



**SANTA CRUZ METROPOLITAN TRANSIT DISTRICT (METRO)  
FINANCE, BUDGET AND AUDIT STANDING COMMITTEE AGENDA  
REGULAR MEETING  
APRIL 10, 2020 – 8:00AM**

**DUE TO COVID-19, THE APRIL 10, 2020 SANTA CRUZ METRO FINANCE, BUDGET AND AUDIT STANDING COMMITTEE MEETING WILL BE CONDUCTED AS A TELECONFERENCE PURSUANT TO THE PROVISIONS OF THE GOVERNOR’S EXECUTIVE ORDERS N-25-20 AND N-29-20, WHICH SUSPEND CERTAIN REQUIREMENTS OF THE RALPH M. BROWN ACT.**

**MEMBERS OF THE PUBLIC MAY NOT ATTEND THIS MEETING IN PERSON.**

Directors, staff and the public may participate remotely via the Zoom website [at this link](#) and entering this password (399225) or by calling 1-669-900-9128.

Public comment may be submitted via email to [boardinquiries@scmttd.com](mailto:boardinquiries@scmttd.com). Please indicate in your email the agenda item to which your comment applies. Comments submitted before the meeting will be provided to the Directors before or during the meeting. Comments submitted after the meeting is called to order will be included in the Board’s weekly correspondence that is posted online at board meeting packet link.

The Finance, Budget and Audit Standing Committee Meeting Agenda Packet can be found online at [www.SCMTD.com](http://www.SCMTD.com).

The Committee may take action on each item on the agenda. The action may consist of the recommended action, a related action or no action. Staff recommendations are subject to action and/or change by the Board of Directors.

**COMMITTEE ROSTER**

|                              |                           |
|------------------------------|---------------------------|
| Director Trina Coffman-Gomez | City of Watsonville       |
| Director Donna Lind          | City of Scotts Valley     |
| Director Donna Meyers        | City of Santa Cruz        |
| Director Mike Rotkin         | County of Santa Cruz      |
| Alex Clifford                | METRO CEO/General Manager |
| Julie Sherman                | METRO District Counsel    |

**MEETING TIME: 8:00AM**

NOTE: THE COMMITTEE CHAIR MAY TAKE ITEMS OUT OF ORDER

- 1 CALL TO ORDER**
- 2 ROLL CALL**

**3 ORAL AND WRITTEN COMMUNICATIONS TO THE FINANCE, BUDGET & AUDIT STANDING COMMITTEE**

This time is set aside for Directors and members of the public to address any item not on the Agenda, but which is within the matter jurisdiction of the Committee. If you wish to address the Committee, please follow the directions at the top of the agenda. If you have anything that you wish distributed to the Committee and included for the official record, please include it in your email. Comments that require a response may be deferred for staff reply.

**4 ADDITIONS OR DELETIONS FROM AGENDA/ADDITIONAL DOCUMENTATION TO SUPPORT EXISTING AGENDA ITEMS**

**5 ORAL UPDATE ON COVID-19 PANDEMIC**

The CEO/General Manager will provide a general overview of METRO'S preparations and actions to date to mitigate the potential impacts of COVID-19

Alex Clifford, CEO/General Manager

**6 REVIEW AND RECOMMEND BOARD APPROVAL OF ACTIONS TO ADDRESS THE IMPACTS OF THE COVID-19 PANDEMIC ON METRO OPERATIONS**

Alex Clifford, CEO/General Manager

**7 MONTHLY FINANCIAL UPDATE**

Angela Aitken, CFO

**8 REQUEST THAT METRO DECLARE A FISCAL EMERGENCY**

Angela Aitken, CFO

**9 ADJOURNMENT**

**Accessibility for Individuals with Disabilities**

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**DATE:** April 10, 2020  
**TO:** Board Finance, Budget & Audit Committee  
**FROM:** Alex Clifford, CEO/General Manager  
**SUBJECT: REVIEW AND RECOMMEND BOARD APPROVAL OF ACTIONS TO ADDRESS THE IMPACTS OF THE COVID-19 PANDEMIC ON METRO OPERATIONS**

**I. RECOMMENDED ACTION**

**That the Board Finance, Budget & Audit Committee recommend to the Board of Directors the ratification of the necessary immediate actions taken by the Chief Executive Officer from March 1, 2020 through April 10, 2020, as reflected in this report, and that due to the continued state of emergency and the need to act expeditiously, the Board authorize the CEO to continue taking all necessary and appropriate actions required to respond to the COVID-19 pandemic crisis and to continue to protect METRO employees, the public and METRO assets. The CEO shall report all such actions back to the Board each month at their regular meetings.**

**II. SUMMARY**

- In timely reaction to a declaration of a national pandemic and the State of California's declaration of a State of Emergency, the CEO initiated a number of measures to protect Santa Cruz Metropolitan Transit District (METRO) employees, the riding public and METRO assets.
- Such measures included a substantial reduction in METRO daily service.
- The CEO closed the Watsonville Transit Center and Pacific Station lobbies until further notice, including the inside and outside food vendors at both Transit Centers.
- The CEO also restricted customers to certain limitations such as essential travel, including work; free fares; rear door boarding; social distancing while boarding and leaving the bus and while on the bus; and limits on carryon items.
- Most, if not all the CEO actions reflected in this report, under normal non-emergency circumstance, would have been reviewed and approved by the METRO Board of Directors (Board) prior to the implementation of such measures.
- Given the national pandemic, the California State of Emergency and the various Orders issued by both Governor Newsom and the Santa Cruz County Health Agency, the CEO requests that the Board ratify his actions going back

to March 1, 2020 and provide him continued authority to take such emergency actions as he deems necessary in order to maintain minimal levels of essential services and to continue to protect METRO employees, the riding public and METRO assets.

