

## REVISED AGENDA

### INTERCITY TRANSIT AUTHORITY

Wednesday, November 17, 2021

5:30 P.M.

This meeting will be held remotely in accordance with the Open Public Meetings Act guidelines in the Governor's Proclamation [20.28.14](#).

You can dial in using your phone. Dial in at 5 p.m. for a sound check.

United States (Toll Free): 1 877 309 2073 / Access Code: 878-183-189

- One-touch: <tel:+18773092073,,878183189#>

The public may join using Facebook: <https://www.facebook.com/IntercityTransit/>

#### CALL TO ORDER

- 1) APPROVAL OF AGENDA 1 min.
- 2) PUBLIC COMMENT 5 min.  
General public comment may be submitted prior to each Intercity Transit Authority meeting.
  - By Email to [pmessmer@intercitytransit.com](mailto:pmessmer@intercitytransit.com) by 12 noon on November 17, 2021.
  - By Phone - Contact the Clerk of the Board at 360-705-5860 by 12 noon November 17, 2021.
  - By USPS - mail comments to "Public Comments" P. O. Box 659, Olympia, WA 98507.
- 3) INTRODUCTIONS 5 min.  
A. Riley White, Vanpool Coordinator (*Cindy Waterhouse*)
- 4) NEW BUSINESS  
A. Surplus Van Grant Program (*Cindy Waterhouse*) 10 min.  
B. Adopt 2022-2027 Strategic Plan (*Ann Freeman-Manzanares*) 5 min.  
C. Adopt Resolution 05-2021 - 2022 Budget (*Suzanne Coit*) 5 min.  
D. InterClean Bus Wash Systems (*Steve Krueger*) 5 min.
- 5) COMMITTEE REPORTS  
A. Thurston Regional Planning Council (Nov. 5) (*Carolyn Cox*) 5 min.  
B. Transportation Policy Board (Nov. 10) (*Don Melnick*) 5 min.  
C. Community Advisory Committee (Nov. 15) (*Walter Smit*) 5 min.
- 6) GENERAL MANAGER'S REPORT 5 min.
- 7) RECOGNITION 15 min.  
A. Proclamation and Recognition:  
Molly Carmody, City of Yelm Councilmember (*Chair Carolyn Cox*)
- 8) AUTHORITY ISSUES 10 min.

ADJOURNMENT

*Intercity Transit ensures no person is excluded from participation in, or denied the benefits of its services on the basis of race, color, or national origin consistent with requirements of Title VI of the Civil Rights Act of 1964 and Federal Transit Administration guidance in Circular 4702.1B.*

*For questions, or to file a complaint, contact Intercity Transit customer service at 360-786-1881 or by email to [TitleVI@intercitytransit.com](mailto:TitleVI@intercitytransit.com).*

*If you need special accommodations to participate in this meeting, please call us at (360) 705-5860 at least three days prior to the meeting. For TDD users, please use the state's toll-free relay service, 711 or 1-800-833-6384 and ask the operator to dial (360) 705-5860.*

**INTERCITY TRANSIT AUTHORITY**  
**AGENDA ITEM NO. 4-A**  
**MEETING DATE: November 17, 2021**

**FOR:** Intercity Transit Authority

**FROM:** Cindy Waterhouse, Vanpool Manager, 705 5829

**SUBJECT:** Surplus Van Grant Program

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- 1) **The Issue:** Whether to authorize the General Manager to grant fifteen surplus vanpool vehicles to non-profit or public agencies within the Thurston County Public Transportation Benefit Area (PTBA).
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- 2) **Recommended Action:** Authorize the General Manager to grant surplus vanpool vehicles to Innovations Human Trafficking Collaboration, Thurston County Food Bank, Interfaith Works, SafePlace, Veterans Services Hub City of Lacey, Homeless Response Team and Scattered Site Program City of Olympia, Coastal Community Action Program, OlyMAP, Peer Washington, PiPE, Senior Services for South Sound Transportation, Bridge Music Project, The River Walkers, TOGETHER, and Thurston County Police Academy Athletic Association - Elite Boxing Academy.
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- 3) **Policy Analysis:** The Surplus Van Grant program supports the Strategic Plan's goal of strengthening partnerships with local agencies and groups by assisting them in meeting their unmet transportation needs. Resolution 07-03 dedicates surplus vanpool vehicles for this use.
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- 4) **Background:** On September 3, 2003, the Intercity Transit Authority adopted Resolution 07-03 creating the Surplus Van Grant program. The program makes surplus vanpool vehicles available annually to non-profit groups in the Thurston County PTBA to meet the transportation needs of customers not met by Intercity Transit's fixed-route services. The Authority has granted 68 vans to community groups since the program began.

