at 9:30 am in Martinez)?

No.

You may attach a separate page(s) for response or attach a resume. You must answer the questions even if you attach a resume.

I certify that the statements made by me in this application are true, complete and correct to the best of my knowledge and belief, and are made in good faith. I acknowledge and understand that all information in this application is publicly accessible (except that my home address and phone will be redacted and not publicly disclosed) and/or omissions of material fact may cause forfeiture of my rights to serve on the GEZ Governing Board.

Signature: *Shoshana Wechsler*

Date: January 29, 2026



CONTRA COSTA COUNTY

1025 ESCOBAR STREET
MARTINEZ, CA 94553

Staff Report

File #: 26-1114

Agenda Date: 3/20/2026

Agenda #: 5.

Advisory Board: Governing Board of the Green Empowerment Zone

Subject: Appointments of Executive Committee

Presenter: County Staff

Contact: Alyson Greenlee Escarzaga, 925-655-2783

Information:

A memo from the Officers is attached.

Referral History and Update:

Pursuant to the Green Empowerment Zone (GEZ) enabling legislation Senate Bill 227 (Grayson), the Board shall appoint an Executive Committee that shall be composed of the Chair, Deputy Chairs, and up to seven members of the Board of Directors approved by a majority vote. The Committee shall develop metrics that shall be reported to the Legislature and State departments and agencies gauging the progress of the Zone. Commencing each year, the Green Empowerment Zone shall post the report on its internet website and submit a letter to the Legislature informing the Legislature that the report has been posted. The report shall include, but not be limited to, all of the following:

- (A) The number of jobs gained and lost in each sector of the economy.
- (B) The average wage of the jobs gained in each sector of the economy.
- (C) The number and types of grants solicited and received by, or on behalf of, the zone.
- (D) The type and amount of workforce training conducted in the zone, by whom it was provided, and the amount of capital investment attached to provision of that training.

At its meeting on February 13, 2026, the Governing Board of the Green Empowerment Zone discussed and provided direction to County Staff on the process for appointments to the Executive Committee. Following that meeting, County staff asked the appointed environmental/environmental justice representatives for their interest in serving on the Executive Committee.

Recommendation(s)/Next Step(s):

Review and Approve Recommendations of Green Empowerment Zone Executive Committee Appointments

TO: GEZ Governing Board

FROM: Contra Costa County Supervisor John Gioia, GEZ Chair
Assemblymember Lori Wilson, GEZ Deputy Chair
Chuck Leonard, UA Local 342, GEZ Deputy Chair

DATE: March 9, 2026

SUBJECT: Recommendations for Green Empowerment Zone Executive Committee Appointments

The Green Empowerment Zone (GEZ) enabling legislation requires the formation of an Executive Committee to be composed of up to 10 members of its Board, including the Chair and the two (2) Deputy Chairs. The officers discussed the importance of appointing the remaining seven (7) Executive Committee members in a way that insures a broad cross section of representation of the different stakeholder groups that serve on the Board.

At the last Governing Board meeting, the Board approved the recommendation by the Officers that the 7 additional members of the Executive Committee be representatives of the following stakeholder groups:

- 3 Elected Local Government Officials
- 1 Business Representative
- 1 Labor Representative
- 1 Environmental Justice/Community Representative
- 1 Industry Representative

Boardmembers in these stakeholder groups were asked to express their interest by February 27, 2026. The following individuals expressed interest in being considered for appointment to the Executive Committee:

- Labor Organization – Josh Anijar, Executive Director of the Contra Costa Central Labor Council
- Industrial – Marathon Refinery and Phillips 66 Refinery
- Business – Mark Orcutt, President/CEO of the East Bay Leadership Council, Zen Hunter-Ishikawa of the Norcal Venture Forum

- Local Government representatives: Mayor Brianne Zorn, Mayor of Martinez; Charles Palmares, Vallejo Councilmember, Doria Robinson, Vice Mayor of Richmond, Arlene Kobata, Pittsburg Councilmember; Carlyn Obringer, Concord Councilmember; Kari Birdseye, Benicia Councilmember; Anissa Williams, Oakley Councilmember; and Alexander Walker-Griffin, Hercules Vice-Mayor, Devin Murphy, Pinole City Councilmember.
- Environmental Justice/Environment representative – Theresa Hade, Fairfield, and with Diablo Valley College, Delon A Craft Sr., Antioch, and of STS Academy, William Goodwin, Pittsburg and member of Bay Area Air District Community Advisory Council.

After considering the goal of broad stakeholder and geographic representation, the officers recommend the following individuals to be appointed to the Executive Committee:

- Elected Officials – Martinez Mayor Brianne Zorn; Richmond Vice-Mayor Doria Robinson; Benicia City Councilmember Kari Birdseye **(The officers are recommending that the cities with refineries – Richmond, Benicia and Martinez – be prioritized for representation on the Executive Committee since they are facing the greatest challenges)**
- Business Representative – Mark Orcutt, President/CEO of East Bay Leadership Council
- Labor Representative – Josh Anijar, Executive Director of Contra Costa Central Labor Council
- Industry Representative - Tiffany Roberts – Phillips 66, Rodeo
- Environmental Justice/Community Representative – William Goodwin, Pittsburg

These seven (7) individuals would join the existing officers (Supervisor John Gioia, Assemblymember Lori Wilson and Chuck Leonard) on the Executive Committee.



CONTRA COSTA COUNTY

1025 ESCOBAR STREET
MARTINEZ, CA 94553

Staff Report

File #: 26-1113

Agenda Date: 3/20/2026

Agenda #: 6.

Advisory Board: Governing Board of the Green Empowerment Zone
Subject: Update on Facility, Site, and Infrastructure Research and Policy Discussions
Presenter: Will Toaspern, Lead Policy Researcher
Contact: will_toaspern@berkeley.edu

Information:

The PowerPoint presentation is attached.

Referral History and Update:

On September 12, 2023, the Board of Supervisors of Contra Costa County authorized an agreement with the Governor's Office of Business and Economic Development (GO-Biz) in an amount not to exceed \$5,000,000 to be used to provide administrative and other support services for the Green Empowerment Zone consistent with State legislation AB 179, the Budget Act of 2022. The term of this Agreement is July 1, 2023 - June 30, 2026. The Governing Board of the Green Empowerment Zone had its first meeting on December 7, 2023.