### III. DISCUSSION/BACKGROUND

In response to the state's declaration of a State of Emergency because of the threat of COVID-19 (coronavirus), and other recent federal, state and county guidance or legal orders, including the Centers for Disease Control and Prevention (CDC) guidance, METRO made certain changes to the way it delivers its essential service.

On March 16, 2020, the Santa Cruz County Health Services Agency directed all individuals living in the county to shelter at their place of residence except that they may leave to provide or receive certain essential services or engage in certain essential activities and work for essential businesses and government services until midnight on April 7, 2020.

<http://www.santacruzhealth.org/Portals/7/Pdfs/Coronavirus/Shelter%20in%20Place%20Order%20March%2016%202020.pdf?ver=20200318>

**The Order was extended on March 31, 2020 until May 3, 2020.**

<https://www.santacruzhealth.org/Portals/7/Pdfs/Coronavirus/PHO%20Order%20Extending%20SIP%20March%2031%202020.pdf>

On March 19, 2020, Governor Newsom ordered individuals living in the State of California to stay home or at their place of residence (shelter in place) except as needed to maintain continuity of operations of the federal critical infrastructure sectors. Included in the Governor's 16 critical infrastructure sectors is the Transportation Systems Sector – Mass Transit and Passenger Rail. This order went into effect immediately and shall stay in effect until further notice.

<http://www.santacruzhealth.org/Portals/7/Pdfs/Coronavirus/Governor%27s%20Executive%20Order%20N-33-20.pdf>

Mass transit is identified as an essential service or critical infrastructure.

<https://www.cisa.gov/identifying-critical-infrastructure-during-covid-19>

Various guidance throughout March included several versions of group limitations, recommending initially the limitation of groups or gatherings to no more than 250, and then eventually lowering it to no more than 10. Along the way, the CDC, state and county placed more and more emphasis on six-feet of separation at all times (Social Distancing).

Because of this and other guidance/legal orders, METRO cancelled its March 13, 2020 Board Committee meetings. In addition, over this same period, the Governor issued two Orders providing public agencies relief from the Brown Act (March 12,

2020 N-25-20 & March 17, 2020 N-29-20), eventually allowing public agencies to hold teleconference meetings without having to do so in a location where the public could physically attend.

With so much COVID-19 awareness, prevention and guidance occurring throughout March, severely impacting METRO's operations and personnel, it would have been difficult, if not impossible, to convene multiple emergency METRO Board meetings.

Therefore, the CEO made a decision to endeavor to provide fixed-route and paratransit service for as long as possible during this health pandemic and to take all necessary emergency actions to protect METRO employees, assets and the public during this COVID-19 health pandemic. These actions included:

- March 17, 2020 - In an effort to reduce the number of customers on each ParaCruz vehicle at any given time (Social Distancing), ParaCruz started screening ride requests, prioritizing those rides requested for essential services. In compliance with Federal Regulations, METRO is continuing to serve all ride requests.
- March 18, 2020 - Following UCSC (3/10/20) and the public schools' (3/12/20) suspension of in-person classes, all School Term service (ST) was suspended.
- In an effort to protect METRO Bus Operators and provide social distancing, the CEO suspended the collection of fares until further notice and directed that, to the greatest extent possible, customers board the bus through the rear door.
- March 23, 2020 - All METRO fixed-route bus service was reduced to weekend service levels, until further notice. This resulted in about a 40% decrease in service.
- In an effort to further reduce driver exposure, ParaCruz began an A, B & C Group rotation with drivers working one day on and two days off with District Pay.
- March 26, 2020 – In an effort to further reduce Bus Operator exposure, METRO initiated an A & B Group rotation. Bus Operators work two weeks while the other group is off with two weeks of District Pay, then they rotate.
- March 27, 2020 - A modified Route 4 schedule was put in place in order to ensure service to the County Emeline Complex.
- March 30, 2020 – In order to enforce essential travel only Orders, METRO restricted customers from re-boarding the same bus on the same route once that bus has reached the end of the route.

- METRO required those boarding a bus to identify their essential travel, authorizing Bus Operators, and security personnel at the terminals to decline rides not identified as essential travel.
- Restricted personal carryon items to only items that one can carry on their lap.
- In the coming week (after this report was written), METRO will block sufficient seats on a bus in order to increase social distancing for customers.
- METRO will also restrict the capacity of each bus to between 10 - 15 passengers maximum.
- In accordance with recent CDC guidance, METRO will start encouraging customers to wear either facemasks or face cloths.

#### **IV. STRATEGIC PLAN PRIORITIES ALIGNMENT**

All actions taken by the CEO support the board's strategic priorities 1, 2, 3, 5 and 7.