A review team consisting of, General Manager Ann Freeman-Manzanares, DSHS Supervisor Carson Moore, Phil Prietto of City Gates Ministries, Vanpool Coordinator Riley White, and Vanpool Manager Cindy Waterhouse evaluated 17 applications received. Utilizing selection criteria including community benefit, passenger trips provided, coordination of services and ability to maintain vehicle and service, the team recommends award of vehicles to Innovations Human Trafficking Collaboration, Thurston County Food Bank, Interfaith Works, SafePlace, Veterans Services Hub City of Lacey, Homeless Response Team and Scattered Site Program City of Olympia, Coastal Community Action Program, OlyMAP, Peer

Washington, PiPE, Senior Services for South Sound Transportation, Bridge Music Project, The River Walkers, TOGETHER, and Thurston County Police Academy Athletic Association - Elite Boxing Academy.

All have worthy programs, demonstrate community benefits, and have the ability to comply with the requirements of the grant.

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5) **Alternatives:**

A. Grant fifteen (15) surplus vanpool vehicles to Innovations Human Trafficking Collaboration, Thurston County Food Bank, Interfaith Works, SafePlace, Veterans Services Hub City of Lacey, Homeless Response Team City and Scattered Site Program City of Olympia, Coastal Community Action Program, OlyMAP, Peer Washington, PiPE, Senior Services for South Sound Transportation, Bridge Music Project, The River Walkers, TOGETHER, and Thurston County Police Academy Athletic Association - Elite Boxing Academy.

B. Don't make surplus vans available for the program in 2021 or grant a portion of the vans recommended.

C. Delay action until a future date.

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6) **Budget Notes:** The surplus van grant program will result in lost revenue to Intercity Transit from the sale of surplus vans. This is estimated average of \$12,789 per vehicle or a total of \$191,834 for fifteen vehicles.

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7) **Goal Reference: Goal #4:** *"Provide responsive transportation options within financial limitations."* **Goal #7:** *"Build partnerships to identify and implement innovative solutions that address mobility needs and other critical challenges in our community."*

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8) **References:** Proposed 2021 Van Grant Recipients and a list of all past recipients.

## Proposed 2021 Van Grant Recipients

**Innovations Human Trafficking Collaborative's (IHTC)** mission is to engage first responders, tribes, and other stakeholders in eliminating human trafficking through solution-based knowledge and trauma-informed strategies, and to empower survivors to heal and build self-sufficient, affirming lives. IHTC is the only Indigenous and survivor-lead human trafficking services organization in Washington, and the only organization in the South Sound serving Indigenous survivors of human trafficking. Currently IHTC staff uses their person cars for transportation. A surplus van from Intercity Transit would allow staff to transport clients and other stakeholders throughout Thurston County.

**Interfaith Works** Homeless Services Program currently operates 61 shelter beds which provided 22,265 bed nights in 2020 for 205 adults. Their Navigation Team reaches 300 unsheltered people each month. In 2021 they will complete construction of a new facility, titled Unity Commons. This will be a 60-bed shelter along with 65 apartments and will provide 140 adults with a place to live and thrive. Their transportation needs will increase dramatically with this expansion. They will use a surplus van to provide trips to DSHS, Social Security, medical appointments, and the Food Bank.

**SafePlace** - There are number of transportation problems that would be alleviated at SafePlace if awarded a Surplus Van, so they thank Intercity Transit for this opportunity. SafePlace provides services for survivors of domestic violence and sexual assault in this county and is celebrating its 40<sup>th</sup> year serving Thurston County. With over 30 employees covering services in six programs - Emergency Shelter, Supportive Housing, Legal Advocacy, Sexual Assault Services, 24/7 Crisis Helpline and Prevention Programs. The agency currently has only one vehicle. Having another van would be instrumental to SafePlace improving service options within these program areas.

