



Free City College Oversight Committee

Agenda



Members: Eileen Mariano (Co-Chair), Brigitte Davila (Co-Chair), Dr. Lisa Cooper Wilkins, Nikki Hatfield, Win-Mon Kyi, Angelica Campos, Supervisor Gordon Mar, Joanna Feit, Maria Su, Alisa Messer, Christopher Brodie, Tyler Wu, Conny Ford, Malinalli Villalobos, Calvin Quock

Date and Time: Monday, September 19th, 2022, 3:00pm-5:00pm

Location: (<https://us06web.zoom.us/j/85048089691?pwd=eE1DMTAxYmRzU0xwYmVWQ0hYYlc3Zz09>

Passcode: 337773); or Join by Telephone: 1-669-900-6833; Webinar ID: 850 4808 9691

- I. Call to Order and Roll Call**
- II. Adoption of the Agenda**
Discussion and action required
- III. General Public Comments**
This item allows members of the public to comment generally on matters within the oversight committee's purview that are not on the agenda.
- IV. Resolution to Allow Teleconferenced Meetings Under CA Government Code Section 54953(e)**
Discussion and action required
- V. Review and Approval of May 2022 Minutes**
Discussion and action required
- VI. Crowe Audit Review Presentation**
Discussion only
Speaker: Crowe
- VII. Update on City College**
Discussion only
Speaker: Dr. Lisa Cooper Wilkins (~Rebecca Chavez/Micheline), RPG Group (Part 1)
- VIII. Discussion of Free City Funds**
Discussion Only
Speaker: DCYF, Dr. John al-Amin
- IX. Future Agenda Items and Member Comments**
Discussion Only
- X. Adjournment**
Action required

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Government's duty is to serve the public, reaching its decisions in full view of the public. Commissions, boards, councils, and other agencies of the City and County exist to conduct the people's business. This ordinance assures that deliberations are conducted before the people and that City operations are open to the people's review. For information on your rights under the Sunshine Ordinance (Chapters 67 of the San Francisco Administrative Code) or to report a violation of the ordinance, please contact: Sunshine Ordinance Task Force Administrator

City Hall – Room 244 1 Dr. Carlton B. Goodlett Place

San Francisco, CA 94102-4683

415-554-7724 (Office); 415-554-7854 (Fax)

E-mail: SOTF@sfgov.org

Copies of the Sunshine Ordinance can be obtained from the Clerk of the Sunshine Task Force, the San Francisco Public Library and on the City's website at www.sfgov.org. Copies of explanatory documents are available to the public online at <http://www.sfbos.org/sunshine> or, upon request to the Commission Secretary, at the above address or phone number.

LANGUAGE ACCESS

Per the Language Access Ordinance (Chapter 91 of the San Francisco Administrative Code), Chinese, Spanish and or Filipino (Tagalog) interpreters will be available upon request. Meeting Minutes may be translated, if requested, after they have been adopted by the Commission. Assistance in additional languages may be honored whenever possible. To request assistance with these services please contact Emily Davis at 415-554-8991 or Emily.Davis@dcyf.org at least 48 hours in advance of the hearing. Late requests will be honored if possible.

ACCESSIBLE MEETING POLICY

Per the Americans with Disabilities Act and the Language Access Ordinance, Chinese, Spanish, Filipino (Tagalog), and/or American Sign Language interpreters will be available upon request. Additionally, every effort will be made to provide assistive listening devices and meeting materials in alternative formats (braille or large print). Minutes may be translated after they have been adopted by the Commission. For all these requests, please contact Emily Davis, Community Engagement Associate at least 72 hours before the meeting at 415-554-8991. Late requests will be honored if possible. The hearing room is wheelchair accessible

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CHINESE

如對會議有任何疑問，請致電415-557-9942查詢。當會議進行時，嚴禁使用手機及任何發聲電子裝置。會議主席可以命令任何使用手機或其他發出聲音裝置的人等離開會議場所。

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政府的職責是為公眾服務，並在具透明度的情況下作出決策。市及縣政府的委員會，市參事會，議會和其他機構的存在是為處理民眾的事務。本政策保證一切政務討論都在民眾面前進行，而市政府的運作也公開讓民眾審查。如果你需要知道你在陽光政策 (San Francisco Administrative Code Chapter 67) 下擁有的權利，或是需要舉報違反本條例的情況，請聯絡：

陽光政策 專責小組行政官

地址：City Hall – Room 244 1 Dr. Carlton B. Goodlett Place

San Francisco, CA 94102-4683

電話號碼：415-554-7724；傳真號碼415- 554-5163

電子郵件：SOTF@sfgov.org

陽光政策的文件可以通過陽光政策專責小組秘書、三藩市公共圖書館、以及市政府網頁www.sfgov.org等途徑索取。民眾也可以到網頁<http://www.sfbos.org/sunshine>閱覽有關的解釋文件，或根據以上提供的地址和電話向委員會秘書索取。

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根據語言服務條例(三藩市行政法典第91章)，中文、西班牙語和/或菲律賓語（泰加洛語）傳譯人員在收到要求後將會提供傳譯服務。翻譯版本的會議記錄可在委員會通過後透過要求而提供。其他語言協助在可能的情況下也將可提供。上述的要求，請於會議前最少48小時致電415-557-9942或電郵至Brandon.Shou@dcyf.org 向委員會秘書Brandon Shou提出。逾期提出的請求，若可能的話，亦會被考慮接納。

利便參與會議的相關規定

根據《美國殘疾人士法案》（Americans with Disabilities Act）與「語言服務條例」（Language Access Ordinance），中文、西班牙文、菲律賓文和/或美國手語傳譯員，須應要求，提供傳譯服務。另外，我們會盡一切努力予以提供輔助性聽力儀器及不同格式（點字印製或特大字體）的會議資料。翻譯版本的會議記錄可在委員會通過後予以提供。如有這些方面的請求，請在會議前七十二（72）小時致電 415-557-9942與Brandon Shou 聯絡。逾期所提出的請求，若可能的話，亦會接納。聽證室設有輪椅通道。

為了讓市政府更好照顧有嚴重過敏、因環境產生不適、或對多種化學物質敏感的病患者，以及有相關殘疾的人士，出席公眾會議時，請注意其他與會者可能會對不同的化學成分產品產生過敏。請協助市政府關顧這些個別人士的需要。

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依據「三藩市遊說者法令」（SF Campaign & Governmental Conduct Code 2.100）能影響或欲影響本地立法或行政的人士或團體可能需要註冊，並報告其遊說行為。如需更多有關遊說者法令的資訊，請聯絡位於 Van Ness 街25號 220室的三藩市道德委員會，電話號碼：415- 252-3100，傳真號碼 415-252-3112，網址：www.sfgov.org/ethics。

SPANISH

Para preguntas acerca de la reunión, por favor contactar el 415-934-4840. El timbrado de y el uso de teléfonos celulares, localizadores de personas, y artículos electrónicos que producen sonidos similares, están prohibidos en esta reunión. Por favor tome en cuenta que el Presidente podría ordenar el retiro de la sala de la reunión a cualquier persona(s) responsable del timbrado o el uso de un teléfono celular, localizador de personas, u otros artículos electrónicos que producen sonidos similares.

CONOZCA SUS DERECHOS BAJO LA ORDENANZA SUNSHINE

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Administrador del Grupo de Trabajo de la Ordenanza Sunshine (Sunshine Ordinance Task Force Administrator)
City Hall – Room 244 1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102-4683
415-554-7724 (Oficina); 415-554-5163 (Fax);
Correo electrónico: SOTF@sfgov.org

Copias de la Ordenanza Sunshine pueden ser obtenidas del Secretario del grupo de Trabajo de la Ordenanza Sunshine, la Biblioteca Pública de San Francisco y en la página web del internet de la ciudad en www.sfgov.org. Copias de documentos explicativos están disponibles al público por Internet en <http://www.sfbos.org/sunshine>; o, pidiéndolas al Secretario de la Comisión en la dirección o número telefónico mencionados arriba.

ACCESO A IDIOMAS

De acuerdo con la Ordenanza de Acceso a Idiomas “Language Access Ordinance” (Capítulo 91 del Código Administrativo de San Francisco “Chapter 91 of the San Francisco Administrative Code”) intérpretes de chino, español y/o filipino (tagalo) estarán disponibles de ser requeridos. Las minutas podrán ser traducidas, de ser requeridas, luego de ser aprobadas por la Comisión. La asistencia en idiomas adicionales se tomará en cuenta siempre que sea posible. Para solicitar asistencia con estos servicios favor comunicarse con Prishni Murillo al 415-934-4840, o Prishni.Murillo@dcyf.org por lo menos 48 horas antes de la reunión. Las solicitudes tardías serán consideradas de ser posible.

POLITICA DE ACCESO A LA REUNIÓN

De acuerdo con la Ley sobre Estadounidenses con Discapacidades (Americans with Disabilities Act) y la Ordenanza de Acceso a Idiomas (Language Access Ordinance) intérpretes de chino, español, filipino (tagalo) y lenguaje de señas estarán disponibles de ser requeridos. En adición, se hará todo el esfuerzo posible para proveer un sistema mejoramiento de sonido y materiales de la reunión en formatos alternativos. Las minutas podrán

ser traducidas luego de ser aprobadas por la Comisión. Para solicitar estos servicios, favor contactar a Prishni Murillo, por lo menos 72 horas antes de la reunión al 415-934-4840. Las solicitudes tardías serán consideradas de ser posible. La sala de audiencia es accesible a silla de ruedas.

ORDENANZA DE CABILDEO

Individuos y entidades que influncian o intentan influenciar legislación local o acciones administrativas podrían ser requeridos por la Ordenanza de Cabildeo de San Francisco (SF Campaign & Governmental Conduct Code 2.100) a registrarse y a reportar actividades de cabildeo. Para más información acerca de la Ordenanza de Cabildeo, por favor contactar la Comisión de Ética: 25 de la avenida Van Ness , Suite 220, San Francisco, CA 94102, 415-252-3100, FAX 415-252-3112, sitio web: www.sfgov.org/ethics.