1. Safety First Culture
2. Financial Stability, Stewardship & Accountability
3. Service Quality and Delivery
4. Internal and External Technology
5. Employee Engagement: Attract, Retain and Develop
6. State of Good Repair
7. Strategic Alliances and Community Outreach

#### **V. FINANCIAL CONSIDERATIONS/IMPACT**

It is impossible at this time to discern the financial impacts of the COVID-19 crisis on METRO. The CARES Act - Federal 5307 and 5311 Program dollars recently approved by Congress and signed by the President may help avert a fiscal crisis in the short-term, but the medium and long-term effects of the COVID-19 and the duration of the economic recovery are all unknown at this time. It is unknown at this time if, or when, METRO will or can return to Pre-COVID-19 service levels and revenue.

METRO should begin preparing for a fiscal crisis that could be longer and more costly than the 2008 great recession.

The impact of temporarily discontinuing fare collection is approximately \$370,000/month.

## **VI. ALTERNATIVES CONSIDERED**

- The Board could direct the CEO to reverse all or part of the actions taken since early March 2020. This is not recommended since all actions taken were in response to the COVID-19 crisis.
- The Board could provide the CEO further direction.

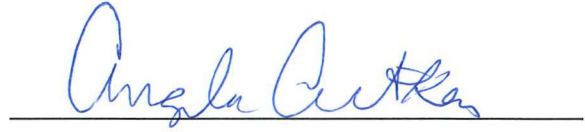
## **VII. ATTACHMENTS**

**Attachment A:** Resolution Approving Actions to Address the Impacts of the COVID-19 Pandemic on METRO's Operations

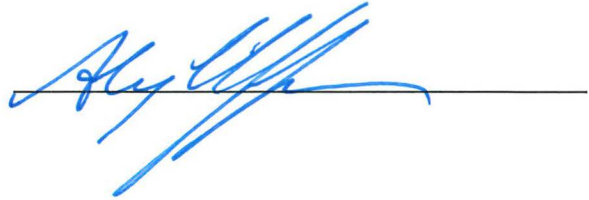
Prepared by: Alex Clifford, CEO/General Manager

**VIII. APPROVALS**

Approved as to fiscal impact:  
Angela Aitken, CFO



Alex Clifford, CEO/General Manager





# Attachment A



## BEFORE THE BOARD OF DIRECTORS OF THE SANTA CRUZ METROPOLITAN TRANSIT DISTRICT

Resolution No. \_\_\_\_\_  
On the Motion of Director: \_\_\_\_\_  
Duly Seconded by Director: \_\_\_\_\_  
The Following Resolution is Adopted: \_\_\_\_\_

### **RESOLUTION OF THE BOARD OF DIRECTORS OF THE SANTA CRUZ METROPOLITAN TRANSIT DISTRICT APPROVING ACTIONS TO ADDRESS THE IMPACTS OF THE COVID-19 PANDEMIC ON METRO OPERATIONS**

**WHEREAS**, on March 4, 2020, the Governor of the State of California (Governor) proclaimed a State of Emergency to exist in California as a result of the threat of the COVID-19 outbreak; and

**WHEREAS**, on March 11, 2020, the Director-General of the World Health Organization characterized and declared that the global outbreak of COVID-19 as a pandemic, in light of the 13-fold increase of cases outside China, and the tripling of affected countries within the prior two weeks and the anticipated acceleration of the disease throughout the world; and

**WHEREAS**, on March 13, 2020, the President of the United States declared a National Emergency due to the COVID-19 outbreak; and

**WHEREAS**, despite sustained efforts at the national, state, and local levels, COVID-19 continues to spread and remains a serious and ongoing threat to public health; and

**WHEREAS**, the Governor issued Executive Order N-25-20 (March 12, 2020) and Executive Order N-29-20 (March 17, 2020), effective immediately, to relieve legislative bodies from certain requirements of the Brown Act in an effort to mitigate the spread of COVID-19 and to facilitate essential government functions; and

**WHEREAS**, on March 16, 2020, the public health officer of Santa Cruz County issued a legal order directing residents to shelter at home for three weeks beginning on March 17, 2020 through April 7, 2020, and which order limits activity, travel and business functions for only the most essential needs; and

**WHEREAS**, on March 31, 2020, the public health officer of Santa Cruz County issued a legal order extending the shelter at home order through May 3, 2020; and

**WHEREAS**, the impacts of COVID-19, and the shelter at home orders, have resulted in an 80 – 95% decrease in Santa Cruz Metropolitan Transit District (METRO) ridership, with a corresponding decrease in fare revenue that constitutes a fiscal emergency; and

**WHEREAS**, due to the immediate need to address the COVID-19 pandemic, emergency action was taken prior to a hearing contemplated under the California Environmental Quality Act (CEQA), Public Resources Code Section 21080.32(d); and

# Attachment A

**WHEREAS**, CEQA exempts specific actions necessary to prevent or mitigate an emergency, including a sudden, unexpected occurrence, involving a clear and imminent danger, demanding immediate action to prevent or mitigate loss of, or damage to essential public services. (Pub. Res. Code §21080(b)(4); CEQA Guidelines §15269(c); and

**WHEREAS**, it is necessary and appropriate to ratify certain temporary immediate actions taken by the CEO/General Manager in response to the rapidly changing operational needs of METRO due to the COVID-19 pandemic; and

**WHEREAS**, it is necessary and appropriate to temporarily suspend Board procedural policies, including the requirement that a public hearing be held prior to implementing a major reduction in service or change in fares; and

**WHEREAS**, it is necessary and appropriate to reaffirm the authority of the CEO/General Manager to take all necessary and appropriate action during the period of the COVID-19 pandemic to maintain METRO's public transportation system in operation.