On December 7, 2023, the Green Empowerment Zone Governing Board received an informational presentation from the UC Berkeley Labor Research Center on a proposal of research to inform planning for the Green Empowerment Zone. Pursuant to the Green Empowerment Zone legislation, AB844 (Grayson), the duties of the Green Empowerment Zone include to partner with the University of California, the California State University, community colleges, and the state's other research and educational institutions, as well as private foundations, to provide guidance, advice, and encouragement in support of studies of particular interest and importance to the energy industry in the Northern Waterfront area of the County of Contra Costa. The UC Berkeley Labor Center refined its proposed concept to focus on developing a high road strategy for the clean energy sector. This refined concept represented an example of research to inform planning for the Green Empowerment Zone that the GEZ Board might wish to consider before strategic planning can be completed.

On February 16, 2024, the Board provided direction to staff to provide an invitation to develop a detailed proposal and to bring a full proposal back to the GEZ Board for consideration. Staff has met with the UC Labor Center five times, working in detail to flesh out the scope of work that resulted in a full draft proposal with the following three strategies:

1. Foundational research to shape clean energy manufacturing priorities and high road growth strategies.
2. Stakeholder engagement and technical assistance to identify opportunities to support high road clean energy manufacturing growth and identify barriers to growth.
3. Policy recommendations to support additional high road clean energy manufacturing growth in the GEZ.

At its April 19, 2024, meeting, the Governing Board of the GEZ received a presentation on the full and detailed proposal from the UC Berkeley Labor Center to consider recommending the Board of Supervisors enter a \$2 million, 3-Year contract to retain UC Berkeley Labor Center to conduct foundational research, to support

stakeholder engagement and technical assistance, and to make policy recommendations to support the Green Empowerment Zone. The GEZ Governing Board directed County staff to negotiate a contract with the University for this scope of service and seek approval from the Board of Supervisors to execute the contract.

The Board of Supervisors approved and authorized the Department of Conservation & Development to execute a contract with the UC Berkeley Labor Center on August 8, 2024.

The implementation of this contract requires the collaboration of various entities to be successful, including an economic development working group. It also requires biannual (or as needed) reporting to the GEZ Governing Board.

At its January 17, 2025, meeting, the Governing Board of the GEZ received an update on the economic development research and stakeholder engagement to support a high-road clean energy manufacturing strategy for the GEZ.

At its March 31, 2025, meeting, the Governing Board of the GEZ received an update on the Just Transition Economic Development Framework and the Green Empowerment Zone Priority Technology Research.

At its September 19, 2025, meeting, the Governing Board of the GEZ received an update on Technology Research and Stakeholder Engagement.

At its February 13, 2026 meeting, the Governing Board of the GEZ received an update on the 2026 Research Workplan for the Green Empowerment Zone.

Recommendation(s)/Next Step(s):

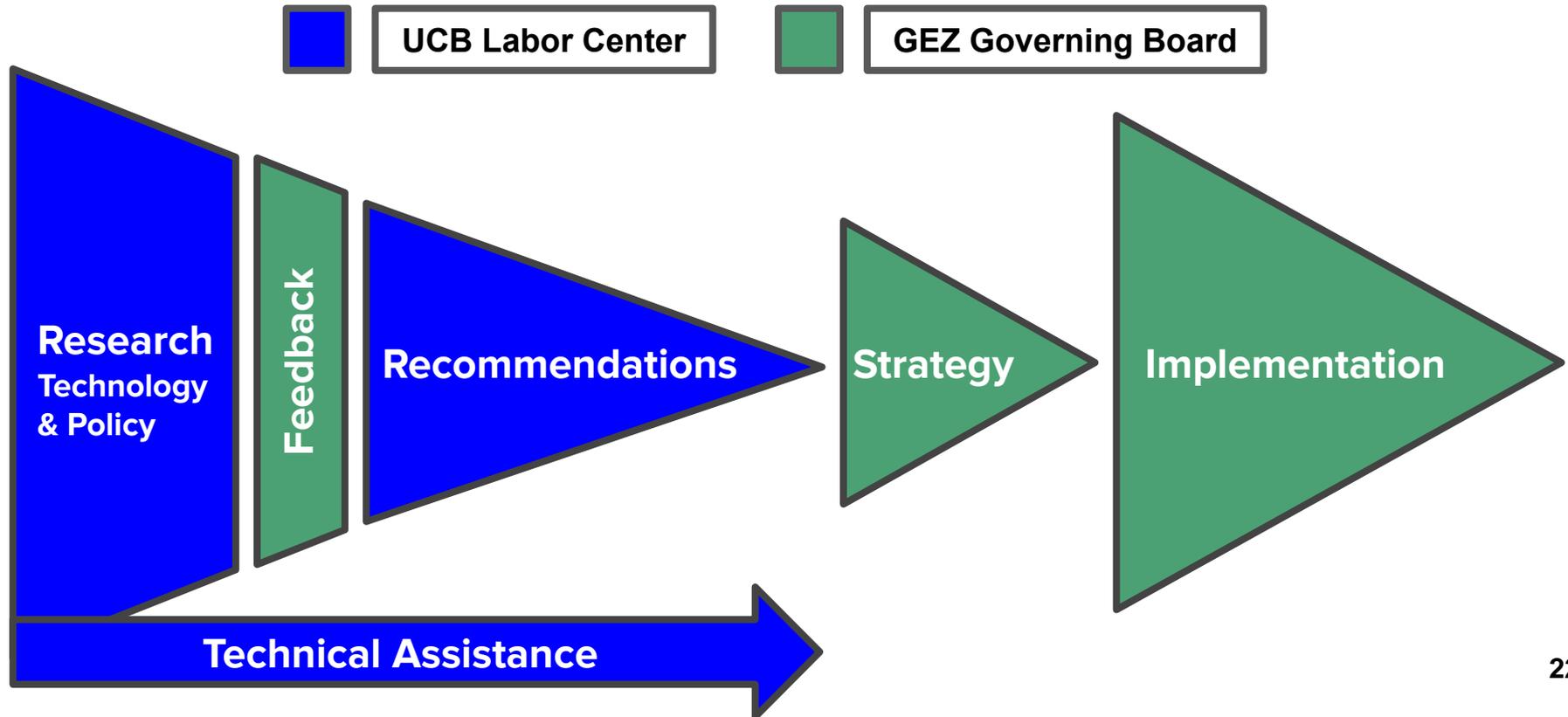
Receive Update from UC Labor Center on Facility, Site, and Infrastructure Research and Policy Discussions.

