



San Francisco Community College District
CITY COLLEGE OF SAN FRANCISCO

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December 31, 2021
Dr. Stephanie Droker
President
Accrediting Commission for Community and Junior Colleges
331 J Street Suite 200
Sacramento, CA 95814

Dear Dr. Droker,

Thank you again for allowing us an extension for responding to your letter dated October 8, 2021, regarding the College's continuation on enhanced fiscal monitoring.

I am writing at this time to provide you with an update regarding actions we are taking to resolve our financial issues by addressing the fiscal factors you outlined in your letter:

- Fund balance reserve averaged 8.5% over the three-year reporting period
- Average net operating ratio was -8% of the three-year reporting period
- Deficits over the three-year reporting period averaged -12.5%
- Full-time equivalent students (FTES) declined by 12%
- Salaries and benefits averaged 91.2% of total expenditures
- Other post-employment benefits (OPEB) trust only 18.3% funded
- Audit had 7 findings, District was listed as a "going concern" (running out of funds and cash within next fiscal year)
- Cash was down 30%

For planning purposes, we have developed a Multi-Year Budget & Planning Document that our Governing Board has approved and has been shared with you in the past. In addition to this strategic planning document, the district will utilize the Spring 2022 semester to develop a long-range financial plan to address the financial items identified in your letter. This long-range financial plan will be the foundation for future balanced budgets and sound financial structures throughout the district.

I am committed to finding a sustainable path for the College, despite the potentially difficult decisions inherent in doing so. We do not take any decisions we will have to make lightly, yet we understand the gravity of our financial situation and the necessity of taking these measures to protect the College's future.

Thank you for your support, as always. I wish you all the best in your new role as Interim Deputy Chancellor for the Peralta District.

Sincerely,

David Martin
Chancellor

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