**Veterans Service Hub - City of Lacey** - Lacey Veterans Service Hub is a one-stop location for Veterans Services. Services include Benefits and Financial Eligibility Screening, Military Service Verification and Documentation, Education and Academic Eligibility Screening, Veterans Administration Claims Assistance, Mental and Physical Health Benefits and Referral, Substance Abuse Referral, Rural Veteran Program Access and outreach, Housing and Food Assistance, Employment and Training Opportunities, and Peer to Peer Training. Many Vets cannot financially afford a vehicle, fuel, or other modes of transportation. Many have disabilities that prevent them from driving or walking alone. The surplus van will be utilized to assist transportation needs with an expected 7200 trips annually.

**Homeless Response Team - City of Olympia** -The Homeless Response Team responds to issues and concerns related to people experiencing homelessness. This program will dedicate the surplus van to responding to situations efficiently and effectively, offering needed supplies such as water, food, hygiene items, socks, hand warmers, and garbage bags. They plan to transport 1300 people to needed resources in the community next year to include access to mental and medical services.

**Coastal Community Action Program** is dedicated to enhancing the quality of life of families, the elderly, children and youth, and people with disabilities. The transportation problem they

are proposing to solve with a surplus van is to provide reliable transportation for developmentally disabled participants that do not have access to public transportation. This will allow the opportunity to gain independence and work toward self-sufficiency. They currently work closely with our Village Vans program to provide transportation outside the Village Vans service hours and service area. They are currently unable to accommodate 70-80 trips each month for current clients. The surplus van award will allow them to expand services throughout Thurston County.

**OlyMAP** provides services to individuals experiencing homelessness. They work with a population with many barriers. Having a van of their own would allow them important flexibility in transporting participants to appointments, job interviews, and community resources. They anticipate 1,938 trips next year to the Food Bank, to work, field trips, and summer camps.

**Peer Washington** - Peer Olympia is the newest service location for Peer Washington. They opened their doors to provide a full array of peer support services to adults in Thurston County, particularly for individuals experiencing homelessness and veterans. They do not currently have transportation support to access services. They do not own any vehicles. They will use a van to bring people from places such as SafePlace, Camp Quixote, Plum Street tiny houses, and Lacey Veterans Hub for weekly support meetings with peer coaches or employment and housing Peer Services Specialists. 1200 trips are planned for this upcoming year.

**Partners in Prevention Education (PiPE)** works with unhoused survivors of violence, prioritizing BIPOC and transgender survivors. They provide outreach, survivor advocacy, and trauma-informed therapy and support groups. With the support of Community Vans, they provide outreach to 12-15 encampments of unhoused people, transporting them to appointments and providing survival goods. Receiving a van would support their program by providing a consistent way of transporting more people to safety confidentially and allow them to expand their program.

**Senior Services for South Sound's** mission is to improve the quality of life for people as they age. They provide Transportation, Senior Nutrition, Brighter Days Adult Day Care, Care Connection, Senior Center Activities, Resource Advocates, State Health Insurance Benefits Advisors, Trips & Tours, and Budd Bay Bargains. These programs all support the organization's mission to fulfill the needs of seniors. They provide transportation to those without access. They partner with Catholic Community Services and Volunteer Services and own a 2002 Chrysler Town & Country vans with just under 200,000 miles which has become unreliable, and the surplus van would replace this vehicle.

**The Bridge Music Project** teaches youth how music, writing and community can be used as tools to deal with life's challenges. Most of the youth who participate have experienced major life challenges such as foster care, homelessness, and incarceration. The Bridge partners with the City of Olympia, Olympia School District, Olympia Juvenile and Family Court, and Together. They face a consistent challenge - transportation!

**The River Walkers** has limited vehicle access to transport youth to activities such as school activities, and field trips, indigenous cultural experiences, and tribal canoe journeys. They are a supplemental program for Camp Wa-Ya. They plan for 1740 trips with a surplus van.

**TOGETHER** has a vision that all young people are supported, healthy, safe and valued. They mobilize families, schools, and the community to solve community problems. They would benefit if awarded a van due to the need to transport youth, supplies and distribute assistance to the community they serve. They currently have one van and use North Thurston School District for transportation, which is not enough. A second van would allow for expansion of services. They expect 862 added trips with a surplus van.