Facility, Site, and Infrastructure: Research update and policy discussions

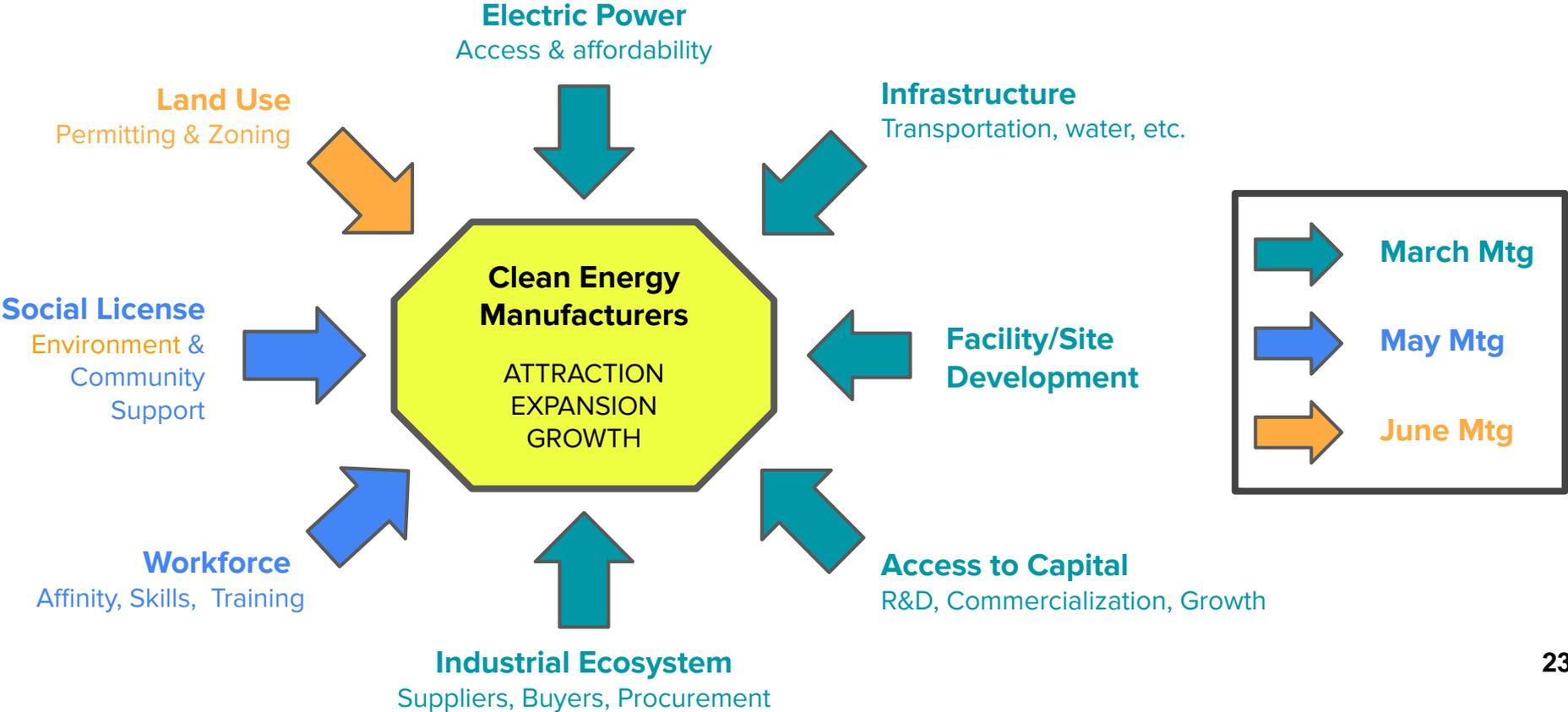
GEZ Board Meeting - 3/20/26

UC Berkeley Labor Center (UCB LC)

UCB Labor Center's role in GEZ's CEM strategy



Levers to develop clean energy manufacturing in GEZ



Plan for today

1

Technology Research

Facilities, Sites, and Infrastructure:
Key Takeaways and GEZ Assets

2

Policy Discussion

1. Financing and Capital Access
2. Manufacturing Ecosystem
3. Industrial Development
4. Electric Power
5. Ports
6. Procurement

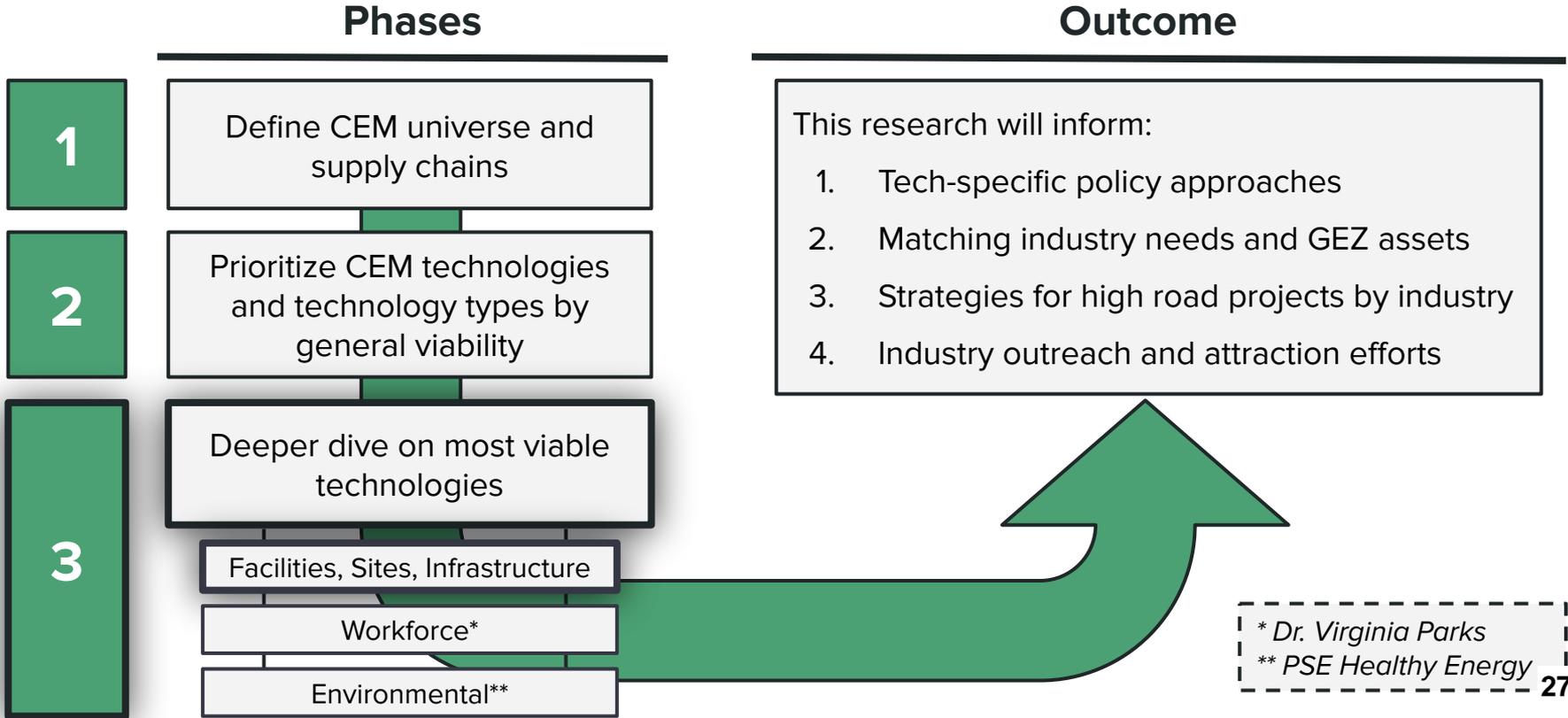
Technology Research: Facilities, Sites and Infrastructure