FILIPINO

Kung mayroon kayong mga tanong tungkol sa miting, mangyaring tumawag lang sa 415-554-8991. Ang pagtunog at paggammit ng mga cell phone, mga pager at kagamitang may tunog ay ipinagbabawal sa pulong. Paalala po na maaaring palabasin ng Tagapangulo ang sinumang may-ari o responsable sa ingay o tunog na mula sa cell-phone, pager o iba pang gamit na lumilikha ng ingay.

ALAMIN ANG INYONG MGA KARAPATAN SA ILALIM NG SUNSHINE ORDINANCE

Tungkulin ng Pamahalaan na paglinkuran ang publiko, maabot ito sa patas at madaling maunawaan na paraan. Ang mga komisyon, board, kapulungan at iba pang mga ahensya ng Lungsod at County ay mananatili upang maglingkod sa pamayanan. Tinitiyak ng ordinansa na ang desisyon o pagpapasya ay ginagawa kasama ng mamamayan at ang mga gawaing panglungsod na napagkaisahan ay bukas sa pagsusuri ng publiko. Para sa impormasyon ukol sa inyong karapatan sa ilalim ng Sunshine Ordinance (Kapitulo 67 sa San Francisco Administrative Code) o para mag-----report sa paglabag sa ordinansa, mangyaring tumawag sa Administrador ng Sunshine Ordinance Task Force .

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E-mail: SOTF@sfgov.org

Ang mga kopya ng Sunshine Ordinance ay makukuha sa Clerk ng Sunshine Task Force, sa pampublikong aklatan ng San Francisco at sa website ng Lungsod sa www.sfgov.org. Mga kopya at mga dokumentong na nagpapaliwanag sa Ordinance ay makukuha online sa <http://www.sfbos.org/sunshine> o sa kahilingan sa Commission Secretary, sa address sa itaas o sa numero ng telepono.
PAG-ACCESS SA WIKA

Ayon sa Language Access Ordinance (Chapter 91 ng San Francisco Administrative Code), maaaring mag-request ng mga tagapagsalin sa wikang Tsino, Espanyol, at/o Filipino (Tagalog). Kapag hiniling, ang mga kaganapan ng miting ay maaring isalin sa ibang wika matapos ito ay aprobahan ng komisyon. Maari din magkaroon ng tulong sa ibang wika. Sa mga ganitong uri ng kahilingan, mangyaring tumawag sa Clerk ng Commission Emily Davis sa 415-554-8991, o Emily.Davis@dcyf.org sa hindi bababa sa 48 oras bago mag miting. Kung maari, ang mga late na hiling ay posibleng pagbibigyan.

PATAKARAN PARA SA PAG-ACCESS NG MGA MITING

Ayon sa batas ng Americans with Disabilities Act at ng Language Access Ordinance, maaaring mag-request ng mga tagapagsalin wika sa salitang Tsino, Espanyol, Filipino o sa may kapansanan pandinig sa American Sign Language. Bukod pa dito, sisikapin gawan ng paraan na makapaglaan ng gamit upang lalong pabutihin ang inyong pakikinig at maibahagi ang mga kaganapan ng miting sa iba't ibang anyo (braille o malalaking print). Ang mga kaganapan ng miting ay maaaring isalin sa ibang wika matapos ito ay aprobahan ng komisyon. Sa mga ganitong uri ng kahilingan, tumawag po lamang kay Emily Davis sa 415-554-8991. Magbigay po lamang ng hindi bababa sa 72 oras na abiso bago ng miting. Kung maaari, ang mga late na hiling ay posibleng tanggapin. Ang silid ng pagpupulungan ay accessible sa mga naka wheelchair.

LOBBYIST ORDINANCE

Ayon sa San Francisco Lobbyist Ordinance [SF Campaign & Governmental Conduct Code 2.100], ang mga indibidwal o mga entity na nag iimpluensiya o sumusubok na mag impluensiya sa mga lokal na pambatasan o administrative na aksyon ay maaaring kailangan mag-register o mag-report ng aktibidad ng lobbying. Para sa karagdagan na impormasyon tungkol sa Lobbyist Ordinance, tumawag lamang po sa San Francisco Ethics Commission at 25 Van Ness Avenue, Suite 220, San Francisco, CA 94102, (415) 252-3100, FAX (415) 252-3112, website: www.sfgov.org/ethics.



Free City College Oversight Committee

Minutes



Members: Eileen Mariano (Co-Chair), Brigitte Davila (Co-Chair), Dr. Lisa Cooper Wilkins, Nikki Hatfield, Win-Mon Kyi, Angelica Campos, Supervisor Gordon Mar, Jennifer Fong, Maria Su, Alisa Messer, Christopher Brodie, Tyler Wu, Conny Ford, Malinalli Villalobos, Calvin Quock

Date and Time: Wednesday, May 11th, 2022, 3:00pm-5:00pm

Location: Zoom or Join by Telephone: 1-669-900-6833; Webinar ID: 825 3540 5259

I. Call to Order and Roll Call

- A. Meeting called to order at 3:06 PM.
- B. Members Present: Calvin Quock, Angelica Campos, Joana Feit, Alisa Messer, Eileen Mariano, Maria Su, Supervisor Gordon Mar, Win-Mon Kyi, Chris Brodie, Conny Ford, Dr. Lisa Cooper Wilkins, Brigitte Davila
- C. Members Absent: Tyler Wu, Nikki Hatfield, Malinalli Villalobos

II. Adoption of the Agenda

- A. Agenda adopted.
- B. Member Messer made a comment thanking DCYF for ensuring FCC meetings were back on schedule.
- C. Member Davila motioned; and Member Ford seconded.

III. General Public Comments

- A. No public comment.

IV. Resolution to Allow Teleconferenced Meetings Under CA Government Code Section 54953(e)

- A. Resolution adopted.
- B. Member Feit motioned; and Member Su seconded.

V. Review and Approval of March 2022 Minutes

- A. Minutes approved.
- B. Member Comments & Questions:
 - Member Mar thanked DCYF and Co Chair Mariano for keeping the FCC meetings regularly scheduled for making sure the documents were well organized on the DCYF website.
- C. Member Mar motioned; and Member Su seconded.

VI. City College Update & RP Group Update

- A. Discussion only.
- B. Dr. Lisa Cooper Wilkins shared an update on the FCC Spring Program Participation Report, FCC Spring Enrollment Metrics and Financial Aid Updates. She then introduced Priyadarshini (Priya) Chaplot and Giovanni Sosa of The RP Group (Research, Planning & Professional Development for California Community Colleges) who gave an update on their report which includes the national landscape of Promise Programs and best practices. The report is working to advance the learning of the Annual Report completed in Fall 21' that looked at the '19-'20 Year. They are seeking to support the learning for FCC in its efforts to meet the needs of a variety of students. They gave an overview of the project which included determining what opportunities exist for the FCC program that can contribute to closing CCSF's equity gaps for students who are from disproportionately impacted groups. Their report will include identifying program improvement (design considerations) and additional data to better understand the impact of the FCC program and offer input on

ways to evaluate the program. It will include measuring the differential impact on students, evaluations of previous reports, and scanning similar programs throughout the country. The report is expected to be completed by the end of June. Lastly, RP Group presented on data points and findings that they have access to and shared viable research questions, planned activities, and the features of similar programs.

C. Member Comments & Questions

- Member Mariano opened the discussion and Member Su thanked the RPG Group. She asked them to share best practices they saw across the country and to elaborate on whether it confirms her interpretations of the Promise work, and the commitments from City's to support their public-school students going into post-secondary.
- Priya responded that they are trying to look at a variety of programs that prioritizes students and that have no eligibility requirements. She stated they are noticing the different features to the students' experiences and that tuition assistance factors in to help students enter and stay in school. In many cases students are being asked to do other things. For example, a FAFSA completion is a requirement for access to the funds and there are cases where students have to meet with an advisor from the beginning in order to build a comprehensive education plan, or will have a coach assigned throughout the student's journey. Priya stated that with the volume of FCC it may not be possible to have high touch supports that make an impact, but there are opportunities to think about students from disproportionate groups or equity groups which are the institution's priority. She added that FCC needs to think about prioritizing holistic supports. Member Su shared that this was helpful and that with the data shared earlier while students are completing courses, and with the uptick in student completions, that the students who are completing are not within the equity group. Member Su shared that the Committee needs to think about how to share resources for students who are historically marginalized both in public school and in the higher education public system.
- Co-Chair Davila thanked RPG Group for the report and shared that she liked the ideas for opportunities to offer high touch support for students to get them through and asked about national research findings and whether there were other cities like San Francisco.
- Priya responded that they are still completing the literature review and trying to find balance between programs that are bringing in students from the high schools that are in city-based programs and focused on high schools. They are also balancing this with research studies and looking broadly at Promise programs and their impact on equity. Additionally, there are programs that mimic FCC because they are city-based and there are also programs that because of the expanded nature of the students, the Committee can look at them by place instead of by high school. Co-Chair Davila asked if Long Beach was a city being reviewed and Priya offered that they are on the list. Chair Davila asked that while it is helpful for students to complete the FAFSA what do they do about undocumented students because while it was an initial challenge it will continue to be a challenge for FCC. RPG Group responded that they will add this to their list of questions and find out how they are completing the applications because they know there are programs that are open to students who are undocumented. They added that there are programs that are looking at ways of putting together holistic supports for students who have a variety of needs and they know it is possible and will try to bring this design forward. Co-Chair Davila asked if they looked at El Paso, TX because their high school students can earn a four-year degree after two years. RPG added this to their list.
- Member Messer thanked RPG Group and Member Wilkins Cooper. She expressed that the FCC program overall is understudied and under considered and added a major difference is full time and part time students are included as well as returning students. And in terms of overall impact including recent high school students there is no restriction on how recently you have to have been through high school. And that CCSF has a significant number of students that are coming back to retrain. She asked for other things to be considered and studied when supporting more students rather than fewer, and not narrowing options. Member Messer also asked that for their literature review RPG Group also look at the research completed at the inception of FCC including program comparisons and to look at the more recent detailed Annual Report which is on the DCYF website. She also added that Michelle Miller Adams' book "The Path to Free College" has a lot of information and she's thrilled to have professional researchers helping work on the data and offered her support and resources as she's been working on this for the past 7 years. RPG Group agreed and is happy to

make the connection and accepted the offer of support. Lastly, Member Messer offered that in the earlier iteration of FCC, they completed an extensive survey monkey of students and it has a lot of data to build on and that she had been wanting to share this with Member Cooper Wilkins.