**Thurston County Food Bank** - now in their thirteenth year, they have continuously run a gleaning program to ensure that surplus fresh fruits and vegetables produced on local farms and community gardens make it to community members in need. Intercity Transit has been an integral partner in that work, providing them with a surplus van to transport hundreds of volunteers and 277,000 pounds of food since 2010. With a new van they expect to add 448 trips with the added benefit of transporting 300-400 pounds of fresh produce.

**Thurston County Police Academy Athletic Association - Elite Boxing Academy** anticipates 2024 trips for at-risk youth, providing them with life skills by deescalating situations and maintaining self-control. They are the Elite Boxing Academy and serve 70 members who attend training sessions, tournaments, assist with homework, tutoring, and provide transportation to and from school. Providing this organization with a van will help the youth fulfill their goals and objectives.

<b>Year</b>	<b>Grantee</b>
2020	Innovations Human Trafficking Collaboration
2020	Interfaith Works
2020	SafePlace
2020	Behavioral Health Resources
2020	Catholic Community Services
2020	Thurston County Food Bank
2020	Sacred Heart Catholic Church
2019	WA YA Outdoor Institute
2019	Kokua
2019	Veterans for Peace
2019	Coastal Community Action Program
2018	Catholic Community Services
2018	Senior Services for South Sound
2018	Family Education & Support Services
2018	Kokua Services
2018	BHR
2018	Community Youth Services
2018	Nature Nurtures Farm
2017	Lacey Veterans HUB
2017	Senior Services for South Sound
2017	Yelm Senior Center
2017	Community Youth Services
2017	TOGETHER
2017	Wa-Ya Outdoor Institute
2017	Thurston County Food Bank
2016	Community Youth Services
2016	Center for Natural Lands Management
2016	City Gates Ministries
2016	Senior Services for the South Sound
2016	Community Action Council
2016	Boys and Girls Club
2015	Community Youth Services
2015	Interfaith Works
2015	CCS/Drexel House
2015	YWCA



2013-14 Thurston County Food Bank  
 2013-14 GRuB  
 2013-14 Panza for Quixote Village  
 2013-14 Boys & Girls Clubs of Thurston Co  
  
 2012-13 Catholic Community Services  
 2012-13 Boys & Girls Clubs of Thurston Co  
 2012-13 Wee Love Learning Early Learning Center  
 2012-13 Thurston County Police Athletic League  
  
 2011-12 Olympia Union Gospel Mission  
 2011-12 Senior Services for South Sound  
 2011-12 Olympia Christian School  
  
 2010-11 Olympia Early Learning Center (**returned when center closed**)  
 2010-11 Senior Services for South Sound  
  
 2009-10 Community Youth Services  
 2009-10 Capital Clubhouse  
 2009-10 Thurston County Food Bank  
 2009-10 Yelm Senior Community Center  
  
 2008-09 **No vans**  
 2008-09 **granted**  
 2008-09 **in**  
 2008-09 **2008-9**  
  
 2007-08 Behavioral Health Resources  
 2007-08 Partners in Prevention  
 2007-08 Senior Services for South Sound  
 2007-08 Bread & Roses  
  
 2006-07 Behavioral Health Resources  
 2006-07 Morningside  
 2006-07 Catholic Community Services  
 2006-07 Senior Services for South Sound  
  
 2005-06 Boys & Girls Clubs of Thurston Co  
 2005-06 Pacific Peak Girl Scout Council  
 2005-06 Behavioral Health Resources  
 2005-06 Olympia Union Gospel Mission  
  
 2004-05 Behavioral Health Resources

2004-05 Senior Services for South Sound  
2004-05 Habitat for Humanity  
2004-05 Bread & Roses

