OCII
office of
COMMUNITY INVESTMENT
and INFRASTRUCTURE

107-0012023-002

Agenda Item **No.5(e)**
Meeting of April 4, 2023

MEMORANDUM

TO: Commission on Community Investment and Infrastructure

FROM: Thor Kaslofsky, Executive Director

SUBJECT: Workshop on OCII's Budget for the period July 1, 2023 through June 30, 2024

EXECUTIVE SUMMARY

This memorandum describes the proposed budget for the Office of Community Investment & Infrastructure's ("OCII") work as a Successor Agency under Redevelopment Dissolution Law for Fiscal Year ("FY") 23-24. This memorandum presents a summary of the proposed Successor Agency's costs for enforceable obligations by sources, uses, and project areas (together the "Project Areas") of Hunters Point Shipyard ("HPS") Phase 1 and Phase 2 / Candlestick Point ("Hunters Point Shipyard / Candlestick Point" or "HPS/CP"), Mission Bay North ("MBN"), Mission Bay South ("MBS"), and Transbay ("TBY"), as well the proposed budgets for affordable housing, operations, and debt service related to those enforceable obligations. For each project or operational area, the proposed budget provides a project description, status update, and proposed FY 23-24 work plan.

Today's meeting is a workshop, and OCII staff will incorporate the Commission's feedback and present the revised budget on April 18, 2023 ("FY 23-24 OCII Budget"). The Commission will take action on the proposed budget at that time. Pending Commission approval, staff will submit the FY 23-24 OCII Budget to the Mayor on May 1, 2023. On June 1, 2023, the Mayor will submit the FY 23-24 OCII Budget to the City and County of San Francisco Board of Supervisors ("BOS"). The BOS will review and take action on the FY 23-24 OCII Budget in June or July 2023.

One S. Van Ness Ave.
5th Floor
San Francisco, CA
94103

415 749 2400

www.sfocii.org

OCII staff will update the Commission as the budget process evolves, see summary of dates below:

FY 23-24 OCII Budget Review and Approval Process

April 4, 2023:	*Commission Workshop*
April 18, 2023:	Commission Action
May 1, 2023:	Submit to the Mayor
June 1, 2023:	Submit to the BOS
June or July 2023:	BOS Action

DISCUSSION

On February 1, 2012, the State of California dissolved the former San Francisco Redevelopment Agency ("SFRA") along with all 400 redevelopment agencies in California under Cal. Health & Safety Code §§ 34170 et seq ("Dissolution Law"). Pursuant to Dissolution Law and to the BOS, Ordinance 215-12, OCII has assumed certain obligations of SFRA.

OCII is charged with completing work related to approved enforceable obligations. Under Dissolution Law, the California Department of Finance ("DOF") has finally and conclusively approved the Disposition and Development Agreements for HPS Phase 1 and for HPS/CP, the MBN and MBS Owner Participation Agreements, and the TBY Implementation Agreement. These long-term agreements define the scope of OCII's work, including its affordable housing obligations. In addition, OCII is required to dispose of SFRA assets, manage pre-dissolution economic development agreements such as loans, and grants, and take other steps to wind down its activities.

The Proposed FY 23-24 OCII Budget totals $717.7 million, which is $0.4 million more than the FY 22-23 budget of $717.3 million. Table 1 shows a more detailed breakdown of FY 23-24 expenditures. OCII will expend $532.5 million on direct programmatic needs and $185.3 million on indirect program spending. As shown in Table 1, of the $532.5 million budgeted to direct programmatic needs, OCII will expend $331.6 million on affordable housing, $178.5 million on infrastructure and other non-housing activities, $20.3 million on project management and operations, and $2.1 million on community development and workforce activities. Table 1 demonstrates that OCII expends the majority of its budget on direct expenditures for affordable housing and infrastructure (46.2 percent and 24.9 percent respectively).