- Member Mar thanked the RPG Group and City College and then asked about the overall frame of the research and evaluation. He shared that it seemed like the report is more focused on equity and wanted to know to what extent was FCC advancing their equity goals for City College and City. Member Mar asked what other lenses or considerations can be included in the overall research such as bolstering enrollment and retention overall to help address the challenges of the enrollment decline and its impact on CCSF's sustainability. Member Mar agreed with the other goal, also addressed by Member Su, of building the pathway from public high school to City College especially given that the high school population is overwhelmingly the same as the equity population.
- Member Cooper Wilkins responded by sharing that part of the impetus for engaging the RPG Group was a desire to better document the impact of equity because this wasn't the frame that was used when the FCC program was established and that this is why there is a seemingly decided focus on equity. Member Cooper Wilkins also added that part of what she's hearing in the preliminary analysis is that this is an opportunity to consider other topic areas and that it wasn't the initial way they engaged the RPG Group. Priya added that this doesn't exist in a bubble and that the FCC is both an access and retention strategy and is in concert with other City College programs and underscores the equity context. Priya added that they are unearthing areas that need more time and exploration and looking at what other programs FCC students are going into and how these programs connect to the viability in terms of career and transfers into other institutions. RPG Group's report will also offer points of further reflection where data is concerned and build on what's already been seen and will identify other research questions. They closed with exploring terms of consecutive enrollment, overall units earned and will look to answer some of the retention-oriented questions by using the data they have access to.
- Member Messer added that as we think about what's particular about FCC's program that we have a broader view and in some cases a view that is not entirely about equity. She offered that for example there are full time and part time issues and that part of CCSF's mission is lifelong learning and that this is a piece of what FCC does. And this is not everybody's priority but is a priority of the college and of FCC. She continued that it is not only about high school, transfer and completion for many and that she thinks this is a "both/and" and not an "either/or." And that similar to many other efforts in the state this begins to narrow down student possibilities in ways that many at CCSF want to not see narrowed, and this has been an explicit conversation at the college and in SF and she wanted to lift this up. She shared that FCC was conceived in a way that did not only go down one path and that this makes it a little bit of an outlier and that many think this is a good thing for SF and education in SF. Member Messer concluded that she did not want this to get lost as these conversations continue.
- No public comment.

VII. Discussion of Free City Funds

A. Discussion Only

- B. Member Su provided a refresher on FCC Reserve Fund from Controller's Office presentation that was shared in March. Bringing back the conversations from March where they committed to having an intentional strategy on how to use the Reserve Funds. That it was important to hear the plans of FCC regarding their best practices and how other cities are utilizing these supports and funding for college. Member Su reminded everyone that FCC is allocated for the next 7 years and had started out at \$15M and now has a slight increase. That FCC will have a base of \$16.4M and then it grows with a little inflator inside. Member Su reminded everyone of what's inside the Reserve Fund now and currently there is \$5.3M. This was built when Supervisor Kim allocated \$2M into the Reserve Fund just in case there was an increase in student enrollment. When the pandemic hit the college did not see that increase but saw a decrease in students and thus had \$4.3M of unspent funds in the FCC allocation, which then got rolled into the Reserve Fund. And where we are now, there is \$5.3M in the Reserve Fund because there was \$1M appropriated from the Reserve Fund to

- support programming for City College. Member Su stated that if we continue with the current enrollment patterns, we will be looking at another large amount of funds that will be moved over to the Reserve Fund.
- C. Member Su stated that we needed to be mindful and that once the Reserve Funds hits its cap, then all funds fall back into the General Fund which is what is prompting these conversations. Member Su added that while the Committee still has oversight on Reserve Funds, they need to make sure we allocate or suggest how to use funds to support FCC. Member Su reminded the Committee that once funds are deposited into this fund from Year 1 to Year 4, and then starting in Year 5, there is a cap that gets created. So, from Year 5 to Year 10, 50% of all unspent funds are not eligible for billing and will get deposited into the reserve until there is a cap. The cap is equal to 50% of the annual funding allocation and we are looking at a \$8M cap. Member Su shared those withdrawals can be appropriated to support FCC programs as outlined in the MOU and are subject to the authority of the Mayor and the Board. Member Su discussed the parameters that we want these funds to be held accountable to which were enrollment fees and grants related to FCC, associated with FCC, to be fiscally sustainable and properly resourced with infrastructure and support. Member Su reminded the Committee of a couple of previous proposals for the Reserve Fund use including equity-based projects, bolstering enrollment and retention, financial support, lifelong learning, recovery of students from the pandemic and support for undocumented students. Member Su concluded by reminding the Committee to be intentional in how to prioritize the usage of these funds and right now there are a couple of things that are shovel ready as we wait for RP Group to share their findings. She added that she has heard about projects in existence and is excited to hear more about Promise. Adding that there is an existing project between SFUSD and City College that was able to support 800 SFUSD students who fall into the equity group and the program helped them move into City College, which is in alignment with what the Committee talked about in terms of moving more students into the college and providing wrap around supports. Member Su asked the Committee to think about promising practices that will help meet the equity agenda and bolster enrollment and help keep students at the college and in programs that provide the type of wrap around supports that are needed. Member Su reminded everyone that these are just conversations and that we would continue to have these conversations as we move through the process.
- D. The discussion was opened, and Member Ford thanked Member Su for her summary. Member Ford said that she wanted to see the outstanding fees that everybody talks about and is in support of paying student's outstanding fees but needs to know the report. Member Ford reminded the Committee that it would be good to have a report of how much fees are outstanding for FCC students and to look at the report during the pandemic's timeframe. Member Ford shared that this would help students who have nagging fees that they may not be aware of and that support could help students be more financially solvable.
- E. Co-Chair Davila thanked Member Su for the presentation and expressed feeling heartened that we have a program right now that will help get students through City College and then transferred in that could provide them with a job afterwards. Co-Chair Davila added that she liked the idea of getting rid of the outstanding fees that students did not know they had and that this is a big problem that prevents registration. She concluded that she is aware that the Chancellor is working on this.
- F. Member Feit asked about the fees and shared that SFUSD has to deal with fees and this blocks students from registering and that a lot of times it may be undocumented students or a student doing an international travel, like a semester abroad. She shared that when students have their first encounter with CCSF and when they encounter these barriers, and its their first experience at 17 or 18, it impacts their desire of wanting to go to CCSF. And that in speaking with other dual enrollment programs, they shared ways to get around this such as covering the fees for any dual enrollment student no matter the type of student. So not asking for VISAs, etc. and offered that the school district can provide a letter saying that the student is in good standing. Member Feit also shared that while last summer was awesome, this summer they have over 1,900 students that have applied to do a summer program. However, they do not have the funds to place more than about 600 students and that almost all programs are associated with a City College course. Member Feit asked about the Reserve Fund, adding that in 2019 this was the height of their program's matriculation from dual enrollment students and transitional studies students into CCSF. And this year, of the 800 who participated in dual enrollment and matriculated, over half matriculated into CCSF, but this has been a consistent decline because of the pandemic. Member Feit added that services provided as a dual enrollment program could present as an opportunity for the students and have an impact on the matriculation and increase the enrollment for City College.

- G. Member Mar thanked Member Su and then shared an update and summary of past discussions and parameters and use of the funds. He was pleased that working with the Controller's Office provided a clear picture of what's currently in the Reserve Fund and what we can expect looking ahead. Member Mar asked whether DCYF and the Controller's Office had a projection of how much the Reserve Fund is going to grow this year given the enrollment decline and as it continues to decline at City College, especially given the increased allocation that the City made. And that according to the MOU we don't have to send the money back to the General Fund until next year, if it's over the cap, but it seems that we will exceed the cap this year. And it seems there are some urgent needs such as financial relief for students who have extra fees and opportunity to support early college this summer to allow hundreds of high school students to enroll at City College classes. He asked Member Su for more clarification on projections and whether we can access it to address the urgent priorities that have been discussed. Member Su responded that if enrollment remains the same as what it was in 19-20, we are looking at another \$4.3M of unspent funds. And enrollment numbers may decrease even more. And if it is just \$4.3M, we are already over the cap of the \$8M that is from last year and we will have this year, and then we will have next year, and it will take a while before CCSF can bring their enrollment numbers back up. And that every year we will experience the unspent funds that keeps getting sent over to the Reserve Fund. Member Su shared that while I agree, yes, we want a reserve, there are immediate needs that are actual strategies that can help build enrollment for the college. Member Su added that there are some things we can explore.
- H. Member Campos shared that the information was straight forward.
- I. Member Brodie echoed the need to use funds to pay for fees and asked about next steps and how we would make this possible and added that it does not make sense to turn students away that have fee balances when we can help them out.
- J. Member Messer expressed support and shared that this is something that turns potential students away. While she understands that some people thought students would just sign up for classes and not be serious, this is not what the data shows. The Board of Governor's Fee Waivers do not say that you have to pay it all back, it is complicated and becomes an obstacle and fees were already an obstacle for students before FCC. She shared that we have compounded it with FCC and this also impacts equity. Member Messer shared that FCC is specifically about financial assistance for students which is narrow and is not enough to help students succeed. That it is done in this way and is about financial support to students and FCC has never been intended to run programs. It does not mean we should not get there, but at the moment this is not her personal vision. She shared that we are trying to support students and the college should be doing so many things to support students, but this is really a financial aid program. Nobody could have predicted the pandemic and also there have been a number of significant policies that have contributed in addition to the pandemic to the declining enrollment. And also what's happening in San Francisco in general and there are so many other pieces. Member Messer shared that on the one hand she appreciates this idea of shovel ready programs but on the other the other hand, shovel ready still costs students and they have incredibly high amounts of unmet needs and can not afford fees. Member Messer shared that there are some students taking her 20-hour class this semester and who literally don't have more than 5 or 6 hours a week in their schedules, when they schedule it out, and only sleep about 6 hours a night. And they make decisions about what classes they can or can not take or when they have to pick up more work or not just to survive in San Francisco.
- K. Member Messer added that she does not want the Committee to lose track that even though there are fewer students, those students have greater needs especially in the context of the pandemic. She shared that she knows that DCYF is looking at what that means for families right now and what the impacts are. She added that if we are looking at dual enrollment programs and how there is need, there is also need in other places. For instance, in her Department, English, nearly 40% of her colleagues are getting laid off and that it is not just to meet lowering enrollment. She shared that they are going to have over-full classes and that all summer school classes are completely full and wait listed. And that there is no more space for the students to take the English classes that are what helps them get their degrees. She shared that she is teaching these classes and is not teaching lifelong learning. She added that the College is cutting programs and she does not know that FCC is the place to replace programs that it is cutting. That the Committee needs to make sure that the College continues to support the programs that are needed. Member Messer concluded that there are a series of contradictions in there and just wanted to name them because right now the Committee is looking