1. Process and Terms
 2. Key takeaways
 3. GEZ Assets
 4. Viable technology analysis (appendix)
-

Tech Research:

Process and Definitions

Refresh: Technology research process and outcomes



* Dr. Virginia Parks
** PSE Healthy Energy

Research methodology

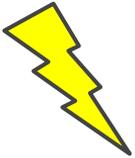
Employer Interviews

Interviews with 30 companies across all seven key technology areas and subcategories*. Supplemented with industry-wide expert interviews.

Research Sources

- “Industrial Assessments Center (IAC)”, *Department of Energy*
- “Better Plants” & “Better Buildings”, *Energy Information Administration*
- Clean Energy Manufacturing Announcement Tracking, *Argonne National Lab*
- Maps and satellite images for infrastructure and site estimates
- Academic Literature, specifically for Life Cycle Analyses
- Other relevant sources: water district reports, white papers, industry publications, government reports, public meeting records

Overview of key infrastructure types



Power and Energy: Levels of power needed (amperage and watts) as well as amount of energy usage (electric and gas).



Water: Amount and intensity of water use per unit produced. Needs for waste water and sewage treatment.



Transportation: Needs around access to transportation infrastructure (road, rail, port, air). Truck size needs (class 7, 8, etc.)



Land and Building: Dimensions of the building itself including height. Size of the overall site needed for laydown, parking, offsets, etc.

Explainer: Industrial electric power

Rates

- **Assessed differently than residential:** demand charge; based on time of day and year; rate schedule changes based on use
- **Amongst the highest of any state,** varies slightly by provider
- **Difficult to lower,** doesn't incentivize ambitious decarbonization



Electric Power Infrastructure

- **Definition:** The connection to the grid and equipment/infrastructure that allows for that connection
- **Three levels of connection** (smallest to largest): Secondary (Distribution), Primary (Distribution), and Transmission.
- **Cost:** upgrading infrastructure goes into rates paid by all users on the grid. Large load users pay for some parts of infrastructure upgrades
- **“Time to power”** = how long it takes an industrial user to connect to the grid
- **“Heavy Power Sites”** = Industrial sites who already have connections to significant power

Tech Research: Key Conclusion

Most viable technologies can be manufactured in a high-powered box

Power: Main switchgear of 480V/4000A.
“High powered” = >4000A

Water: Sufficient potable water

Transportation: Parking for class 8 tractor trailers at the minimum. Some will need space for oversized trucks/loads. Appropriate shipping bays for trucks.

Land and building: >50k sq ft, including manufacturing floor space, office space, and warehousing space. >30 ft clear height and enough land for parking and shipping



Some manufacturing processes will require facility/ site/infrastructure beyond a typical box



High Voltage Transformer Manufacturing: >60 ft clear heights, oversized trucks or rail needed, >8 MW power

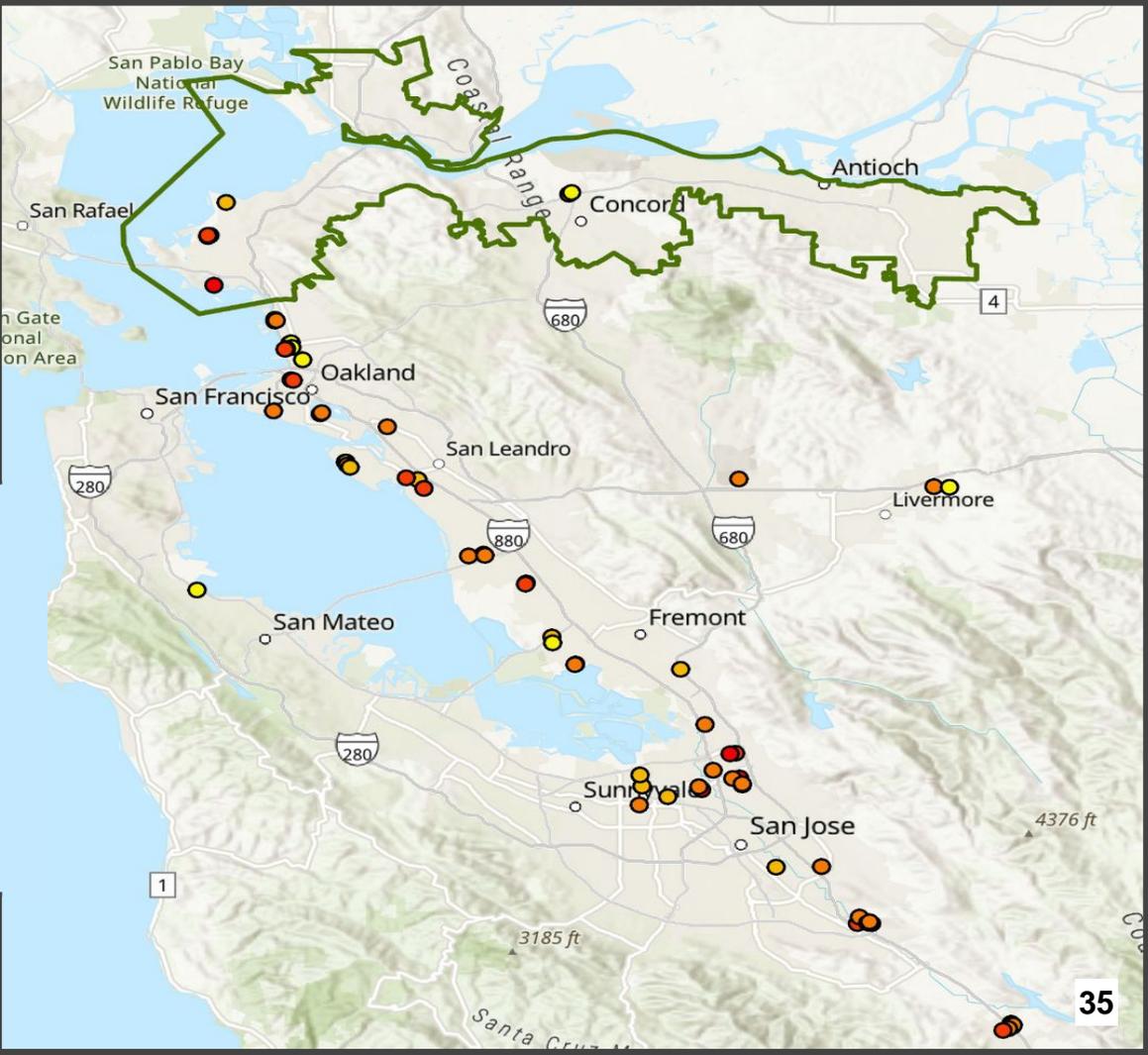
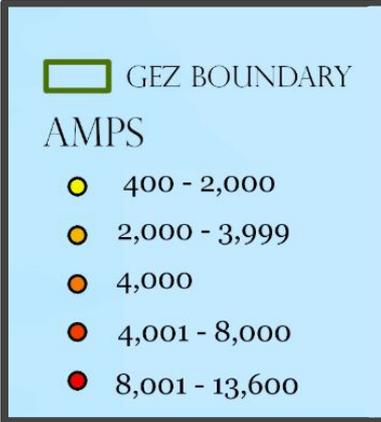