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Directors of the Santa Cruz Metropolitan Transit District hereby approves the following actions to address the impacts of COVID-19 on METRO operations as follows:

1. Ratify the following necessary immediate actions taken by the CEO/General Manager in response to the impacts of COVID-19 on METRO operations:
  - a. Temporary reduction in weekday bus trips until further notice, including various modified schedules
  - b. Temporary implementation of free fares on fixed routes and paratransit service
  - c. Temporary changes to paratransit operations, as needed
  - d. Temporary modification of administrative procedures and personnel rules and policies, in order to expand paid administrative and sick leave until further notice
  - e. Temporary Social Distancing policies
  - f. Early suspension of School Term (ST) service
  - g. Rear door boarding
  - h. Various alternate schedules, which include employees alternating between working and off on District pay
  - i. Temporary imposition of essential travel upon METRO riders
  - j. Temporary single trip restriction – No re-boarding the same route unless the bus is interlining
  - k. Social distancing for customers – Imposition of temporary seated capacity limits on each bus

# Attachment A

2. Authorize the CEO/General Manager to suspend and/or modify administrative procedures, personnel rules and policies, and procurement policies, and to modify paid administrative and sick leave in accordance with federal law through December 31, 2020, and to expand the leave donation program bank, and to take all other actions necessary and appropriate to protect METRO employees and the public during the declared national, state, and local emergencies resulting from the COVID-19 pandemic.
3. Approve the suspension of the rules pertaining to the requirement that a public hearing must be held prior to implementing a major reduction in service or change in fares, during the period of the COVID-19 pandemic.
4. Authorize the CEO/General Manager to modify transit service and fares, as necessary and appropriate, in response to the COVID-19 pandemic.
5. Authorize the CEO/General Manager, or his designee, to prepare and submit applications on METRO's behalf to federal, state, and local government entities for funding and/or reimbursement related to the fiscal impacts of the COVID-19 pandemic on the METRO's operations.
6. Require the CEO/General Manager to provide periodic reports to the Board of Directors, at every subsequent regular Board meeting, regarding the impacts of the COVID-19 pandemic on METRO operations, and the actions taken by METRO in response.

**PASSED AND ADOPTED** by the Board of Directors of the Santa Cruz Metropolitan Transit District this 24<sup>th</sup> Day of April 2020 by the following vote:

AYES: Directors -

NOES: Directors -

ABSTAIN: Directors -

ABSENT: Directors -

APPROVED \_\_\_\_\_  
Mike Rotkin, Board Chair

ATTEST \_\_\_\_\_  
ALEX CLIFFORD  
CEO/General Manager

APPROVED AS TO FORM

\_\_\_\_\_  
JULIE SHERMAN  
General Counsel

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# **Year to Date Monthly Financial Report as of February 29, 2020**

Santa Cruz METRO Board of Directors

*April 10, 2020*

Angela Aitken, Chief Financial Officer

# FY20 Operating Revenue and Expenses

## For the Month Ending February 29, 2020

67% of Fiscal Year Elapsed

| \$ In Thousands                  | Actual         | Budget         | Budget to Actual Favorable/ (Unfavorable) |
|----------------------------------|----------------|----------------|---|
| <b>Operating Revenue:</b>        | <b>\$5,639</b> | <b>\$4,962</b> | <b>\$676</b>                              |
| <b>Operating Expenses:</b>       |                |                |   |
| Labor - Regular                  | \$1,375        | \$1,456        | \$81                                      |
| Labor - Overtime                 | \$286          | \$155          | (\$131)                                   |
| Fringe Benefits                  | \$1,368        | \$1,572        | \$204                                     |
| Non-Personnel Expenses           | \$788          | \$789          | \$1                                       |
| <b>Total Operating Expenses:</b> | <b>\$3,816</b> | <b>\$3,973</b> | <b>\$157</b>                              |
| <b>Transfers:</b>                | <b>(\$264)</b> | <b>(\$171)</b> | <b>\$92</b>                               |
| <b>Operating Balance:</b>        |                |                | <b>\$741</b>                              |