at the College that is serving a dwindling number of students which means there will be more numbers of dwindling students as more classes are cut. She shared that if we are looking at reserves and what to do with the reserves in terms of the program, that this should be part of the consideration. She added that FCC is about supporting students financially and not covering the College's program needs. Whether they be summer English classes or dual enrollment.

- L. Co-Chair Davila shared that the shovel ready projects might be a good idea because they are ready to go. She added that if the money can be used to relieve the student's debt as a result of the pandemic it would be good. She added that this has been a difficult time and they have lost 50 % of their students and that these projects are a good way forward. Member Feit reiterated her stats and said that there are 800 students who applied through dual enrollment and 600 have had their costs covered. And there are 1900 so far that have applied. Co-Chair Davila responded that this was fantastic and that it would increase enrollment and as soon as enrollment increases, they could expand classes. Co-Chair Davila concluded that we should not forget the students who had fees that they didn't pay or they had costs associated with FCC.
- M. Co-Chair Mariano closed out the discussion and thanked everyone. She offered that the Committee thinks about shovel ready programs versus new programs, versus no programs at all, and also think of ways to support the college and increase enrollment. She added that every idea has centered on equity and it seems like the Committee is in agreement and that this is one of the top priorities. Co-Chair Mariano concluded that for the next meeting the Committee will narrow down this list to see if we can come to an agreement on a program or set of ideas that we can recommend.
- N. No public comment.

VIII. Future Agenda Items and Member Comments

- A. Co-Chair Mariano shared that DCYF would work to determine the calendar for the rest of the year for FCC. There are a few items that have been requested to come up in these meetings such as FCC outreach and recruitment efforts, forecast of expenditures and invoices, FCC student's outstanding fees, and the annual report and some of this came up in the meeting today but there are pending agenda items. For future agenda items the Committee will plan on continuing this discussion on the use of the Reserve Funds. Co-Chair Mariano then asked if the Committee had other agenda items to add.
- B. Member Ford asked who tabulates the fees and where does the information come from. Member Cooper Wilkins responded adding that there are two different things to consider. She shared that the College is looking at the figure holistically for all students and then for the FCC students. Their financial staff, Rebecca Chavez, who could not be on the call typically helps them get financial data as it relates to FCC. CCSF can get this data and break it down over semesters. She noted that there was a period during COVID where there was a suspension of requiring students to pay the fees, but that effort has since been sunset. She added that it would be helpful to see over time how much the fees build up and added that there are many colleges that have figured out the strategy to forgive these fees. And this opens the possibility for students to come back and complete credentials, particularly if it's just a few units that a student has left. She added that maybe the amount owed in comparison is so small that we can support the students in finishing the program. Member Cooper Wilkins offered to explore this with Vice Chancellor Al-Amin to make sure that they can get that data so that it is available for the next meeting.
- C. No public comment.

IX. Adjournment

Meeting adjourned at 4:47 pm.



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Free City College Program Year 2 Performance Audit

Crowe LLP

September 19, 2022

Agenda

Introductions

Audit Objectives

Audit Findings

Results of Nonaudit Procedures

Q&A

Introductions



Mark Maraccini, CPA
Project Partner



Aaron Coen
Project Manager

Audit Objectives



Audit Objectives

Audit Objectives

- Determine whether program funds were used in accordance with the stated purposes and permissible uses as agreed upon in the Memorandum of Understanding and San Francisco Administrative Code Section 10.100-288.
- Determine whether unspent funds were returned to the Program fund in accordance with the MOU and Administrative code.
- Determine whether City College has reasonable controls for determining that financial and operational activities over the Program fund are properly performed.

Audit Conclusion: City College had findings related to Objective #1 and #3 as summarized in this presentation. Objectives #1 and #2 were met in all significant respects.



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Audit Findings



Audit Findings

Finding	Recommendation	Audit Objective Impacted
1. City College did not provide sufficient evidence to support its methodology for allocations of administrative salaries and benefits to the Free City College Program Fund. Payroll expenses totaled \$595,895.	DCYF should require City College to submit a methodology for review before approving additional staff allocation expenses. The methodology for allocating staff time to the Free City College Program needs to be better defined and approved by DCYF. We recommend implementing a time sheet reporting system, conducting a time and motion study, or completing lookback reviews of time allocations to include staff verification of time reported.	1 and 3
2. The oversight committee met less frequently than required by the MOU. The committee met less than every four months, which does not comply with the MOU.	DCYF should ensure the Oversight Committee meetings occur every three months as required by the MOU.	3

Status of Y1 Audit Findings

Finding	Status	Comments
1. City College used Free City College Program funds to pay for Information Technology (IT) support services that occurred before execution of the MOU. In total, City College included \$193,332 in IT support expenses covering periods before execution of the MOU.	Remediated	City College returned funds to the Program Fund.
2. City College included \$122,043 in costs for computer hardware for the counseling department. The MOU does allow for costs due to increased staff hours for financial aid counseling staff, however this would not include the expenses for new hardware.	Remediated	City College returned funds to the Program Fund. City College did not use Program funds for IT hardware service costs in Y2.
3. City College did not provide support for the allocation of IT support services expenses to the Free City College Program. For the audit period, \$1,318,004 in IT support service expenses were charged to the program, which includes the amounts identified in Finding 1.	Remediated	City College returned funds to the Program Fund. City College did not use Program funds for IT support service costs in Y2.
4. City College did not provide sufficient evidence to support its methodology for allocations of administrative salaries and benefits to the Free City College Program Fund. Payroll expenses totaled \$565,763. Crowe questions the allocations for executive-level positions, including \$91,177 in salary and benefits.	Partially Remediated	See Finding 1 in this report for details on Y2 Finding.
5. The oversight committee met less frequently than required by the MOU. The committee met less than every four months, which does not comply with the MOU.	Repeat Finding	See Finding 2 in this report for details on Y2 Finding.



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Results of Nonaudit Procedures



Nonaudit Procedures

Nonaudit Procedures

1. Prepare a cost analysis for the following City fiscal year and provide recommendations to help program sustainability. Determine how federal/state aid is being leveraged in conjunction with the Free Tuition Program.
2. Calculate the percentage of the total budget that is used for tuition and what percentage is used to distribute grants to students.
3. Assess DCYF's management and monitoring of the MOU and make recommendations for improvement.
4. Determine how much revenue is generated to the college from the free city college program.

Nonaudit Procedures

Nonaudit Procedure 1

Prepare a cost analysis for the following City fiscal year and provide recommendations to help program sustainability. Determine how federal/state aid is being leveraged in conjunction with the Free Tuition Program.

Result: Crowe determined that the program is sustainable for the foreseeable future. Crowe recommends closely monitoring the program fund balance to mitigate carrying a balance that is more than 50 percent of the baseline funding for the following year, per the MOU.

Estimated Free City College Program Fund Beginning and Ending Balance Through Academic Year 2022/23

Academic Year	(a) Annual Budget From MOU	(b) Beginning Balance (a + d)	(c) Expense Estimated	(d) Fund Balance (b - c)
Prior Year Actual	15,000,000	17,000,000	10,714,098	\$6,285,902
2020/21 (actual)	15,700,000	21,985,902	10,118,517	\$11,867,385
2021/22	16,400,000	28,267,385	10,653,200	\$17,614,185
2022/23	16,400,000	34,014,185	10,816,305	\$23,197,880

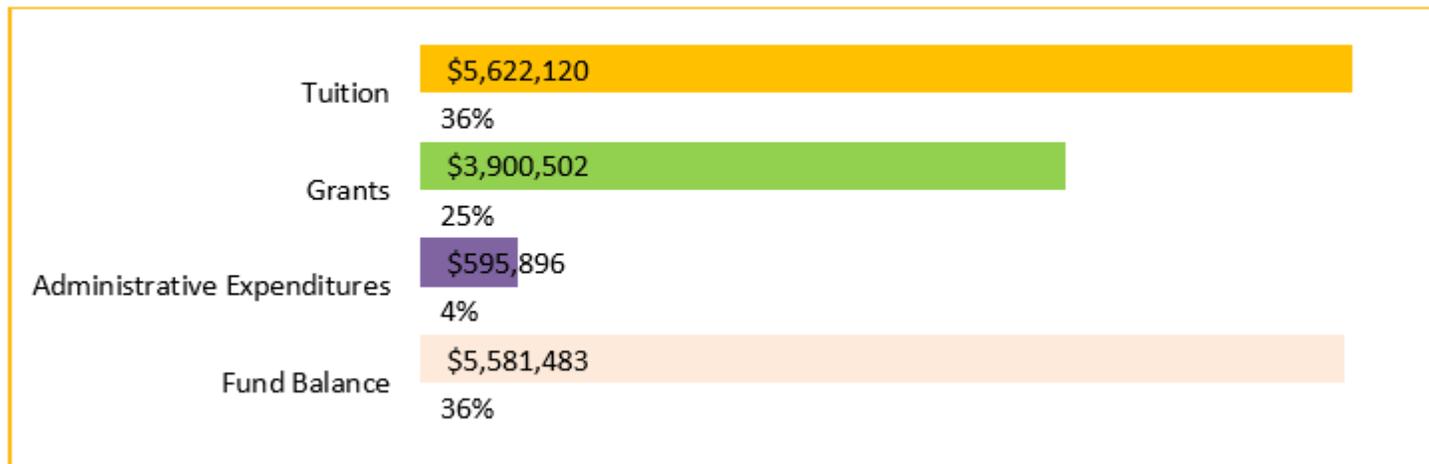
Nonaudit Procedures

Nonaudit Procedure 2

Calculate the percentage of the total budget that is used for tuition and what percentage is used to distribute grants to students.