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Table 1: Proposed FY 23-24 OCII Budget Programmatic Summary, *Millions**

Uses	Total	*Percent*
Direct Program Spending		
Affordable Housing	**$331.6**	*46.2%*
Infrastructure & Other Non-Housing	**$178.5**	*24.9%*
Project Mgmt & Operations	**$20.3**	*2.8%*
Comm Dev & Workforce	**$2.1**	*0.3%*
Direct Programmatic Subtotal	**$532.5**	*74.2%*
Indirect Program Spending		
Asset Management	**$0.2**	*0.0%*
Debt	**$151.0**	*21.0%*
TJPA Pass-through	**$33.7**	*4.7%*
Other	**$0.4**	*0.1%*
Indirect Programmatic Subtotal	**$185.3**	*25.8%*
Total	**$717.7**	*100.0%*

In order to support the delivery of these direct programmatic activities, the Proposed FY 23-24 OCII Budget includes funding for indirect program expenditures, such as debt and Transbay Joint Powers Authority ("TJPA") Pass-Through, which is a pass-through of pledged property tax to the TJPA. Table 1 shows a total of $185.3 million budgeted to these indirect programmatic activities, which are primarily supported through property tax and developer payments.

Table 2 shows the total Proposed FY 23-24 OCII budget of $717.7 million by project and cost center. The column headers describe Operations, Debt, and OCII's major active projects: HPS Phase 1 and HPS/CP, MBN, MBS, and TBY. Expenditures unrelated to the major active projects, Operations, or Debt are rolled up and shown in the Other column. Table 2 integrates the proposed budget for affordable housing into the appropriate project area, according to each project's location.

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Table 2: Proposed FY 23-24 OCII Budget by Project Area/Cost Center, *Millions**