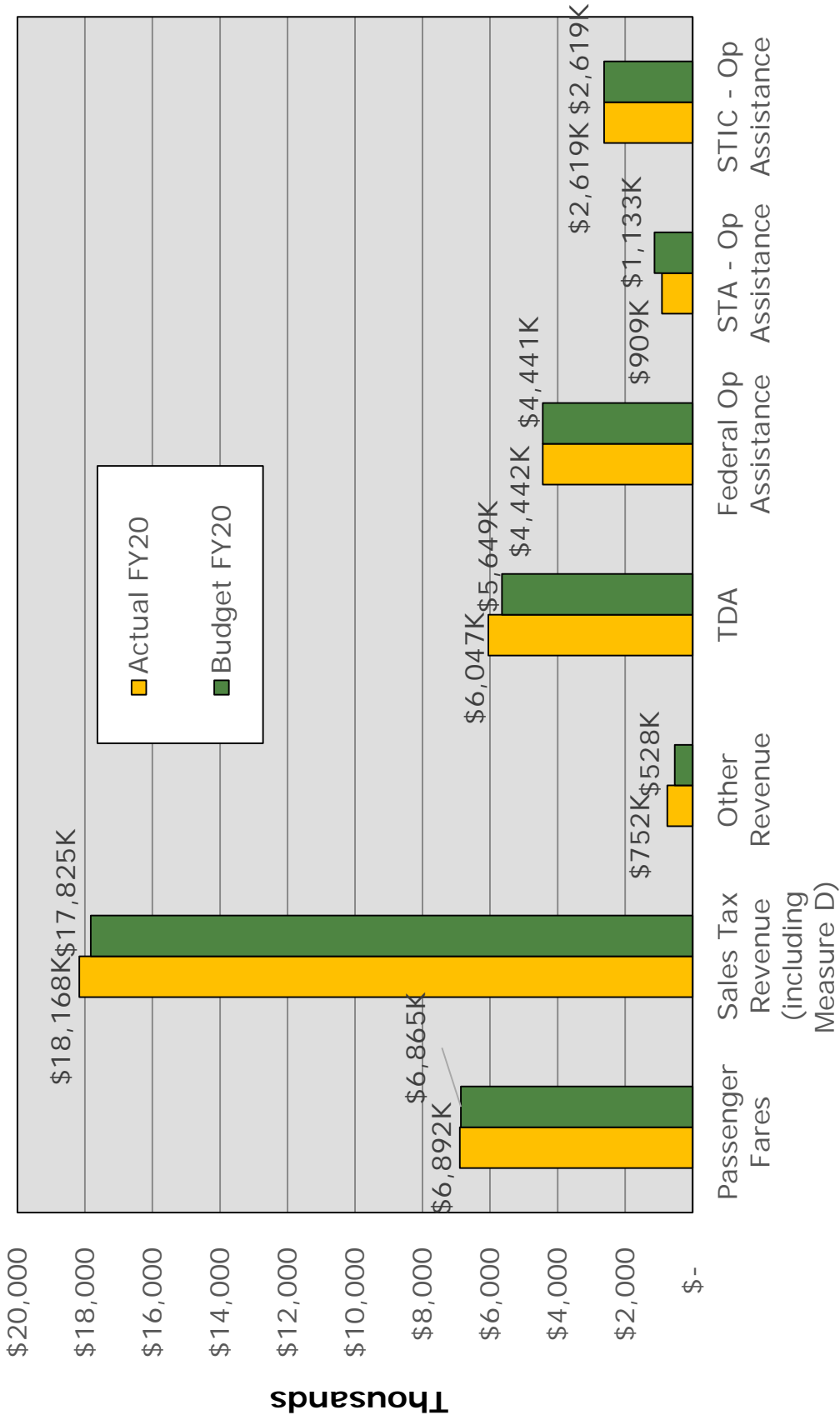
# FY20 Operating Revenue and Expenses

Year to Date as of February 29, 2020

67% of Fiscal Year Elapsed

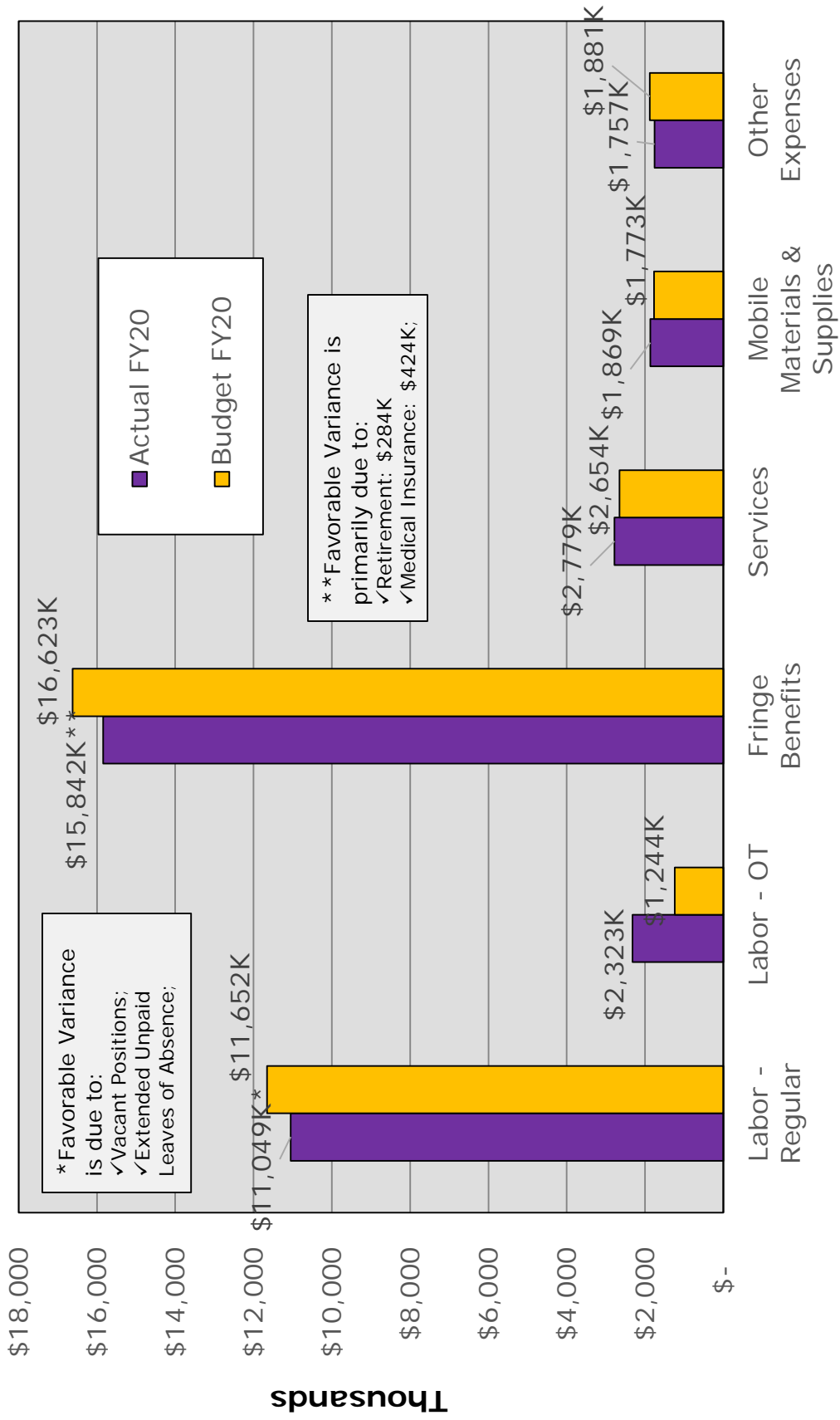
| \$ In Thousands                  | Actual           | Budget           | Budget to Actual Favorable/ (Unfavorable) |
|----------------------------------|------------------|------------------|---|
| <b>Operating Revenue:</b>        | <b>\$39,830</b>  | <b>\$39,060</b>  | <b>\$770</b>                              |
| <b>Operating Expenses:</b>       |                  |                  |   |
| Labor - Regular                  | \$11,049         | \$11,652         | \$603                                     |
| Labor - Overtime                 | \$2,323          | \$1,244          | (\$1,079)                                 |
| Fringe Benefits                  | \$15,842         | \$16,623         | \$781                                     |
| Non-Personnel Expenses           | \$6,405          | \$6,308          | \$97                                      |
| <b>Total Operating Expenses:</b> | <b>\$35,619</b>  | <b>\$35,827</b>  | <b>\$209</b>                              |
| <b>Transfers:</b>                | <b>(\$1,570)</b> | <b>(\$1,364)</b> | <b>\$206</b>                              |
| <b>Operating Balance:</b>        |                  |                  | <b>\$773</b>                              |