Results: Crowe obtained detailed financial records from City College and calculated the ratio of funds used for tuition and grants. **Exhibit below** provides a breakdown of all expense categories for reference. The Free City College Program provided \$5,622,120 in enrollment fees and \$3,900,502 in grants, totaling 61 percent of allocated funding for Year 2.

Free City College Program Expenditures, by Category, and Fund Balance



Nonaudit Procedures

Nonaudit Procedure 3

Assess DCYF's management and monitoring of the MOU and make recommendations for improvement.

Results: Crowe recommends the following:

- Identify a City College staff member as responsible for coordinating the Free City College Program.
- Update MOU to define a more specific definition of return of funds . Propose calculation plan and other proposed expenses with the appropriate supporting documents and submit to DCYF for approval.
- Determine an agreed upon methodology for administrative salary and benefit allocations and IT support overhead allocation to DCYF for approval.
- Update the MOU to more clearly define eligible administrative expenses.
- Update the MOU to include a cap to eligible administrative expenses.
- Align disbursements, invoicing and refunds based on City College and the City's fiscal year to align with audited financial statements.
- Amend the MOU to add consequences (i.e., withhold funds) from City College for findings of noncompliance in the annual audit.

Nonaudit Procedures

Nonaudit Procedure 4

Determine how much revenue is generated to the college from the Free City College Program.

Results: Free City does not impact City College revenue. Free City Program Funds offset the budget allocation (general apportionment) City College receives from the state. Crowe recommends DCYF and the City determine if the intent of the program is to supplement City College's budget in addition to providing financial assistance to eligible students and update the MOU and funding mechanism, if necessary.



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Questions and Answers

Thank you

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Aaron Coen
aaron.coen@crowe.com



Free City Program Fall 2022 Update

FREE CITY COLLEGE OVERSIGHT COMMITTEE MEETING

MONDAY, SEPTEMBER 19, 2022

Dr. Lisa Cooper Wilkins
Vice Chancellor, Student Affairs

Overview

- FFC Program Participation Report
- FCC Enrollment Metrics Report
- Financial Aid Metrics
- RP Group Presentation
- Use of Free City Funds/Outstanding Debt Discussion
- Important Considerations
- Q&A

Free City College - Program Participation Report

Report Date: 9/13/2022

Summary data by semester

Free City College (FCC) Category	Student count	FCC Enrl Fee Waiver amount	FCC Repayment amount	FCC Grant Paid amount	Billed Units total	Dropped Units total	Excused Units total
Fall 2021							
FCC Enrl Fee Waiver	7,287	(\$2,255,679.00)	\$1,242.00	--	57,093.0	(8,123.0)	8,057.0
FCC Grant Paid	3,656	--	--	\$1,530,553.50	39,096.0	(7,523.0)	7,507.0
No FCC	8,079	--	--	--	60,315.0	(20,068.0)	19,876.0
Total for Fall 2021	19,022	(\$2,255,679.00)	\$1,242.00	\$1,530,553.50	156,504.0	(35,714.0)	35,440.0
Spring 2022							
FCC Enrl Fee Waiver	8,430	(\$2,837,556.00)	\$600,898.00	--	61,688.0	(13,142.0)	0.0
FCC Grant Paid	3,365	--	--	\$1,440,615.86	36,126.5	(5,791.5)	0.0
No FCC	6,780	--	--	--	55,009.5	(10,524.5)	63.0
Total for Spring 2022	18,575	(\$2,837,556.00)	\$600,898.00	\$1,440,615.86	152,824.0	(29,458.0)	63.0
Summer 2022							
FCC Enrl Fee Waiver	2,251	(\$474,122.00)	\$86,618.00	--	10,311.0	(1,901.0)	0.0
FCC Grant Paid	1,162	--	--	\$260,130.00	6,136.0	(921.5)	0.0
No FCC	2,497	--	--	--	11,830.0	(1,969.0)	0.0
Total for Summer 2022	5,910	(\$474,122.00)	\$86,618.00	\$260,130.00	28,277.0	(4,791.5)	0.0
CCSF Overall Total	43,507	(\$5,567,357.00)	\$688,758.00	\$3,231,299.36	337,605.0	(69,963.5)	35,503.0

Definitions and Data Source

- FCC Enrl Fee Waiver - Enrollment fees waived prior to refund deadline, before repayments.
- FCC Repayment - Repayments for dropped classes that had been waived by Enrollment Fee Waiver. (Not applicable to Grant.)
- FCC Grant Paid - Disbursed grants, includes adjustments.
- Billed Units - Total enrolled units as of the refund deadline. Does not include excused withdrawals.
- Dropped Units - Total billable units dropped or withdrawn.
- Excused Units - Units not billed to student in special circumstances, e.g. excused withdrawals.
- Enrollment fees = \$46 per unit

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Free City College - Enrollment Metrics Report

Report date: 9/13/2022

Summary data by semester

Free City College (FCC) Category	Student count	Average FCC amount	Billed Units average	Earned Units average	Students with Drop/Withdrawl	Students with Zero Units Earned	Full Time (12+) student count
Fall 2021							
FCC Enrl Fee Waiver	7,287	(\$309.38)	7.8	6.7	1,726	2	1,258
FCC Grant Paid	3,656	\$418.64	10.7	8.6	1,229	394	1,400
No FCC	8,079	--	7.5	5.0	3,639	2,602	1,553
Total for Fall 2021	19,022	--	8.2	6.4	6,594	2,998	4,211
Spring 2022							
FCC Enrl Fee Waiver	8,430	(\$265.32)	7.3	5.8	2,682	1,148	1,670
FCC Grant Paid	3,365	\$428.12	10.7	9.0	1,062	237	1,631
No FCC	6,780	--	8.1	6.6	1,956	877	2,164
Total for Spring 2022	18,575	--	8.2	6.6	5,700	2,262	5,465
Summer 2022							
FCC Enrl Fee Waiver	2,251	(\$172.15)	4.6	3.7	510	358	23
FCC Grant Paid	1,162	\$223.86	5.3	4.5	221	106	11
No FCC	2,497	--	4.7	3.9	516	372	60
Total for Summer 2022	5,910	--	4.8	4.0	1,247	836	94
Overall Total	43,507	--	7.8	6.2	13,541	6,096	9,770

Definitions and Data Source

- Student count - unduplicated count of students within the row category.
- Average FCC amount - amount of Free City College funds used per student.
- Billed Units average - units enrolled as of the refund deadline. Does not include excused withdrawals.
- Earned Units average - credit units completed with a passing grade.
- Students with Drop/Withdrawal - number of students with any units dropped or withdrawn after refund deadline.
- Students with Zero Units Earned - number of students who earned zero units, dropped or withdrew all enrollments.
- Full Time (12+) student count - number of students who enrolled full time (12 or more attempted units).

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Financial Aid-related Updates

A	B	C	D
TERM	TOTAL TERM COUNT	TOTAL APPLICATIONS	AWARDED FA
Fall 2021	20564	7063	17855
Spring 2022	19705	6520	16580
Summer 2022	6403	2230	1996

Column A represents= the Term

Column B represents = Total Student enrolled

Column C represents= Total students who applied for FAFSA, CADAA, or CCPG

Column D represents= Total students who received some type of award

RP Group
Presentation:
Technical & Impact
Reports and Final
Recommendations

Presenters/Researchers:

Priyadarshini Chaplot
(she/her/hers)

Giovanni Sosa
(he/him/his)

CELEBRATING



Y E A R S
O F S E R V I C E

TheRPGroup

Research, Planning & Professional Development
for California Community Colleges



Important Considerations

- Crow Audit Report Response
- Discussion of Free City Funds & Outstanding Fee Report
- RP Group Recommendations and continued collaboration to support the development of equity goals & objectives for the Free City College Program

Q&A





Free City Equity Impact Report 2022

A Selection of Findings and Recommendations

Priyadarshini Chaplot
Giovanni Sosa

The Research and Planning Group for
California Community Colleges

September 2022

Our Mission

As the representative organization for Institutional Research, Planning, and Effectiveness (IRPE) professionals in the California Community Colleges (CCC) system, The RP Group strengthens the ability of CCC to discover and undertake high-quality research, planning, and assessments that improve evidence-based decision-making, institutional effectiveness, and success for all students.

Purpose + Activities

Why?

