

TECHNICAL MEMORANDUM #1: PUBLIC INVOLVEMENT PLAN

Date: September 13, 2022

Project #: 27091

To: Oregon Department of Transportation

From: JLA Public Involvement, Kittelson & Associates, Inc.

Project: Gorge Regional Transit Strategy Phase 2

Subject: Public Involvement Plan

INTRODUCTION

This Public Involvement Plan (PIP) will guide stakeholder and public involvement for the second phase of the Gorge Transit Strategy. The PIP reflects commitments from Mid-Columbia Economic Development District (MCEDD), the Oregon Department of Transportation (ODOT), the Washington Department of Transportation, Kittelson & Associates, Inc., and JLA Public Involvement (JLA) to carry out public involvement activities designed to keep stakeholders and the public engaged and informed about the project and its goals. This project presents an opportunity to address the needs and values of a broad and diverse range of transit users in the Gorge, and project outreach will inform the implementation strategy for a more connected Gorge Transit network.

About the Gorge Transit Strategy

The purpose of the Project is to develop a roadmap for a regionally coordinated and integrated public transportation system in a rural 5-county, bi-state region adjacent to the large metropolitan areas of Portland/Vancouver, called the Gorge Regional Transit Strategy. This Project is the second of a two-phase project and will build on and seamlessly continue work completed in Phase 1.



Phase I concluded in winter 2021 and focused on strengthening partnerships, analyzing local transportation plans in the Columbia Gorge, and developing a collective regional vision. The main objective of Phase I was to combine the goals, policies, and priorities of local transportation planning

efforts to provide a foundation for the work of the regional stakeholders to develop the vision and goals that would guide the implementation strategies of the next phase.

Phase 2 work will focus on a more comprehensive implementation strategy including further data analysis, funding and financial planning, assessment of potential regional organizational structures, and operational and policy strategies.

Work in Phase 2 will focus on delivering a document for adoption by each of the five counties with prioritized and actionable strategies and recommendations, including a transit map that clearly articulates the Region's vision of a successful regional transit system.

Project Objectives

The Project Objectives are to develop a regional transit strategy that achieves the transit vision, optimizes transit services, and provides a blueprint for funding and governance structures:

Vision Realization

- Utilize Vision Statement, Goal Areas, and Goal Statements defined in Phase I to guide strategy development towards achievement of the shared regional transit vision.

Service Optimization

- Complete a regional gaps and opportunities analysis to identify opportunities for efficiencies, coordination, and improved service within the Project area.
- Identify a preferred regional transit service model and priority implementation strategies.
- Identify actions to create a high-quality, reliable, seamless, efficient and well-coordinated regional transit network.
- Identify a service threshold for dial-a-ride ("DAR") service in areas with no or little fixed-route transit services.
- Identify strategies for transit in reducing congestion and overcrowding at popular recreation areas in and adjacent to the Project area.
- Create a future vision map for transit within and connecting to the Gorge.

Funding and Governance

- Provide an overview of funding options and structures that could be considered to enhance resources for transit services throughout the area.
- Identify a preferred structure for regional decision-making through different organizational or governance models.
- Explore and recommend a regionally coordinated financing and investment strategy for local and bi-state regional transit services and mobility management.
- Align regional transit investments with transit-supportive land uses and infrastructure.



Project Area and Partner Agencies

The Project Area includes areas within the jurisdictional boundaries of the five transportation providers whose partnership forms the Gorge TransLink Alliance with additional consideration to areas outside of those boundaries to which the agencies provide public transportation service. Transit providers in the 5-county area include Mt Adams Transportation Service (Klickitat County), Skamania County Transit, Columbia Area Transit (Hood River County), The Link (Wasco County), and Sherman County Community Transit. For the purposes of this document, these transit providers will from here forward be referred to as 'Partner Agencies'.

Although the authorities of the Partner Agencies end at each of their county lines, transit connections made outside of these borders are important. These counties share a common geography and workforce, so a public engagement approach that considers the needs of the diversity of Gorge stakeholders is necessary for this project.

Anticipated Project Timeline

This effort kicked off in April 2022 and is anticipated to conclude in summer 2023.

STAKEHOLDER ENGAGEMENT OVERVIEW

This is an opportunity to inform and confirm strategies for a regional transit system in the Gorge from stakeholders and the public on the shared vision for service and transit coordination opportunities. The project team will provide a variety of online outreach tools to engage stakeholders across the Gorge in ways that are meaningful.

Part of the outreach included in this project will focus on engaging community groups and those who may not have participated in the last outreach process or who are traditionally hard to reach.

Public Involvement Purpose and Goals

The purpose of public involvement for the Gorge Transit Strategy is to 1) share the overall vision for the Gorge Transit Strategy with the public; 2) confirm service gaps, needs and coordination opportunities from both providers and users; and 3) gather input to inform future funding options for an integrated transit service. Additionally, all input received should support a final Gorge Transit Strategy that is informed by stakeholder input.

The public involvement and communication goals are to:

- Consult stakeholders throughout project area who have responsibility for and/or a direct interest in transit service in the Gorge.
- Share the Gorge Transit Strategy Vision developed in the first phase with the public.
- Confirm and gather additional input on gaps, needs and coordination opportunities with transit services in the Gorge.