# FY20 Operating Revenue by Major Funding Source Year to Date as of February 29, 2020: 67% of Fiscal Year Elapsed





# FY20 Operating Expenses by Major Expense Category Year to Date as of February 29, 2020 67% of Fiscal Year Elapsed



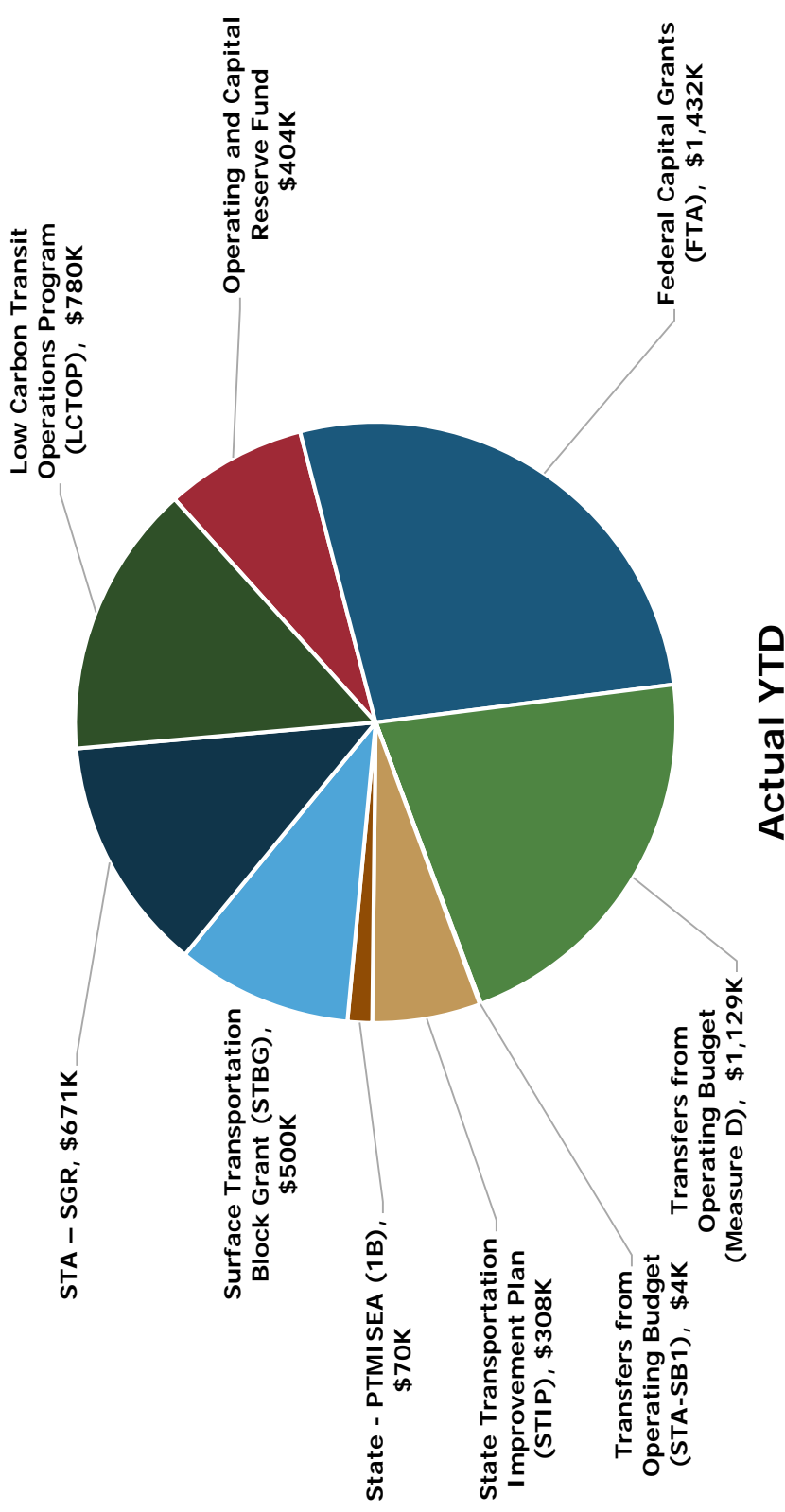


# FY20 Capital Budget:

Spending Year to Date (by Funding Source) as of February 29, 2020

67% of Fiscal Year Elapsed

|                               | Actual YTD         | Total FY20 Budget   | % Spent YTD |
|-------------------------------|--------------------|---------------------|-------------|
| <b>Total Capital Funding:</b> | <b>\$5,296,379</b> | <b>\$31,114,925</b> | <b>17%</b>  |