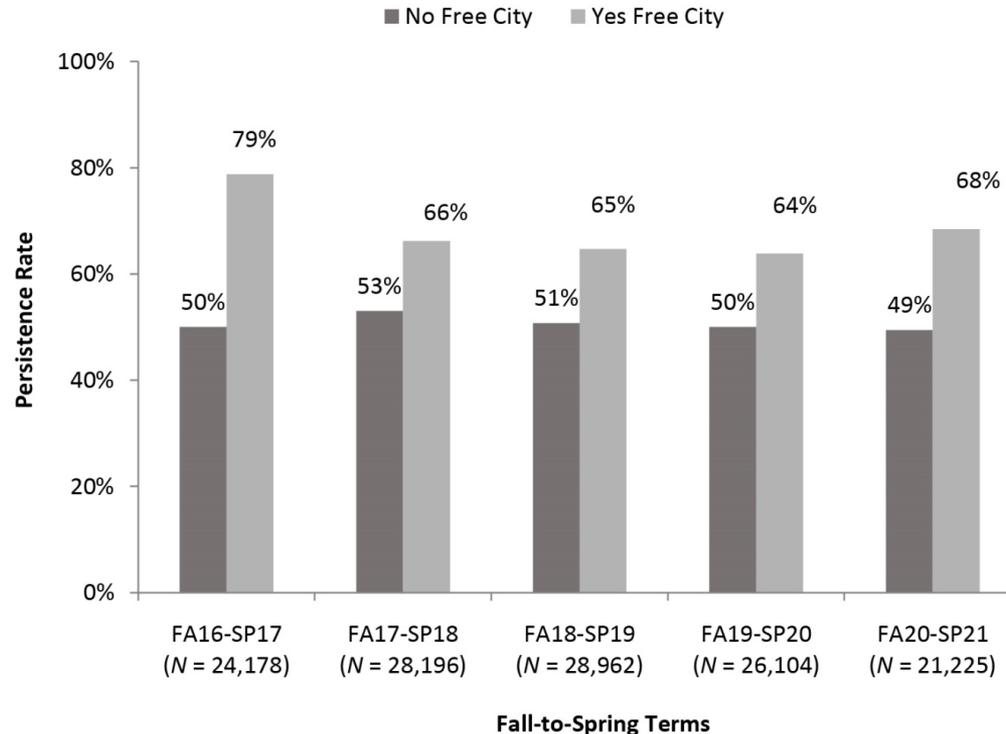
- Increasing focus on evaluating the Free City program's impact from an equity lens
- Two goals:
 - To better understand the equity implications of the Free City program
 - Identify areas of opportunity for enhancing the program's effectiveness at closing the college's equity gaps for disproportionately impacted students

Activities

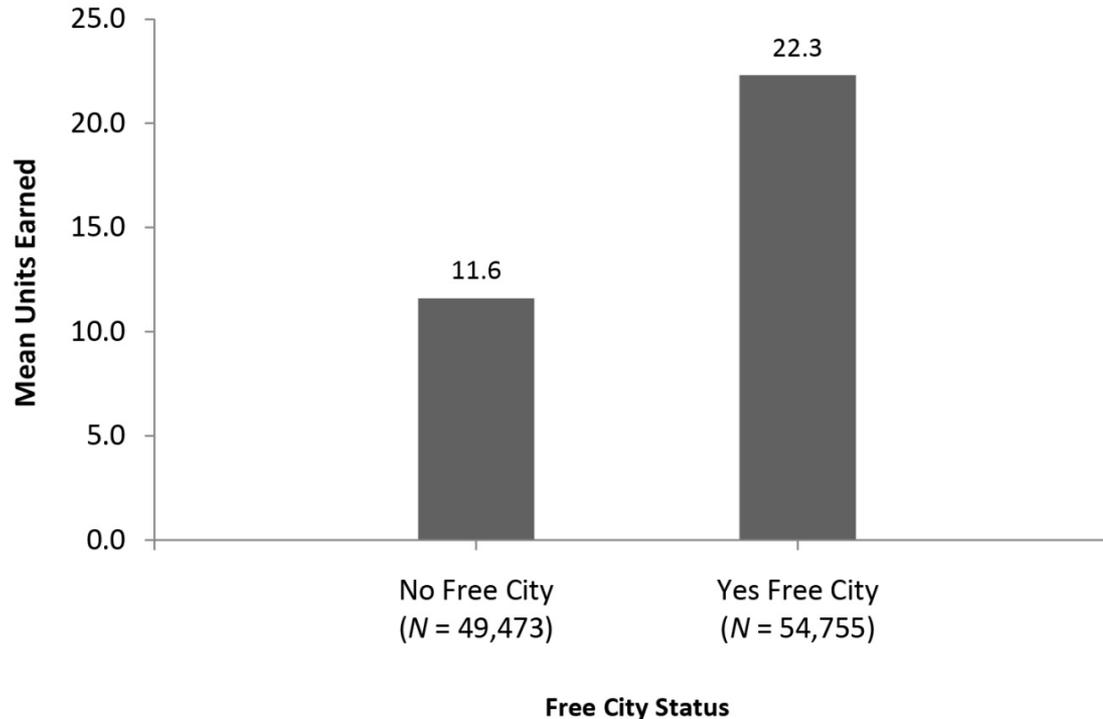
1. Analyzed Free City program student characteristics and outcomes data
2. Facilitated conversations with select college personnel involved in the college's Free City efforts
3. Reviewed a set of internal artifacts related to Free City and CCSF
4. Conducted a high-level analysis of other tuition programs in the country

Free City Participant Impact

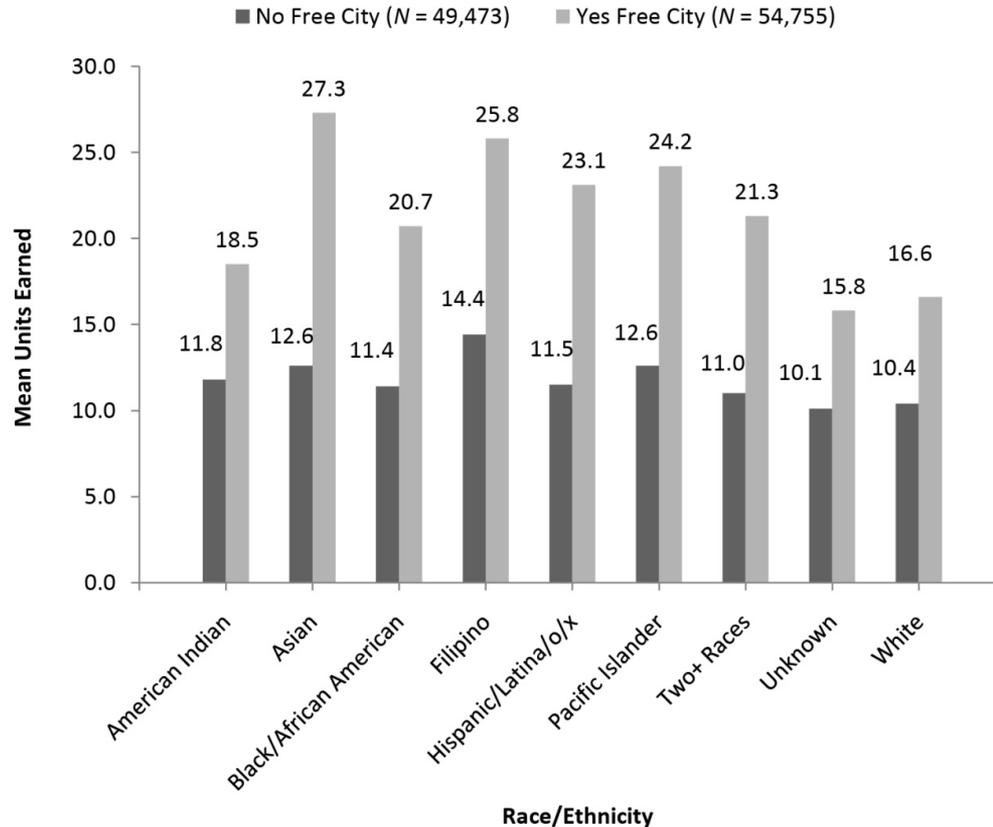
Fall-to-Spring Persistence: 2016-17 through 2020-21



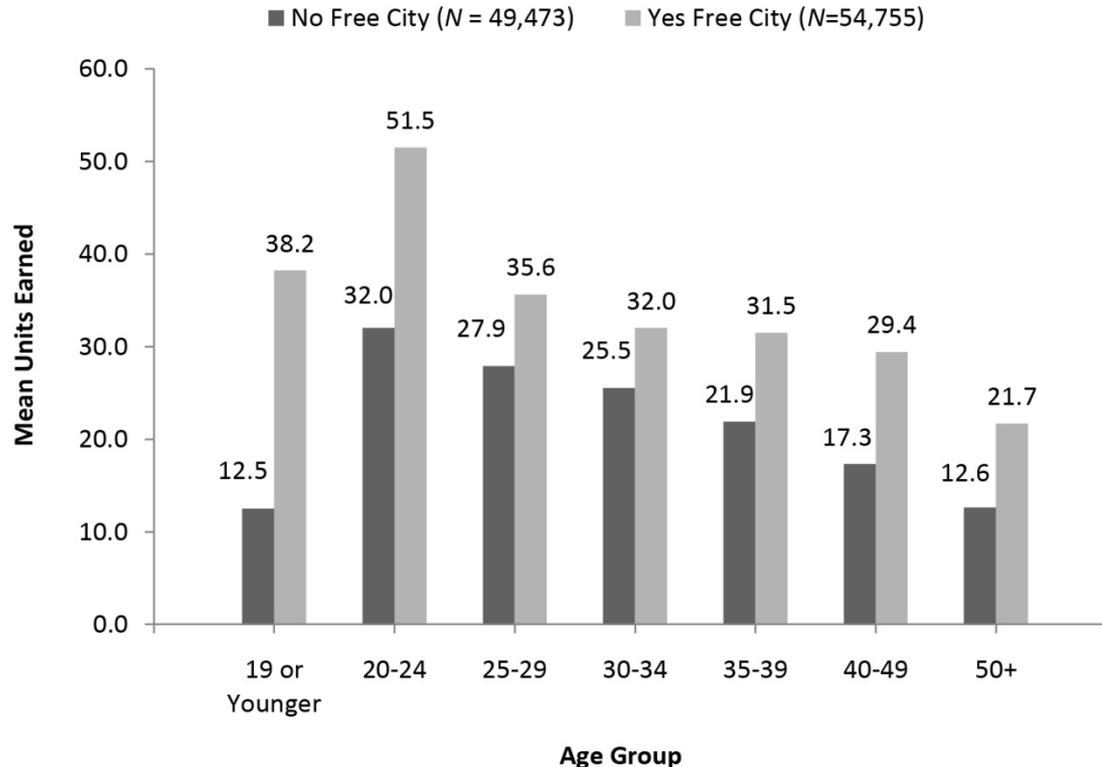
Mean Units Earned Between Summer 2016 and Spring 2021