**INTERCITY TRANSIT AUTHORITY**  
**AGENDA ITEM NO. 4-B**  
**MEETING DATE: November 17, 2021**

**FOR:** Intercity Transit Authority

**FROM:** Ann Freeman-Manzanares, 360-705-5838

**SUBJECT:** 2022-2027 Strategic Plan Adoption

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- 1) **The Issue:** Adopt the 2022-2027 Strategic Plan.
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- 2) **Recommended Action:** Adopt the 2022-2027 Strategic Plan.
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- 3) **Policy Analysis:** The Intercity Transit Authority must adopt a Budget and the Transportation Improvement Program/Program of Projects annually. The Strategic Plan provides the framework for these documents and maps Intercity Transit's plan over the next six years.
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- 4) **Background:** The 2022-2027 Strategic Plan continues the Authority's practice of annually updating and adopting a Strategic Plan. A draft strategic plan was made available to the public for review and comment with a public hearing on November 3, 2021. The Strategic Plan proposes expanded service levels and direction for programs, services and the future of Intercity Transit.
- The 2022-2027 Strategic Plan represents the outcome of review by the Authority over the past several years. It provides the basis for the development of the 2022 Operating and Capital budget.
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- 5) **Alternatives:**
- A) Adopt the 2022-2027 Strategic Plan.
  - B) Direct staff to revise the proposed 2022-2027 draft plan for adoption at a later date. There is no requirement for the Authority to adopt the Strategic Plan.
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- 6) **Budget Notes:** N/A.
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- 7) **Goal Reference:** The Strategic Plan identifies and addresses all the goals.
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- 8) **References:** N/A.

**INTERCITY TRANSIT AUTHORITY**  
**AGENDA ITEM NO. 4-C**  
**MEETING DATE: November 17, 2021**

**FOR:** Intercity Transit Authority  
**FROM:** Suzanne Coit, Finance Manager  
**SUBJECT:** 2022 Budget Adoption

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- 1) **The Issue:** Adopt the 2022 Budget.
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- 2) **Recommended Action:** Adopt Resolution 05-2021 that establishes the 2022 Budget.
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- 3) **Policy Analysis:** It is the policy of the Intercity Transit Authority to adopt the annual budget. The 2022 budget documents rely heavily on the Strategic Plan that the Authority is scheduled to adopt on November 17, 2021. The Strategic Plan states the Authority's policies regarding service levels and capital projects.
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- 4) **Background:** The 2022 draft budget has been available to the public on our website since October 12, 2021. A public hearing was held on Wednesday, November 3, 2021.

The proposed Operating budget for 2022 is \$78.1 million, which includes \$12.4 million of rollover projects and a \$1.6 in new projects.

The proposed Capital budget for 2022 is \$104.6 million, which includes \$38.8 million in new projects and \$65.8 million of rollover projects.

The Total proposed 2022 expenditure budget including staff recommended new projects/positions is \$182.6 million.

The major elements of Intercity Transit's 2022 budget are:

- Sales tax revenue for 2022 is projected to increase 3%.
- Assumes pre-COVID level service for Dial-A-Lift.
- Assumes pre-COVID level service for Fixed Route by Sept 2022.
- Purchase of 10 replacement coaches, which are partly grant funded.
- Purchase of 28 replacement DAL vans, which are partly grant funded.
- Purchase of 12 replacement vanpool vans, which are partly grant funded.
- Hybrid bus mid-life rebuild.

- Purchase of 2 replacement and 1 expansion staff vehicles.
- Continue construction to renovate and expand the Pattison Street facility.
- Continue replacement of the computer aided dispatch/automated vehicle locator/radio system.
- Pursue grant funded BRT and Corridor program.
- Pursue grant funded Martin Way P&R direct ramp access project.
- Add 18 new positions:  
5 vehicle cleaners, vehicle maintenance technician, 2 maintenance supervisors, facilities technician, facilities technician supervisor, DAL dispatcher, operations trainer, 2 receptionists, director of strategic programs, accounting specialist, IS technician, and senior training coordinator.

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5) **Alternatives:**

- A) Accept the budget as presented and formally adopt the budget for 2022.
- B) Direct staff to revise the proposed 2022 budget and adopt the budget as revised.
- C) Direct staff to revise the proposed 2022 budget and bring the revised budget back to the Authority.

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6) **Budget Notes:** The 2022 Budget sets the budget for the coming year.

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7) **Goal Reference:** The annual budget directs how we address all our goals.

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8) **References:** [2022 Budget](#) and Resolution 05-2021 Adopting the 2022 Budget.