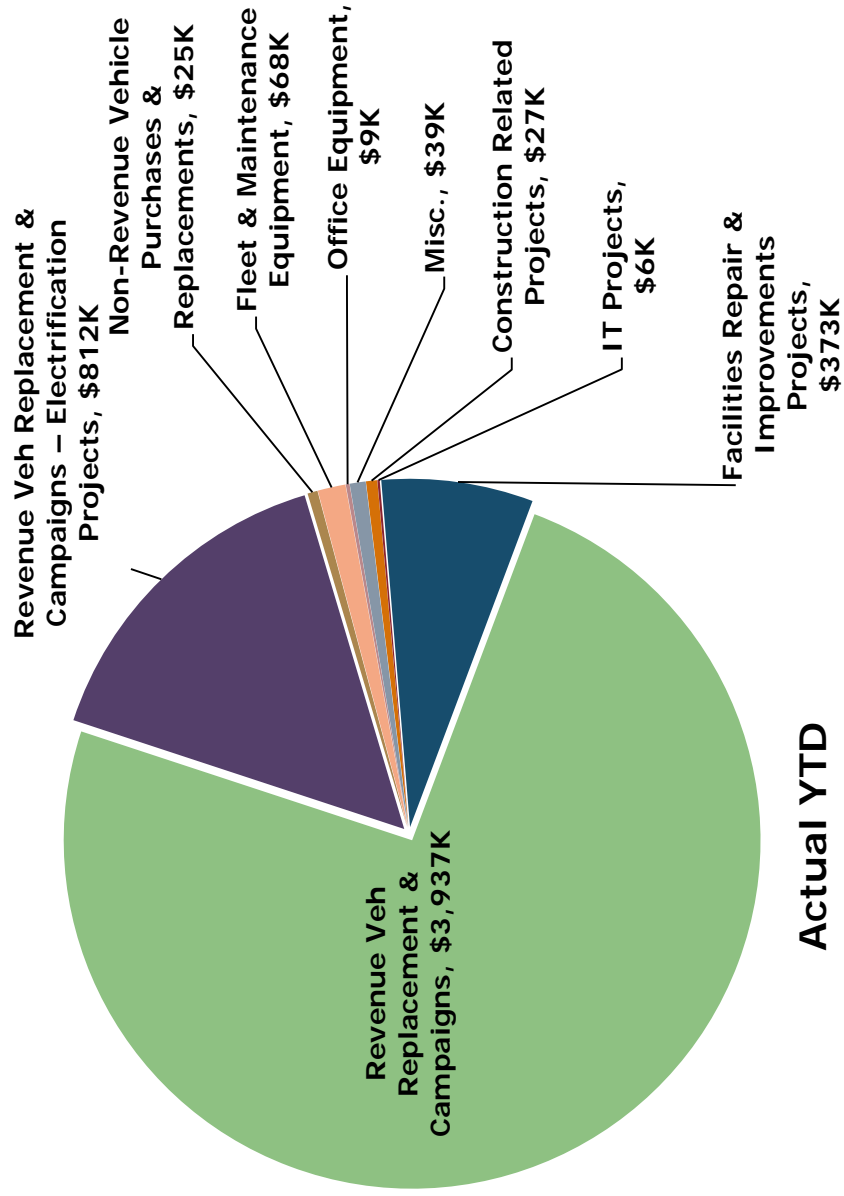


# FY20 Capital Budget:

Spending Year to Date as of February 29, 2020

67% of Fiscal Year Elapsed

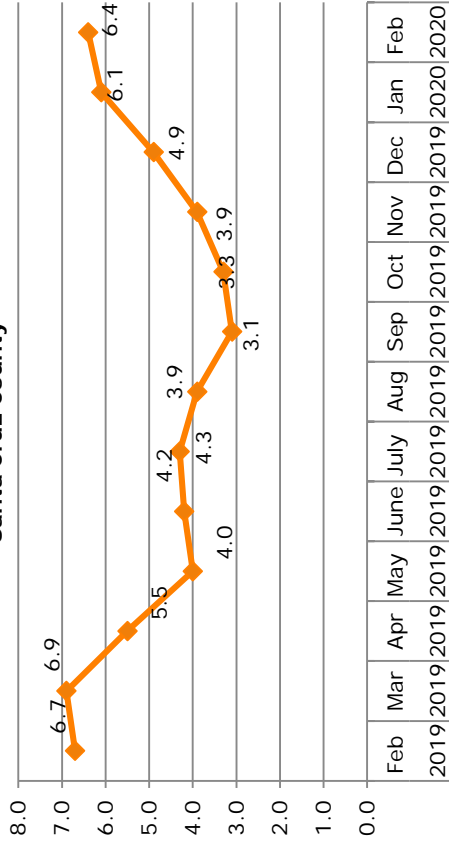
|                                | Actual YTD         | Total FY20 Budget   | % Spent YTD |
|--------------------------------|--------------------|---------------------|-------------|
| <b>Total Capital Projects:</b> | <b>\$5,296,379</b> | <b>\$31,114,925</b> | <b>17%</b>  |



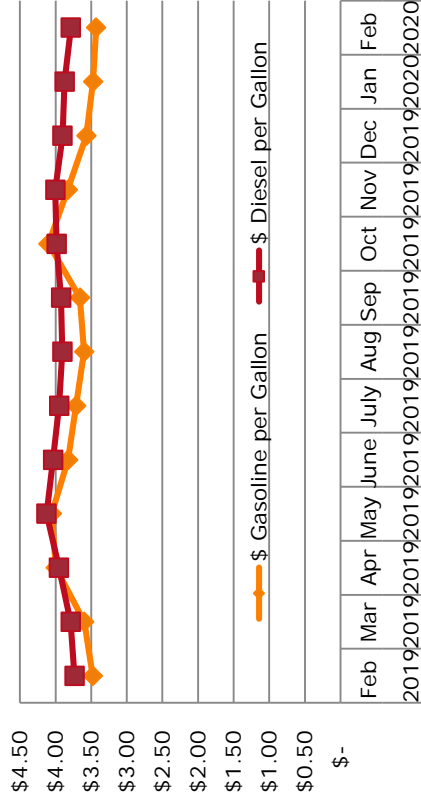
# Additional Information

# Economic Indicators & Ridership:

Unemployment Rate %  
Santa Cruz County



\$ Diesel/Gasoline per Gallon  
San Francisco – Oakland – San Jose



FY19-20 Ridership: February YTD

| Ridership    | FY19      | FY20      | % Change |
|--------------|-----------|-----------|----------|
| <b>Total</b> | 3,201,811 | 3,204,820 | 0.1%     |
| Hwy 17       | 186,826   | 184,862   | -1.1%    |
| Local        | 3,014,985 | 3,019,958 | 0.2%     |
| UCSC         | 1,631,619 | 1,634,152 | 0.2%     |
| Cabrillo     | 207,898   | 204,367   | -1.7%    |
| Non-Student  | 1,175,468 | 1,181,439 | 0.5%     |

Enrollment Information

| UCSC     | Fall (Total On-campus) * |         | % Change |
|----------|--------------------------|---------|----------|
|          | 2018/19                  | 2019/20 |          |
|          | 19,379                   | 19,180  | -1.00%   |
| Cabrillo | Fall*                    |         |          |
|          | 2018/19                  | 2019/20 | % Change |
|          | 11,490                   | 12,548  | 9.2%     |

\*Actual Winter 2020 enrollment for UCSC and Spring 2020 enrollment for Cabrillo will be available later in the year.