Mean Units Earned Between Summer 2016 and Spring 2021 by Race/Ethnicity



Mean Units Earned Between Summer 2016 and Spring 2021 by Age Group



Data Limitations & Future Questions

- Limited data set, lacked student data around key academic milestones and journey
 - Completion of transfer-level math/English
 - Award attainment
 - Student debt and receipt of financial aid
 - Program of study
- Cohort-based analysis
 - Start-term and end-term per student

Conversations with Select City College Leaders

Issues Related to Free City Design & Implementation

- Separated from other supports that address total college costs
- Potentially confusing affidavit
- Varying exposure to Free City in student experiences
- Need to align support efforts with data collection and tracking efforts

Broader Institutional Context Impacting Free City

- Existing supports help to address full cost of college beyond tuition
- Difficulty navigating a high volume of resources
- Building awareness and capacity among City College personnel
- Weaving Free City into how students experience guided pathways

Recommendations

Recommendation 1:

Articulate clear program goals – including equity-centered student outcomes – to determine Free City program impact.

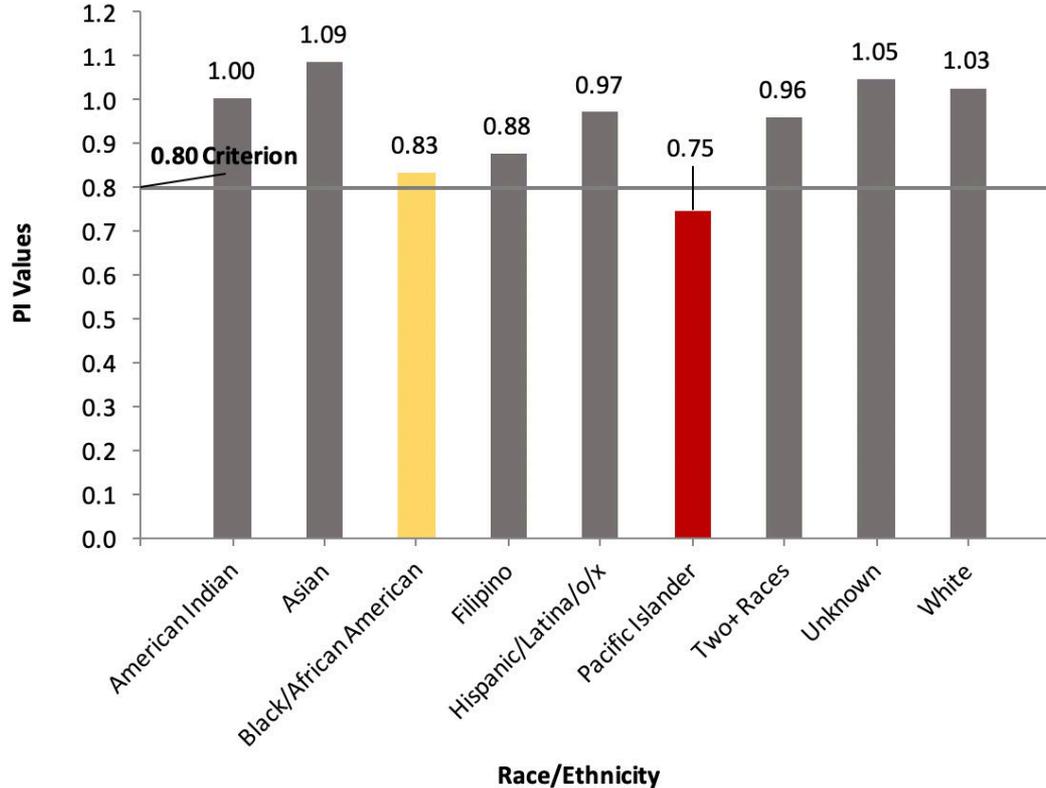
Suggested Activities to Articulate Clear Free City Program Goals:

- Connect Free City to other equity planning processes at the college
- Identify specific student experiences and outcomes
- Leverage existing MIS data and merge into Free City database to support further analyses

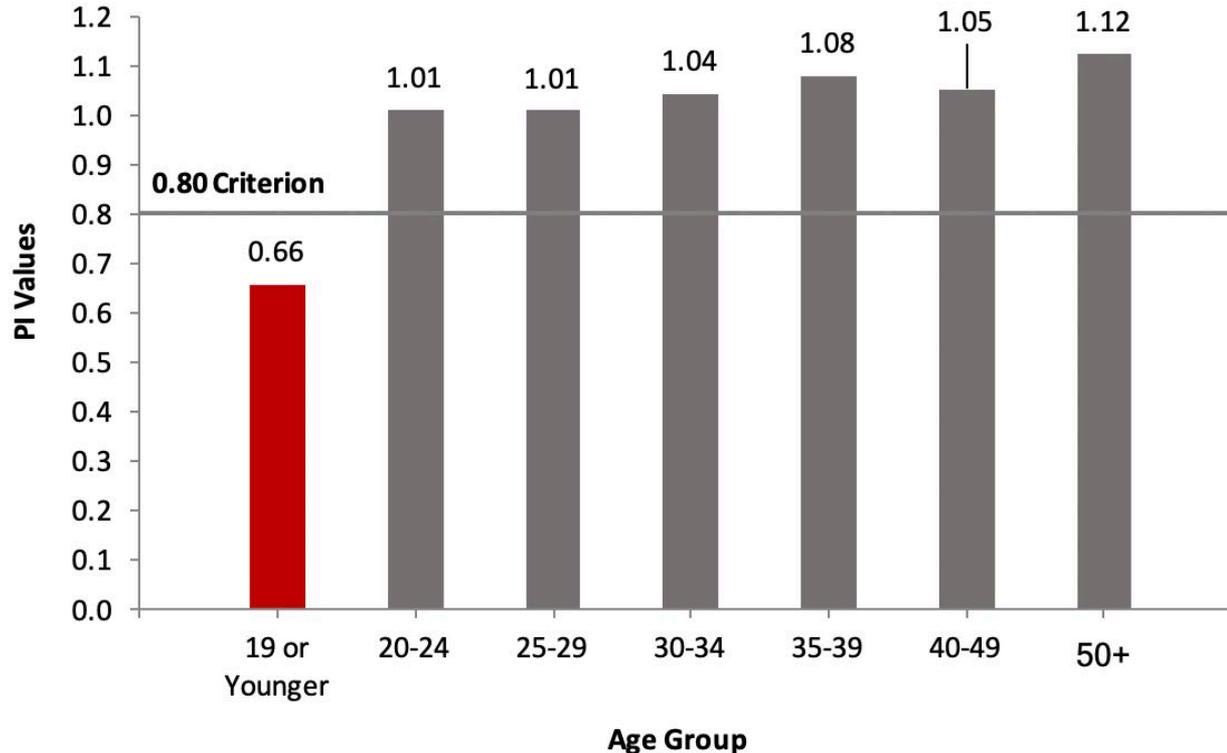
Recommendation 2:

Increase Free City participation, progress, and completion among disproportionately impacted student groups.

Proportionality Index: Representation Rates by Race/Ethnicity for All Students versus Free City Students



Proportionality Index: Representation Rates by Age Group for All Students versus Free City Students



Suggested Activities to Increase Participation of DI Populations:

- Establish clear goals and metrics for FC utilization among disproportionately impacted (DI) student groups
- Conduct intentional outreach and in-reach
- Better understand experiences of students from DI groups

Recommendation 3:

Remove unintended barriers from the Free City application process so that each student who is eligible for Free City can benefit immediately upon entry to the college and as they move from term to term.

Suggested Activities to Ensuring Eligible Students Receive FC Benefits:

- Continue to audit the affidavit and registration process
- Map how and where financial stability supports show up – or don't show up – in student experiences
- (Re)design multiple points beyond registration where new and continuing students can participate in FC

Recommendation 4:

Maximize students' access to and use of all student financial stability supports available – including and beyond Free City benefits – to address the full cost of attendance. This includes, but is not limited to, federal and state aid via FAFSA, basic needs assistance, public benefits, and scholarships.

Suggested Activities to Identify Student Needs and Direct to Supports:

- Articulate student financial stability as a core access and retention strategy in college plans (e.g., SEP)
- Create an intake form that asks students about student financial stability (e.g., basic needs, work, caregiving)
- Identify college personnel who can follow up and support students

Recommendation 5:

Ensure that continuing students – beyond the first semester or first year – know about and can easily access relevant supports, including Free City, when and how they need them throughout their college journeys.

Suggested Activities to Connect Continuing Students to Supports:

- Leverage Academic and Career Community student success networks and Student Ambassadors
- Educate college personnel about existing on- and off-campus student financial stability supports
- Ensure professional development is accessed broadly

Question to Inform Turning Findings into Action

1. What would meaningful equity-centered FC outcomes look like, both in the student experiences and in the program's impact?
2. Thinking about FC features, what do you want to add / deepen or connect with other college efforts?
3. How can relevant data be collected, analyzed, and monitored in an ongoing way?
4. How can these priorities inform resource allocation?

Further Reading

- Free City Equity Impact Report 2022
- Free City Equity Impact Technical Report 2022

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Office of the Vice Chancellor, Finance and Administration

Date: September 14, 2022

TO: Free City Oversight Committee

FR: John al-Amin, Ph.D., Vice Chancellor, Finance and Administration
Lisa Cooper-Wilkins, Ed.D., Vice Chancellor, Student Services

RE: Debt Relief Request and Approval of Staff assignments for Free City Program

The following memorandum outlines the City College of San Francisco (CCSF) request for assistance to provide debt relief for CCSF students and to provide approval for the current staffing that are assigned to administer and implement the Free City program.