OSW Floating Platform Manufacturing:
Located on port and resembles a shipyard, needs high weight bearing capacity, has high wastewater production.

Tech Research:

Industry Needs and GEZ Assets

Relative lack of high powered sites currently available in the GEZ



Source: JLL commercial real estate, March 2026

Heavy power sites with significant redevelopment needs

Local Examples

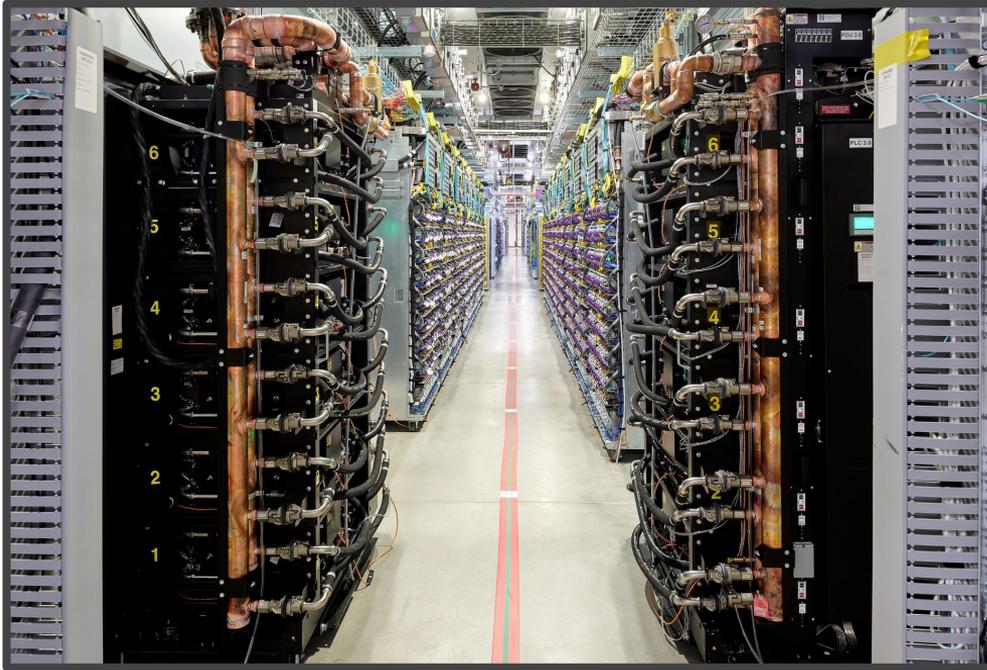


USS - Posco Steel Plant, Pittsburgh



Valero Refinery, Benicia

Data centers are a huge force in the industrial market



- Data centers are bringing unprecedented demand and capital for heavy power sites.
- “Opportunity cost” includes other potential industrial uses for heavy power (like manufacturing).
- New types of deals and policy approaches to data centers are surfacing rapidly.

Policy Research Discussion

1. Review Strategy
and Plan for Today
2. Presentation by
issue area
3. Discussion

Audiences/implementers for policy recommendations

State/ Regional

- Implementers could be CA legislature, CA agencies, or regional governments
- GEZ board could vote to endorse and then advocate for implementation

Local Municipalities

- Best practices/models for municipalities to pursue
- Diversity of GEZ municipalities requires unique design and implementation
- Leadership of Governing Board members will be critical
- Consistency across cities can enhance overall impact

GEZ

- Recommendations on what the role and powers of the GEZ or a similar governance entity should be to help achieve the goals of the GEZ
- Achieving those recommendations would likely require advocacy for additional resources and authority.

Recommendations may be policy/regulatory changes or programmatic approaches

Overview of today's policy research presentation

During today's discussion, we will...

- Describe policy areas
- Explain relevance to GEZ
- Dive deeper on the most viable types of policy approaches
- Provide case studies or specifics

... for these Policy Areas

1. Financing & Capital Access
2. Manufacturing ecosystem
3. Industrial Development
4. Electric Power
5. Other Infrastructure: Ports
6. Procurement

Given time constraints, we'll hold questions and discussion to the end of the policy research presentation

Policy Research: Financing and Capital Access

Financing and Capital Access

Description

Financing can come in a range of grants, loans, tax credits, etc.

Capital access refers to a company's ability to access private (and public) financing needed to grow.

Relevance

- Incentivize companies to locate in GEZ.
- Fund necessary infrastructure and site development work.
- Provide access to capital for companies in critical growth stages.

Types of Approaches

1. **Funding to incentivize locating in the GEZ:** Changes or enhancements to current funding programs could benefit GEZ.
2. **Financial Hub/Entity/Intermediary:** Build financial intermediary or network to distribute, leverage and attract funds to advance strategies unique to the GEZ/clean energy manufacturing strategy.

Funding strategies to incentivize locating in the GEZ

Relevant
Strategy

2

Leverage local advantages of ... access to capital to ... attract new projects.

Potential Approaches

Local

GEZ Loan Guarantee Program: Locally sourced fund (~\$2 to \$3m) to provide loan guarantee to stack on top of state provided loan guarantee for projects in the GEZ.