	Operations	Debt	HPS / CP	MBN	MBS	TBY	Other	Total
Sources								
Property Tax Increment - TAB Debt Service	$ -	$ 65.3	$ -	$ -	$ -	$ -	$ -	$ 65.3
Property Tax Increment - Debt Portfolio	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Property Tax Increment - Mission Bay	$ -	$ 27.1	$ -	$ -	$ -	$ -	$ -	$ 27.1
Property Tax Increment - HPS2/CP	$ -	$ -	$ 1.9	$ -	$ -	$ -	$ -	$ 1.9
Property Tax Increment - State Owned TBY	$ -	$ -	$ -	$ -	$ -	$ 33.7	$ -	$ 33.7
Property Tax Increment - Other	$ 3.5	$ -	$ 0.7	$ -	$ -	$ 11.0	$ -	$ 15.2
Property Tax Increment - ACA	$ 3.5	$ -	$ -	$ -	$ -	$ -	$ -	$ 3.5
Subtotal Property Tax Increment	**$ 7.0**	**$ 92.4**	**$ 2.6**	**$ -**	**$ -**	**$ 44.6**	**$ -**	**$ 146.5**
New Bonds - Housing	$ -	$ -	$ -	$ -	$ -	$ 24.0	$ -	$ 24.0
New Bonds - Infra	$ -	$ 2.9	$ -	$ -	$ -	$ 101.0	$ -	$ 103.9
Subtotal New Bonds	**$ -**	**$ 2.9**	**$ -**	**$ -**	**$ -**	**$ 125.0**	**$ -**	**$ 127.9**
Developer Payments	$ -	$ -	$ 12.2	$ 0.0	$ 8.7	$ 1.4	$ -	$ 22.4
Subtotal Developer Payments	**$ -**	**$ -**	**$ 12.2**	**$ 0.0**	**$ 8.7**	**$ 1.4**	**$ -**	**$ 22.4**
Rent & Lease Revenue	$ -	$ -	$ 0.4	$ -	$ -	$ -	$ -	$ 0.4
Payments from Other Gov Entities	$ 0.4	$ -	$ -	$ -	$ -	$ -	$ -	$ 0.4
Hotel Tax	$ -	$ 4.7	$ -	$ -	$ -	$ -	$ -	$ 4.7
Subtotal Other	**$ 0.4**	**$ 4.7**	**$ 0.4**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 5.5**
Fund Balance - Housing	$ -	$ -	$ -	$ -	$ 14.6	$ 61.0	$ -	$ 75.6
Fund Balance - Non-Housing	$ 2.6	$ 48.6	$ 0.2	$ 2.0	$ 7.1	$ 5.3	$ 0.6	$ 66.4
Subtotal Budget Sources	**$ 2.6**	**$ 48.6**	**$ 0.2**	**$ 2.0**	**$ 21.7**	**$ 66.3**	**$ 0.6**	**$ 142.1**
Prior Period Authority - Housing	$ -	$ -	$ 100.7	$ -	$ 67.3	$ 47.5	$ -	$ 215.6
Prior Period Authority - Non-Housing	$ -	$ 3.1	$ 0.4	$ -	$ 35.8	$ 11.9	$ 6.6	$ 57.8
Subtotal Sources - Prior Period Authority	**$ -**	**$ 3.1**	**$ 101.2**	**$ -**	**$ 103.1**	**$ 59.4**	**$ 6.6**	**$ 273.4**
Total Sources	**$ 10.0**	**$ 151.7**	**$ 116.6**	**$ 2.1**	**$ 133.5**	**$ 296.7**	**$ 7.1**	**$ 717.7**
Uses								
Uses - Operations								
Allocated Staff & Operating Expenses	$ (10.3)	$ 0.7	$ 4.3	$ 0.1	$ 2.6	$ 2.1	$ 0.6	$ 0.0
Operational Salaries and Benefits	$ 10.4	$ -	$ -	$ -	$ -	$ -	$ -	$ 10.4
Affordable Housing Services	$ 1.4	$ -	$ -	$ -	$ -	$ -	$ -	$ 1.4
Rent	$ 0.9	$ -	$ -	$ -	$ -	$ -	$ -	$ 0.9
Retiree Health and Pension Costs	$ 3.5	$ -	$ -	$ -	$ -	$ -	$ -	$ 3.5
Auditing & Accounting Services	$ 0.3	$ -	$ -	$ -	$ -	$ -	$ -	$ 0.3
Legal Services	$ 0.3	$ -	$ 1.1	$ -	$ -	$ 0.0	$ -	$ 1.5
Planning & Infrastructure Rvw	$ 0.0	$ -	$ 5.0	$ -	$ -	$ -	$ -	$ 5.0
Real Estate Development Services	$ -	$ -	$ 0.2	$ -	$ -	$ -	$ -	$ 0.2
Workforce Development Services	$ 0.1	$ -	$ 0.1	$ -	$ -	$ -	$ -	$ 0.2
Other Professional Services	$ 1.2	$ 2.7	$ 1.6	$ -	$ 4.1	$ 1.1	$ -	$ 10.7
Grants to Community-Based Organizations	$ -	$ -	$ 1.5	$ -	$ -	$ -	$ -	$ 1.5
Payments to Other Public Agencies	$ -	$ -	$ 0.4	$ -	$ -	$ -	$ -	$ 0.4
Other Current Expenses	$ 2.2	$ -	$ -	$ -	$ -	$ -	$ -	$ 2.2
Subtotal Uses - Operations	**$ 10.0**	**$ 3.4**	**$ 14.0**	**$ 0.1**	**$ 6.6**	**$ 3.3**	**$ 0.6**	**$ 38.1**
Uses - Non-Operations								
Affordable Housing Loans	$ -	$ -	$ -	$ -	$ 22.1	$ 93.9	$ -	$ 116.0
Development Infrastructure	$ -	$ -	$ 1.4	$ 2.0	$ 36.5	$ 106.3	$ -	$ 146.2
Pass-through to TJPA	$ -	$ -	$ -	$ -	$ -	$ 33.7	$ -	$ 33.7
Debt Service - OCII TAB Bonds	$ -	$ 95.5	$ -	$ -	$ -	$ -	$ -	$ 95.5
Public Art	$ -	$ -	$ -	$ -	$ 1.0	$ -	$ -	$ 1.0
Other Debt	$ -	$ 52.7	$ -	$ -	$ -	$ -	$ -	$ 52.7
Subtotal Uses - Non-Operations	**$ -**	**$ 148.3**	**$ 1.4**	**$ 2.0**	**$ 59.6**	**$ 233.9**	**$ -**	**$ 445.2**
Prior Period Authority - Housing	$ -	$ -	$ 100.7	$ -	$ 67.3	$ 47.5	$ -	$ 215.6
Prior Period Authority - Non-Housing	$ -	$ -	$ 0.4	$ -	$ -	$ 11.9	$ 6.6	$ 18.9
Subtotal Uses - Prior Period Authority	**$ -**	**$ -**	**$ 101.2**	**$ -**	**$ 67.3**	**$ 59.5**	**$ 6.6**	**$ 234.5**
Total Uses	**$ 10.0**	**$ 151.7**	**$ 116.6**	**$ 2.1**	**$ 133.5**	**$ 296.7**	**$ 7.1**	**$ 717.7**
Sources vs. Uses	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

Table 2 shows that OCII will fund its expenditures primarily from Prior Period Authority, Property Tax, and Fund Balance. Prior Period Authority ("PPA") reflects budget authority approved in a prior year that OCII is expending over time. PPA includes multi-year capital projects like park design and construction or construction of affordable housing. Fund balance reflects funds received in a prior year that have not yet been budgeted or expended.