Student Debt

Since the establishment of the Free City program, there have been approximately 7,149 students who enrolled in the program but later dropped their courses, and did not complete the requirements for full payment of their enrollment and other fees. Since the Fall 2017 semester, this student debt amounts to approximately \$1.3 million given data run at the end of the Spring 2022 semester (See Attachment 1).

Additionally, the college has approximately 7,167 CCSF students who have approximately \$1.6 million in outstanding enrollment fees. This debt serves as a barrier to their being able to enroll in courses and complete their degree or certificate programs. Being able to have this absolved would allow them to continue taking classes at the college and assist us with increasing enrollment.

In total, the amount of this debt totals \$2,927,200 and impacts 14,316 students.

Audit Finding

For the 2020-21 program audit, there were two findings for CCSF. The first finding was related to the lack of support for the allocation of administrative salaries and benefits. The second finding was related to the oversight committee not meeting as frequently as required by the Memorandum of Understanding. In response to Finding #1, the college has provided the information on 2020-21 staff allocation and expenses (See Attachment 2). Each of these positions were assigned within the Chancellor, Vice Chancellor, Admissions and Records, Bursar, and Financial Aid offices. Each staff member had specific duties that were directly related to program activities. Total audited payroll costs for the 2020-21 year amounted to approximately \$595,895.

For your review, we have listed all staff that are currently assigned to administer and support the Free City program. Included in the chart is the current estimate of the amount of time spent on this activity and specified duties.



Office of the Vice Chancellor, Finance and Administration

Department	Staff Member	% FTE	Duties
Admin	John al-Amin	5.0%	VC; Final review of program and budget
A&R	Enrique Velez	15.0%	Reconciles student accounts
A&R	Marco Rosas	100.0%	Determines eligibility for program, does reporting
A&R	Lorenzo Gastinell	15.0%	Reconciles student accounts
Bursar	Yao Jun Xu	25.0%	Cashier; Reviews accts., validates charges
Bursar	Yooki Bates	28.0%	Principal Accountant; Reconciles program ledgers
Bursar	Laurie Huang	20.0%	Sr. Acct. Clerk; Reviews accts., validates charges
Bursar	Thanh Hoang	50.0%	Clerk; Student inquiries, processes reversals
Bursar	Reiny Cheung	25.0%	Head Cashier; Reports, refunds, uploads charges
Bursar	Rebeca Chavez	40.0%	Bursar; Review and approval transaction activities
Fin Aid	B. Ford McCormick	20.0%	Asst. Director; disbursement schedule, outreach
Fin Aid	Tien Le	25.0%	Business Analyst; Runs reports, programs criteria
Fin Aid	Guillermo Villanueva	25.0%	Dean; Develops Outreach plan, planning criteria
ITS	Chien Lin	10.0%	Performs system maintenance and customizations
ITS	Sheila Pontanares	10.0%	Develops system reports, works with vendors

As outlined on the chart above, CCSF has staff that spends, on average, as little as 2 hours per week (Admin) to as much as a 40 hours per week in a classified, full-time assignment. Given the audit finding, we will monitor these percentages and have staff complete time and effort reports at specified periods in the fall and spring semesters to validate time on task. We will then adjust the reimbursement percentage as needed.

Approval Requested

- We request Free City funding, up to \$6 million, to absolve the total amount of the student debt for the categories of students listed on Attachment 1.
- We request approval for the reimbursement of staffing costs related to the persons, positions, and percentage of time outlined for the administration and implementation of this program.

Please let us know if you have any questions regarding this request.

Outstanding Enrollment, NonResident Fees and Other Fees

Attachment 1

Report as of 6/30/2022

Term	Enrollment Fee		Free City		Out of State		International		Capital Outlay		Health Fee		Totals by FY	
	Outstanding	Student	Repayment -Out	Student	Tuition Outstanding	Student	Outstanding	Student	Outstanding	Student	Outstanding	Outstanding	FY18	EF01, FCRP, NRT1 and NRT2U Fund
	EF01	Count	FCRP	Count	NRT1	Count	NRT2	Count	NRT4	Count	HF01			
SUMMER 17	\$ 34,277	230	\$ -	0	\$ 14,329	27	\$ 3,042	3	\$ 532	3	\$ 4,335	FY18	\$ 881,508	
FALL 17	\$ 89,432	330	\$ 161,728	708	\$ 181,826	139	\$ 21,263	15	\$ 6,489	15	\$ 15,663	FY19	\$ 979,187	
SPRING 18	\$ 110,128	457	\$ 126,452	700	\$ 111,693	97	\$ 27,338	15	\$ 4,422	15	\$ 21,031	FY20	\$ 1,074,305	
SUMMER 18	\$ 69,336	444	\$ 0	0	\$ 18,844	28	\$ 234	1	\$ 606	1	\$ 8,481	FY21	\$ 713,501	
FALL 18	\$ 115,009	536	\$ 215,425	1154	\$ 124,460	103	\$ 21,710	12	\$ 4,610	12	\$ 1,238	FY22	\$ 1,614,008	
SPRING 19	\$ 117,198	529	\$ 171,994	884	\$ 99,818	101	\$ 25,160	13	\$ 3,982	13	\$ 37,347		\$ 5,262,509	
SUMMER 19	\$ 28,215	186	\$ 27,473	184	\$ 39,203	36	\$ 3,042	3	\$ 1,393	3	\$ 8,715			
FALL 19	\$ 143,719	651	\$ 156,632	867	\$ 167,921	144	\$ 38,439	18	\$ 6,445	18	\$ 39,828			
SPRING 20	\$ 150,360	650	\$ 90,892	545	\$ 151,973	136	\$ 76,438	36	\$ 7,224	36	\$ 42,934	FY18	\$ 11,442.50	
SUMMER 20	\$ 12,205	69	\$ -	0	\$ 14,574	16	\$ 4,350	3	\$ 637	3	\$ 3,676	FY19	\$ 9,197.00	
FALL 20	\$ 110,618	422	\$ 536	4	\$ 172,563	107	\$ 51,278	23	\$ 7,207	23	\$ 26,450	FY20	\$ 15,062.50	
SPRING 21	\$ 150,360	584	\$ -	0	\$ 144,025	109	\$ 52,994	27	\$ 6,937	27	\$ 31,612	FY21	\$ 14,781.00	
SUMMER 21	\$ 22,473	150	\$ -	0	\$ 31,299	45	\$ 2,952	3	\$ 1,025	3	\$ 7,963	FY22	\$ 20,768.34	
FALL 21	\$ 147,277	602	\$ 368	2	\$ 148,574	92	\$ 62,690	27	\$ 5,352	27	\$ 40,182		\$ 71,251.34	
SPRING 22	\$ 312,871	1327	\$ 362,225	2101	\$ 360,800	222	\$ 162,479	67	\$ 14,392	67	\$ 87,851			
Total	\$ 1,613,477	7167	\$ 1,313,724	7149	\$ 1,781,900	1402	\$ 553,409	266	\$ 71,251	\$ 377,306				
Add FC														
Outstanding												FY18	\$ 41,029	
MOU1 and 2	\$ 1,313,724											FY19	\$ 47,065	
Total Oust	\$ 2,927,200											FY20	\$ 91,477	
												FY21	\$ 61,738	
												FY22	\$ 135,996	
													\$ 377,306	

EF01= Enrollment Fee FCRP= Same as EF01 as Part of Free City NRT2= International Student
 HF01= Health Fee NRT1= Out Of State Tuition NRT4= Capital Outlay Fee

Free City Fund 125531
Payroll Expenditure for FY 21

Attachment 2

Sum of Amounts					Acct_Level			
Id	LastName	FirstName	Position	Salary-1000	Salary-2000	Fringes-3000	Grand Total	
1	@00110708	Xu	Yao Jun	CR1034		15,865.71	8,410.66	24,276.37
2	@00210938	Velez	Enrique	CR0945		11,066.36	5,238.43	16,304.79
3	@00216853	Bates	Yooki	CR8731		35,967.13	15,029.10	50,996.23
4	@00287808	Lin	Chien	CR8060		11,587.08	4,902.82	16,489.90
5	@00297221	Leiserson	Elizabeth	CR0972		20,292.96	8,986.52	29,279.48
6	@00298878	Gonzales	Dianna	AD9844	-		0.06	0.06
7	@00302304	Rosas	Marco	CT8307		45,183.97	19,757.28	64,941.25
8	@00302468	Ford McCormick	Bobbie	CR0984		17,622.04	8,721.21	26,343.25
9	@00308043	Le	Tien	CR0952		29,484.60	12,490.04	41,974.64
10	@00309086	Nasser	Abdul	AD9989	7,377.89		2,283.91	9,661.80
11	@00321098	Vurdien	Ramalingum	AD9791	-		3,663.05	3,663.05
12	@00322113	Al-Amin	John	AD9991	5,291.50		1,048.61	6,340.11
13	W00006192	Pontanares	Sheila	CR9028		18,309.09	7,433.18	25,742.27
14	W00017877	Huang	Laurie	CR9954		14,742.32	6,983.46	21,725.78
15	W00041131	Gastinell	Lorenzo	CR9327		13,013.92	7,476.12	20,490.04
16	W00128742	Hoang	Thanh	CR9159		36,664.53	18,500.84	55,165.37
17	W00257579	Cheung	Reiny	CT8437		16,371.69	9,087.00	25,458.69
18	W00666865	Chavez	Rebeca	CR9027		51,781.34	24,587.62	76,368.96
19	W10749787	Milloy	Leslie	AD9854	20,407.20		8,153.22	28,560.42
20	W99172651	Villanueva	Guillermo	AD9894	42,797.76		12,978.28	55,776.04
Grand Total					75,874.35	337,952.74	185,731.41	599,558.50