- Companies primarily use for high cost equipment and other capital purchases
- I Bank and BAAQMD currently doing administration of this program

State

“Energy Opportunity” Communities: Define areas that are experiencing or at risk of experiencing impacts from energy transitions and could succeed in clean energy. Use that definition for set asides or prioritization of current state funding programs (e.g. - CAETFA).

Financial Hub, Intermediary, or Entity

Relevant Strategies

2

Leverage local... capital... to attract

3

Prepare and develop sites

4

Build pathway and ecosystem for clean energy manufacturing companies.

Concept

GEZ

Financial Hub, Intermediary, or Entity: There is an opportunity and lack of a locally focused institution to attract, leverage, and distribute both public and private funding for industrial development, site prep, and financial support.

Potential Models: Steel Valley Authority - Appalachian Sustainable Finance Hub; Economic Development Corporations (EDCs); Philadelphia Authority for Industrial Development; Etc.

Potential Financial Mechanisms/Strategies: Pre-Development Fund, Brownfield Redevelopment, Revolving Loan Fund, Financing Districts, Opportunity Zone Funds, Network with clean energy financing intermediaries, etc.

Potential Fund Sources: Public grants/loans (state, federal), Bonds, institutional investors (banks, pension, CRA Funds), impact and philanthropic capital (patient, first loss, recoverable grants), local revenue sources, etc.

Case Studies: Regional financing entities supporting site redevelopment for industrial use



Central hub that connects local leaders, industry, labor, and investors to facilitate project planning and funding.



Public agency that purchased and leases a former steel mill site to Form Energy in exchange for job creation.



Nonprofit EDC that uses a revolving loan fund to help develop brownfield sites into industrial properties (e.g. Mill 19).



Nonprofit EDC that uses municipal sales tax revenue to purchase sites and support industrial development.

Policy Research: Manufacturing Ecosystem

Developing a manufacturing ecosystem

Description

Programs and policies to support clusters of firms in similar industries that can share resources, talent, and infrastructure. This includes firms that supply products and services to manufacturers.

Relevance

- Attract companies and help them grow manufacturing capacity
- Build clusters that help companies to be productive/competitive

Types of Approaches

1. **Consider and include supplier firms in GEZ strategies:** Rather than a specific policy, this should be considered across approaches.
2. **Incubators, innovation campuses, etc.:** Sector-specific programs and sites can be key anchor institutions for clustered economies.

Firms that supply products and services to are critical to include in the GEZ strategy

Benefits of Robust Local Supply Chains

1. Increase employment opportunities and economic activity
2. Attracts manufacturers to the GEZ
3. Boosts manufacturer productivity
4. Creates a workforce base that multiple firms can draw from

Supply Chains of Local Industries



Case Studies: Incubators and Innovation Campuses

Relevant
Strategies

4

Build pathway and ecosystem for CEM companies.

Local



Los Angeles Cleantech Incubator

- Nonprofit established by the City of LA to support clean technology innovation and scaling through funding, technical assistance, and partnership development.
- Housed at the LaKretz Innovation Campus, which provides physical space for collaboration and shared equipment for advanced prototyping.

Neighborhood 91

- Advanced manufacturing hub that condenses and connects all components of the additive manufacturing and 3-D printing supply chain into one campus.
- Co-location and shared resources and equipment create operational efficiencies and facilitate collaboration.

Policy Research: Electric Power

Electric Power Rates and Infrastructure

Description

This policy area focuses on the availability (infrastructure) and cost of electric power (rates) - a key input to advanced manufacturing processes.

Relevance

- Lengthy “time to power” has been cited as the biggest barrier to increasing manufacturing in CA. *(Will be the focus of our policy discussion).*
- High rates limit the type of manufacturing processes willing to be in the GEZ.

Types of Approaches

1. **Ensure local level policies do not slow down power infrastructure build outs:**
Local level regulations on power infrastructure can increase “time to power”.
2. **Power Focused Industrial Development:** Partnerships between power providers, economic development entities, and developers can lower “time to power” by focusing resources to sites on the grid that are best fit for large loads.

Local regulations that can delay infrastructure buildout

PG&E alerted us to two types of problematic regulations in particular



Restrictions against pad mounted transformers or requirements to underground transformers.



Excessive requirements when upgrading, placing, or replacing poles.

Power-focused industrial development

Goal: Bring new heavy power sites to the GEZ

GEZ

CONCEPT

The GEZ and/or another economic development entity should partner with power providers and the real estate development community to identify places on the grid best suited for heavy power sites.

New large loads on the grid can help bring down rates

Requires a unique level of insight into distribution grids and utility planning

Strategy to focus pre-development and site prep resources

Policy Research: Ports

Other Infrastructure: Ports

Description

High quality infrastructure is key to economic development especially for industrial users. In this area, we looked at policy-related infrastructure outside of electric power.

Relevance

- The infrastructure of the GEZ is well suited to support the majority of the most viable manufacturing processes.
- Ports are a critical asset for industrial activity that many regions don't have.

Types of Approaches

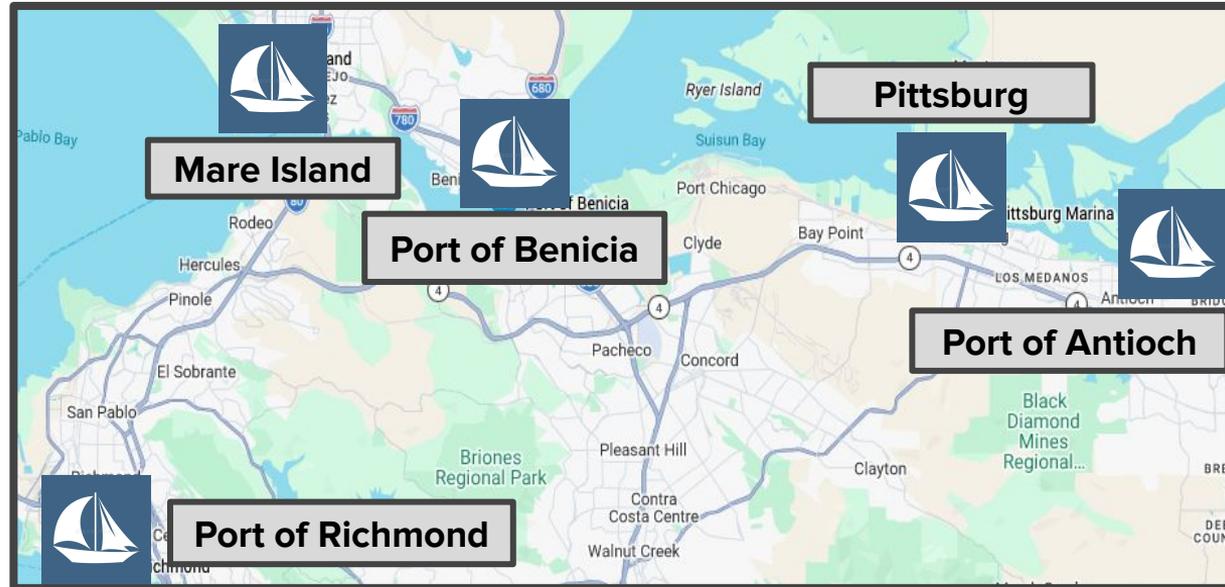
Investing in and leveraging ports as an asset unique to the GEZ: How can new investments in ports be an important component of industrial development efforts in the region? The GEZ should engage in ongoing, region-wide efforts around shipbuilding and offshore wind.