Projects Summary

In FY 23-24, OCII's primary activity will be funding and facilitating the delivery of affordable housing, infrastructure, and other public benefits in the Project Areas. Below are brief summaries of the FY 23-24 program highlights in these three major development projects.

Mission Bay North and South

The project areas of MBN and MBS, together referred to as Mission Bay, were established in 1998 to create a vibrant transit-oriented and mixed-use community that will result in 6,535 residential units (29 percent of which will be affordable), 41 acres of open space, 5.2 million square feet of office and biotechnology space, 560,000 square feet of retail uses, a University of California San Francisco ("UCSF") research campus and medical center including a 550-bed hospital, 18,000-seat event center, 300-room and 129-room hotels, library, school, police headquarters, and a local police and fire department station. Completion of Mission Bay is anticipated on or before the expiration of the Mission Bay Redevelopment Plans in late 2028 and will result in construction of more than $700 million of new infrastructure, development of over $8 billion in private vertical development, and creation of 31,000 permanent jobs.

In Mission Bay North and South, the FY 23-24 activities include:

- Infrastructure: reimburse Master Developer for completed public infrastructure
- Plan & Permit Approvals: process commercial, open space, and residential projects
- Affordable Housing Funding: disburse existing loans (MBS 9 and MBS 9a) for a total of 452 units of affordable housing and make new predevelopment loan (MBS 12W and MBS 4E)
- Public Art Program: work with San Francisco Arts Commission to expend public art fees in Park P2
- Asset Transfer: Work to transition park management to the City and County of San Francisco, which owns the land on which the parks are, or will be, located.
- Entitlement Changes: process potential actions for additional housing on remaining land dedicated to affordable housing
- Community Development & Workforce: implement Small Business Enterprise ("SBE") and workforce programs

The FY 23-24 Program Milestones include:

- Infrastructure: complete 2 parks (P22 & P19) and street improvements at 5th Street and King Street.
- Commercial: complete construction of UCSF medical building (Block 34), and construction of the 1450 Owens Street life sciences building. Increase entitlements to add 70,000 sf to the Gladstone Institute at 1650 Owens Street.
- Housing: complete construction of 148 affordable units (MBS 9A) and increase entitlements for affordable housing.

Transbay

The Transbay project area was established in 2005 and is located primarily between Folsom and Howard Streets, east of 2nd Street, and west of Spear and Main Streets. A small portion of the Transbay Project extends south of Folsom Street along Essex Street to Harrison Street. The Transbay Project consists of two zones: Zone 1 is under the land use authority of OCII and consists of twelve blocks of land, eleven of which were formerly owned by the State, while Zone 2 is under the City Planning Department's jurisdiction. When the Transbay Project Area is fully built out, OCII staff estimates that approximately 3,900 residential units (of which at least 35 percent will be affordable), 800,000 square feet of office, 75,000 square feet of retail, and 3.5 acres of open space will have been created. The Transbay project area will expire in 2035.

In Transbay, the FY 23-24 activities include:

- Infrastructure: entitle Under Ramp Park and advance its design and that of TB Block 3 Park
- Plan & Permit Approvals: process open space (TB Block 3 Park and Under Ramp Park) and residential (TB Block 2) projects
- Affordable Housing: disburse existing predevelopment loans and make new construction loans (TB Blocks 2E and 2W) for a total of 335 units of affordable housing; monitor market and developer readiness to implement TB Block 4 project with a total of 202 units of affordable housing
- Interim Uses: implement temporary activating uses on TB Blocks 2, 3 & 4, manage existing parks management contracts for Essex Open Space parcels
- Community Development & Workforce: implement SBE and workforce programs

The FY 23-24 Program Milestones include:

- Infrastructure: fund the long-term plant establishment for the Folsom Street Improvement Project, entitlement approval for Under Ramp Park, and advance the designs of TB Block 3 Park and Under Ramp Park

- Housing: approve Site Permits for approximately 333 affordable units and 2 unrestricted manager's units (TB Blocks 2E and 2W)

Hunters Point Shipyard/Candlestick Point

The Hunters Point Shipyard/Candlestick Point Project is composed of approximately 770 acres along the southeastern waterfront of San Francisco. The Hunters Point Shipyard area is divided into two phases of development. At full build out, the entire Hunters Point Shipyard/Candlestick Point Project will generate more than 12,100 units of housing (approximately one-third of which will be affordable), 326 acres of parks, over 4.8 million square feet of commercial space, and approximately $86 million of community benefits such as homeownership assistance, workforce development, job training, educational assistance, and contributions to the Southeast Health Center. At completion, HPS/CP will generate more than 12,000 permanent jobs. Development at HPS Phase 1 is on-going; however Hunters Point Shipyard Phase 2 is delayed while the U.S. Department of the Navy ("Navy") concludes environmental re-testing of several Navy-owned parcels. The schedule for development at Candlestick point is to be determined.

In Hunters Point Shipyard/Candlestick Point, the FY 23-24 activities include:

- Infrastructure: facilitate City and OCII acceptance of completed streets and parks; complete horizontal infrastructure for several new streets in HPS Phase 1
- Plan & Permit Approvals: process residential construction permits for HPS Phase 1
- Affordable Housing Funding: continue to disburse permanent loans for construction of HPS Blocks 52/54 and Block 56.
- Asset Management: maintain HPS Phase 1 parks with Community Facilities District funds
- Community Benefits: disburse scholarship and contractor assistance funds and monitor on-going developer programs
- Community Development & Workforce: implement SBE and workforce programs

Affordable Housing Summary

Table 3 shows OCII's Affordable Housing program. In FY 23-24, OCII plans to provide new predevelopment loans for two blocks in Mission Bay, will add permanent construction funding for one project, will add additional permanent financing to two projects due to increased construction and interest costs, and will continue to disburse funds for eight loans made in previous years.

The predevelopment loans for MBS Blocks 12 West and 4 East are in anticipation of future increases in permissible residential density and entitlement. The proposed increased density of these blocks is consistent with appropriate zoning of the parcels and addresses the City's dire need for affordable.

Table 3: OCII-Funded Affordable Housing Loans, *Millions*

Project	Type	Amount ($M)	Number of Units
Existing Loans			
CP Block 10a	Predevelopment	$1.6	156 units
CP Block 11a	Predevelopment	$1.2	176 units
HPS Block 52/54*	Predevelopment & Permanent	$64.2	112 units
HPS Block 56*	Predevelopment & Permanent	$33.8	73 units
MBS 9	Permanent	$12.3	141 units
MBS 9A	Permanent	$55.0	See below
Transbay Block 2 West*	Predevelopment and Permanent	$45.3	See below
Transbay 2 East	Predevelopment	$2.3	See below
Additional Funds for Existing Projects*			
Transbay Block 2 East	Permanent	$70.7	184 units
Transbay Block 2 West	Additional Permanent	$19.7	151 units
MBS Block 9A	Additional Permanent	$8.0	148 units
New Loans*			
MBS Block 4E A&B	Predevelopment	$7.0	442 units
MBS Block 12W A&B	Predevelopment	$7.0	538 units
Transbay Block 4	Predevelopment	$3.5	202 units
Total		**$331.6**	**2,323 units**

**pending Commission approval prior to FY 23-24*

Debt Summary

In FY 23-24, OCII anticipates expending $151.0 million on its debt program. The largest expenditure will be for debt service on existing and new tax allocation bonds (“TABs”), which are bonds issued against property tax revenues and are OCII’s primary debt instrument. Significantly, this debt service pays for bonds, the proceeds of which were previously used by OCII for direct program spending in prior years. The second largest expenditure will be on partially defeasing and fully refunding the tax-exempt 2016D bonds, which were issued to fund infrastructure constructed in Mission Bay. OCII’s third largest expenditure will be debt service on OCII’s other or non-TAB debt, including hotel bonds, and the cost of issuance for two planned new money bond issuances and the 2016D refunding.