# FY20 Operating Revenue, Expenses, and Transfers:

## Year to Date as of March 31, 2020: PRELIMINARY:

75% of Fiscal Year Elapsed

| \$ In Thousands                                 | Actual          | Budget          | Budget to Actual Favorable/ (Unfavorable) |
|---|-----------------|-----------------|---|
| <b>Revenue:</b>                                 | <b>\$43,293</b> | <b>\$43,242</b> | <b>\$50</b>                               |
| <b>Operating Expenses:</b>                      |                 |                 |   |
| Personnel Expenses                              | \$32,643        | \$32,703        | \$60                                      |
| Non-Personnel Expenses                          | \$7,205         | \$7,097         | (\$108)                                   |
| <b>Total Operating Expenses:</b>                | <b>\$39,848</b> | <b>\$39,799</b> | <b>(\$49)</b>                             |
| <b>Transfers:</b>                               |                 |                 |   |
| Transfers to Capital Budget                     | \$1,715         | \$1,535         | \$180                                     |
| Transfers to Operating and Capital Reserve Fund | \$0             | \$0             | \$0                                       |
| <b>Total Transfers:</b>                         | <b>\$1,715</b>  | <b>\$1,535</b>  | <b>\$180</b>                              |
| <b>Operating Balance:</b>                       |                 |                 | <b>(\$179)</b>                            |

# Questions

7.12



(ORAL) REQUEST THAT METRO DECLARE A  
FISCAL EMERGENCY

ANGELA AITKEN, CFO

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