GEZ ports could host multiple viable technology areas

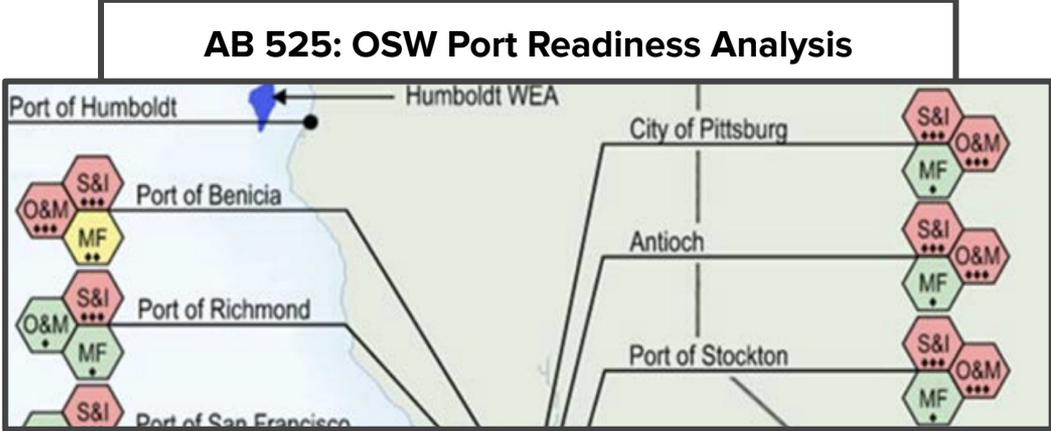
Electric Ferries

OSW Platforms

HVDC Cables



Port-related initiatives: a rising tide lifts all boats?



Policy Research: Procurement

Procurement

Description

Purchasing of goods and services by public entities using public funds.

Relevance

Procurement can drive the behaviors and outputs of private firms. The purchasing power of GEZ entities (including the State of CA) can and has been used to drive production and adoption of clean energy technologies

Types of Approaches

- 1. Align procurement to incentivize production of key products:** This could either mean prioritizing procurement of products already being produced in the GEZ or provide a market signal for new production.
- 2. Embed standards to incentivize quality employment in the GEZ:** Procurement rules can be written such that firms are incentivized to create jobs in the GEZ meeting specific quality standards.

Case Studies and Examples: Procurement approaches

The larger the purchasing power of the entity, the more impactful the procurement approach.

Nat'l

EU Industrial Accelerator Act - If passed, this legislation would incorporate a low-carbon and “Made in EU” preference into public procurement across EU governments.

State

AB 2516 (2026) - The California Grid Manufacturing Initiative, proposed by Asm. Petrie Norris, would advance in-state production of electric grid components.

Region/Local

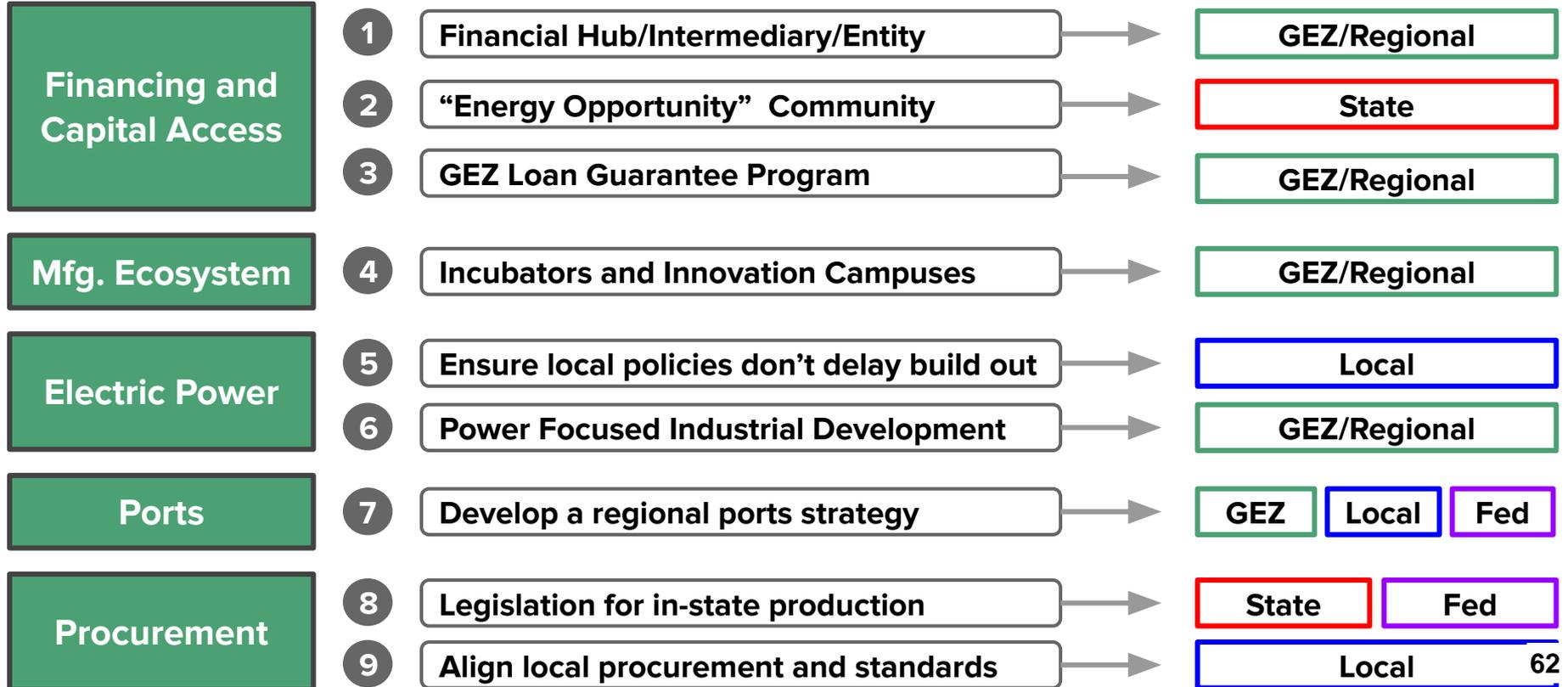
LA Metro Procurement Standards for EV Bus Manufacturing: Local hire requirements incentivized manufacturers to establish production in the region.