**INTERCITY TRANSIT  
RESOLUTION NO. 05-2021  
ADOPTION OF THE 2022 BUDGET**

**A RESOLUTION** adopting the budget for Intercity Transit for the year 2022 and authorizing appropriations thereunder.

**WHEREAS**, the Governing Authority of Intercity Transit did hold pursuant to law, a duly advertised public hearing on the preliminary budget; and

**WHEREAS**, the Governing Authority did hold a public meeting this day for the purpose of fixing the final budget for the calendar year 2022; and

**WHEREAS**, at said public meeting, the 2022 final budget was approved.

**NOW THEREFORE, BE IT RESOLVED** by the Intercity Transit Authority that the following budget for Intercity Transit for the year 2022 is hereby adopted:

**ESTIMATED RESOURCES**

Beginning Estimated Cash Balance	\$ 140,000,000
Estimated Revenues	95,376,146
<b>TOTAL ESTIMATED RESOURCES</b>	<b>\$ <u>235,376,146</u></b>

**ESTIMATED UTILIZATION OF RESOURCES**

Total Operating and Capital Expenses	\$ 182,640,453
Estimated Ending Cash Balance	52,735,693
<b>TOTAL ESTIMATED UTILIZATION OF RESOURCES</b>	<b>\$ <u>235,376,146</u></b>

**ADOPTED:** This 17th day of November, 2021

**INTERCITY TRANSIT AUTHORITY**

\_\_\_\_\_  
**Carolyn Coxr, Chair**

**ATTEST:**

\_\_\_\_\_  
**Pat Messmer  
Executive Assistant/  
Clerk of the Board**

**APPROVED AS TO FORM:**

\_\_\_\_\_  
**Jeffrey S. Myers  
Legal Counsel**

**INTERCITY TRANSIT AUTHORITY**  
**AGENDA ITEM NO. 4-D**  
**MEETING DATE: November 17, 2021**

**FOR:** Intercity Transit Authority

**FROM:** Steve Krueger, 705-5833

**SUBJECT:** Interclean Bus Wash Systems

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- 1) **The Issue:** Acquire two new InterClean Bus Wash Systems for the new Fuel Wash Facility (FWF).
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- 2) **Recommended Action:** Authorize the General Manager to issue a Purchase Order for two InterClean Bus Wash Systems for the new FWF in an amount not-to-exceed \$744,833 which includes estimated shipping cost, sales tax and a 2% contingency.
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- 3) **Policy Analysis:** The Procurement Policy states the Authority must approve any expenditure over \$100,000.
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- 4) **Background:** The new FWF has been designed to house two new bus wash systems. In January 2020, Transit met with bus wash system manufacturers Westmatic, NS Wash Systems, and InterClean to determine which best meets Transit's needs. Internal stakeholders conducted follow-on market research and surveyed transit peers to capture and consider their bus wash experience and recommendations. The market research favored InterClean and to further validate, the stakeholder team toured Kitsap Transit to experience firsthand the quality of wash performance and construction as well as assess reliability and serviceability of their InterClean system before concluding it is best suited to meet Transit needs.

Because the InterClean Bus Wash system is available for purchase through the National Cooperative Purchasing Alliance (NCPA) competitively awarded cooperative contract (#06-17), the design team was able to collaborate with InterClean early on to design the FWF to best accommodate the InterClean Bus Wash systems. Each InterClean Bus Wash system itself is made to order and although the two systems are not slated to be installed until April of 2022, due to supply chain constraints, InterClean is recommending we lock in our order now to allow ample time for InterClean to secure all the materials and begin construction to minimize potential for delivery delays.

From the onset, InterClean has been very responsive and helpful in assisting the team in the design and configuration process. The contract price quoted includes all

the necessary components and options although we won't know the actual shipping cost until the units arrive, so the requested approval amount includes a 2% contingency to cover shipping and any other unforeseen expense. Based on our market research and our experience working with InterClean, staff recommend issuing the purchase order for the two needed bus wash systems.

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**5) Alternatives:**

- A. Authorize the General Manager to issue a Purchase Order for two InterClean Bus Wash Systems for the new FWF in an amount not-to-exceed \$744,833 which includes estimated shipping cost, sales tax and a 2% contingency.
  - B. Defer action. Doing so will delay the Pattison Expansion and Rehabilitation project and likely result in increased costs.
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**6) Budget Notes:** The Pattison Expansion and Rehabilitation project budget anticipated and included the funding needed to replace our existing outdated and out of warranty bus wash system with two more modern and efficient systems. By ordering and locking in the price for these systems now will better enable us to keep the project on schedule and within budget.

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**7) Goal References:** **Goal #3:** *"Maintain a safe and secure operating system."* **Goal #5:** *"Integrate sustainability into all agency decisions and operations to lower social and environmental impact to enhance our community."* **Goal #6:** *"Encourage use of our services."*

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**8) References:** N/A.