Currently, OCII’s debt portfolio contains pre-Dissolution bonds issued by SFRA to fund enforceable obligations, bonds issued by OCII to fund enforceable obligations for affordable housing and public infrastructure, and refunding bonds, issued by both the former SFRA and OCII, to reduce debt service on outstanding debt. The outstanding principal balance on OCII’s bonds was $911.3 million, as of August 31, 2022.

Of this amount, $757.3 million are TABs and $12.5 million are Hotel Occupancy Tax Revenue Refunding Bonds secured by hotel occupancy tax revenues. This outstanding debt represents a fixed long-term cost for OCII that is reduced each year by semi-annual debt service payments of principal and interest. The annual cost of OCII’s debt portfolio is represented by OCII’s annual debt service.

The FY 23-24 Proposed Budget includes two new debt issuances and one refunding issuance with a total project fund of $115.2 million and a total principal (project funds plus cost of issuance and debt service reserve requirements) of $130.0 million, subject to Commission, Oversight Board, DOF, and BOS approvals. Of the total project funds, $37.0 will be a tax-exempt TAB issued for construction of public parks in Transbay, $24.0 million will be a taxable TAB issued to fund affordable housing in Transbay, and $54.2 million will be a refunding bond to refund 2016D, which was issued to fund infrastructure constructed in Mission Bay. As per OCII's Debt Policy, this refunding must achieve at least 3 percent net present value debt service savings.

Operations & Budgeted Positions Summary

In FY 23-24, OCII will expend $20.3 million to fund its operational costs, which is $1.6 million or 8.6 percent more than FY 22-23. Specifically, OCII will expend $10.4 million on salaries and benefits, which reflects labor costs for 55 Full-Time Equivalent ("FTE") staff. This number is equivalent to the number of FTE in the FY 22-23 budget. The FY 23-24 budgeted positions will be included in the Proposed FY 23-24 OCII Budget Narrative, which will be provided at the April 18, 2023 Commission meeting. OCII will expend $6.4 million on non-labor expenses such as services from City departments, consulting services for legal and other professional services, insurance, materials and supplies, employee training, and software licensing fees. In addition to staffing and non-labor expenses, OCII will expend $3.5 million on its retirement obligations.

Table 4 details the sources and uses for OCII's operations. OCII will fund the majority of its operating costs with property tax and other funds, the majority of which are developer fees. Bond proceeds will fund staff time required to issue bonds.

Table 4: FY 23-24 Operations, Sources by Uses, *Millions*

Operations	FY 2022-23 Budget ($M)	FY 2023-24 Proposed ($M)	Change ($M)
Sources			
Bond Proceeds	$0.1	$0.1	$0.0
Reserve Funds	$1.0	$0.6	($1.1)
Other Funds	$6.5	$10.2	$4.4
Property Tax	$11.1	$9.4	($1.7)
Total	**$18.7**	**$20.3**	$1.6
Uses			
Salaries and Benefits	$9.4	$10.4	$1.0
Non-Labor	$5.0	$6.4	$1.4
Retiree Health and Pension	$4.3	$3.5	($0.8)
Total	**$18.7**	**$20.3**	$1.6

In December 2022, the Mayor issued budget instructions to reduce General Fund support by five percent while maintaining Mayoral initiatives and priorities. OCII was able to reduce its General Fund draw by five percent, or $1.3 million, of OCII's discretionary budget (the majority of OCII's budget is dedicated to non-discretionary financing and bond costs) by supplanting this amount with Other Funds or fees on hand. OCII's General Fund support is reflected in the Property Tax source in Table 4, and the $9.4 million reflects the reduction implemented in response to the Mayor's instructions.

NEXT STEPS

OCII staff will incorporate Commission feedback from this workshop and present the Proposed FY 23-24 OCII Budget on April 18, 2023, for Commission review and approval. Pending Commission approval, staff will submit the Proposed FY 23-24 OCII Budget to the Mayor on May 1, 2023. Following Mayor's Budget Office review, on June 1, 2023, the Mayor will submit OCII's Proposed FY 23-24 OCII Budget to the BOS. The BOS will review and take action on OCII's budget in June or July 2023. OCII staff will update the Commission as the budget process evolves.

(Originated by Mina Yu, Budget & Project Finance Manager)

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Thor Kaslofsky
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Thor Kaslofsky
Executive Director