Government Code 4217: State legislation created a program in which local governments can bypass certain procurement rules, including in the purchase of clean energy technologies, in order to implement energy efficiency projects. (e.g. - County of Sonoma project in 2025)

Discussion and Next Steps

1. Review Policy Concepts
 2. Discussion
 3. Next Steps
-

Summary of policy approaches discussed



Policy research discussion



1. Which of the policy approaches are of most interest?
2. What are the ideas that you feel like you could act on? What would you need to be able to act on them?
3. What obstacles do you foresee?
4. What additional information would you like?

Work plan and schedule of meetings in '26

Technology

Policy

3/20

Facility, Site and Infrastructure Needs of Manufacturers

Electric Power

Infrastructure

Procurement

Facility Development

Financing

Other Tech

5/15

Workforce Analysis

Workforce Development

Job Quality Standards

Community Benefits and Negotiated Agreements

7/17

Environmental Risk and Strategies Assessment

Permitting & Zoning

Environmental Standards

9/18

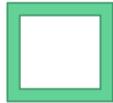
Interim Report and Recommendations

Appendix

Infrastructure needs by technology

In the following slides, we assess the types of facility, site and infrastructure needs for the clean energy manufacturing technologies our research has focused on.

For each technology and subcategory, we display their infrastructure needs using the following icons:



Will fit in a “box” as described in Takeaway #2 (Slide 8)



Will fit in a “box” with added feature (i.e. - more power)



Needs a specialty feature not present in “boxes”

Infrastructure Needs - Batteries

Subcategory	Power Needs	Land and Building	Water	Transportation
Solid State Battery				
Thermal Battery				
Flow Battery				
Module Assembly				
Cathode Active Materials				

Infrastructure Needs - Electric Grid Components

Subcategory	Power Needs	Land and Building	Water	Transportation
Electronics Manufacturing Services (EMS)				
Power Module Assembly				
Medium Voltage Switchgear				
High Voltage Switchgear				
High Voltage Dist. Transformer				
High Voltage Trans. Transformer				

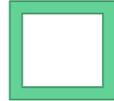
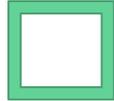
Infrastructure Needs - Zero Emission Vehicles (EVs)

Subcategory	Power Needs	Land and Building	Water	Transportation
Light & Medium Duty Vehicles (small scale)				
Light & Medium Duty Vehicles (large scale)				
Electric Ferries				
Drones				
Electric Vertical Take Off and Landing (eVTOL)				

Infrastructure Needs - EV Chargers & Heat Pumps

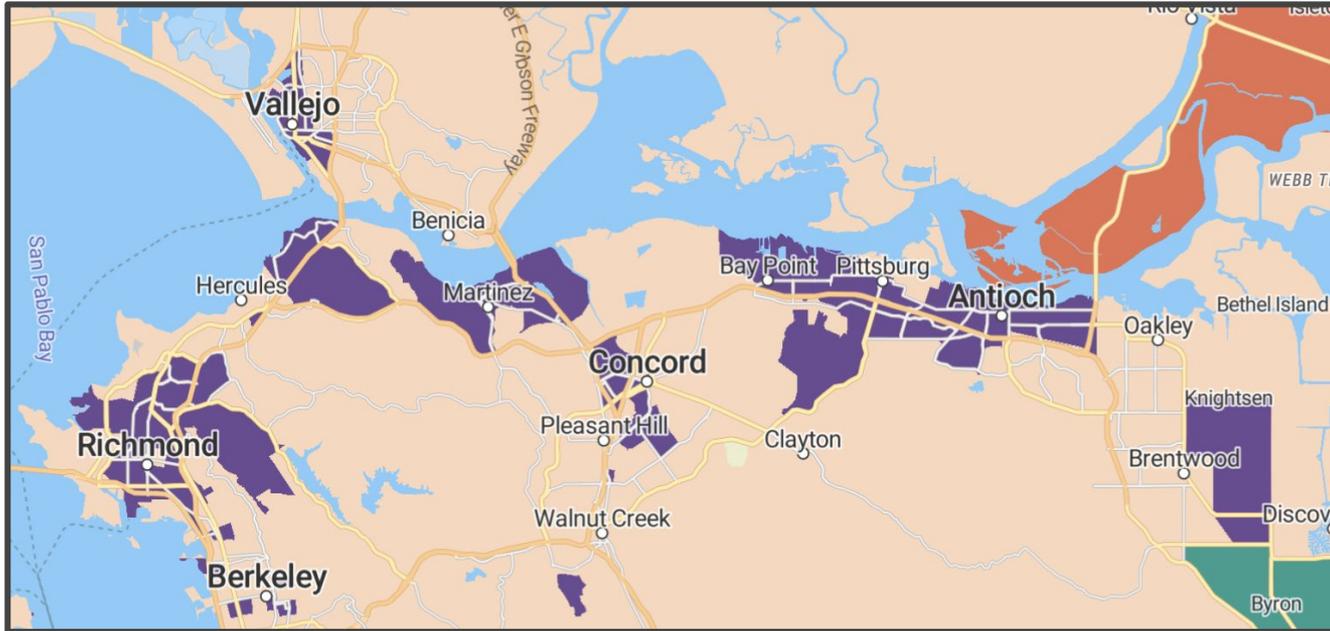
Subcategory	Power Needs	Land and Building	Water	Transportation
Electric Vehicle DC Fast Chargers				
Heat Pump Water Heaters				

Infrastructure Needs - Offshore Wind and Electrolyzers

Subcategory	Power Needs	Land and Building	Water	Transportation
Platform construction				
Offshore cable				
Electrolyzer for Green Hydrogen				

Flag on Opportunity Zones

Map of Eligible Opportunity Zone Areas in the GEZ



The State of CA will be releasing more information on the process for being selected as an Opportunity Zone region in the coming weeks/months.

Brian Coleman from GO-Biz offered to present to the GEZ board if interested.