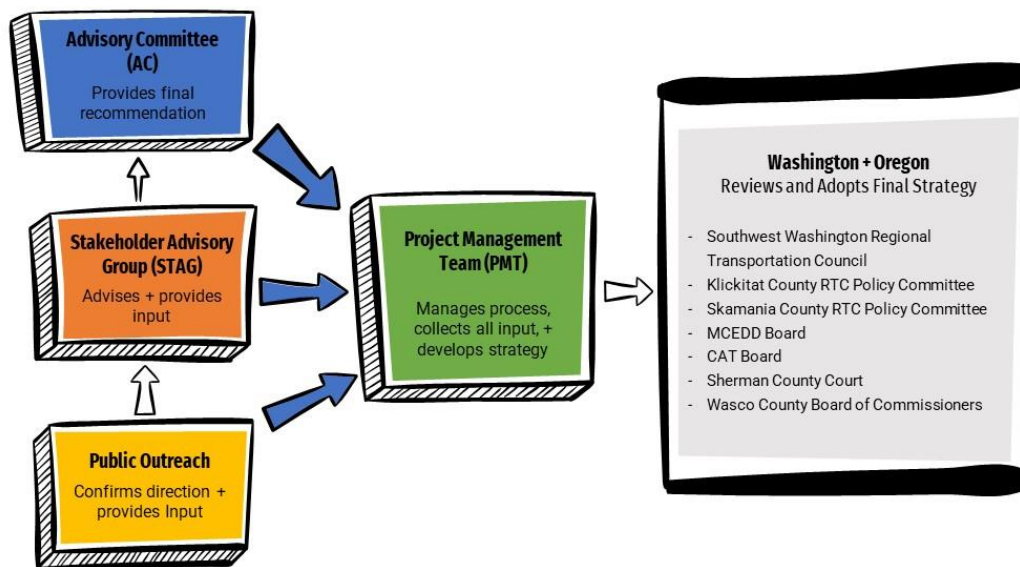


- Gather input on opportunities to reduce congestion through transit options at recreation locations in the Gorge.
- Identify and consult representatives of historically underrepresented communities to ensure the strategy addresses their needs and values.
- Provide the broader public with opportunities to stay informed and participate in development of the Gorge Transit Strategy.
- Build consensus among implementers on prioritized actions to achieve a regional vision.

PROJECT DECISION MAKING FRAMEWORK

Throughout this process the Project Management Team (PMT) will engage and consult with several groups to ultimately reach a final and adopted Gorge Transit Strategy. The following graphic represents how input will be shared among those groups and inform the development of the strategy document.

Gorge Transit Strategy Phase 2: Decision Making Framework



Decision Making and Advisory Bodies

Project Management Team (PMT)

The PMT guides the overall project approach, schedule, coordination with partner agencies and advisory bodies, and project deliverables.

- Matthew Cramer, WSDOT
- Theresa Conley, ODOT
- Kathy Fitzpatrick, MCEDD
- Susan Wright, Kittelson & Associates, Inc.

Advisory Committee (AC)

The AC is the project decision-making body. This group will advise the PMT on the overall project approach, coordination with partner agencies and advisory bodies, and ultimately, review and make recommendations through group consensus on the final transit strategy to governing bodies. The AC is scheduled to meet six times and will have regular check-in meetings and communications with the PMT, as the PMT will participate in AC meetings.

Up to two representatives from WSDOT and ODOT will participate in AC meetings (including the PMT members) along with representatives from each partner agency and the Southwest Washington Regional Transportation Council. The AC members separate from the PMT members are listed below.

- **WSDOT:** Kelly Smith
- **ODOT:** Valerie Egon
- **Mt Adams Transportation Services:** Sharon Carter, Norma Pickett
- **Columbia Area Transit:** Amy Schlappi
- **Sherman County Transit:** Marnene Benson-Wood, Kesli Phillips
- **The Link:** Jesus Mendoza
- **Skamania County Transit:** Sophie Miller
- **SW WA Regional Transportation Council:** Dale Robins, Adam Fiss

PMT members on the AC:

- Bill Baumann, WSDOT
- Theresa Conley, ODOT
- Kathy Fitzpatrick, MCEDD
- Susan Wright, Kittelson & Associates, Inc.

These meetings will be held online and will include AC members and PMT members only. AC meetings are working meetings and as no decisions will be made, they are not public meetings. A thorough meeting summary will be made available to the public at gorgetranslink.com.

Stakeholder Advisory Group (STAG)

The STAG will act as an advisory group comprised of key stakeholders throughout the Gorge. This group will meet four times to receive project updates, provide input on strategy elements and support the project with promoting public outreach opportunities. While the STAG is not a decision-making body and participation in meetings is not required, input by this group will influence elements included in the final strategy.

Membership includes representatives from:

- Oregon and Washington State agencies
- Regional planning entities
- Tribal representatives
- Public transportation providers
- Nonprofits
- Local government, cities, counties and ports
- State government and congressional leaders
- Bike and pedestrian advocates
- Historic Columbia Highway
- Employers, including those in education, healthcare and housing
- Tourism
- Economic development

- Environmental and climate interests
- Veterans

A full list of invitees is included in Appendix A.

Decision-Making Process

The Gorge Transit Strategy is a bi-state and multi-county effort, and therefore requires a decision-making process for each of the Counties and States where services are operated in.

Washington

There are several agencies and decision-making bodies that must be consulted and that must adopt the regional transit strategy, including:

- Southwest Washington Regional Transportation Council
- Klickitat County RTC Policy Committee
- Skamania County RTC Policy Committee

Step one: Skamania and Klickitat Transportation Policy Committees (TPC) endorse the findings of the strategy.

Step two: Southwest Washington Regional Transportation Council (RTC) then incorporates the strategy within the Regional Transportation Plans, which is passed by both Skamania and Klickitat TPC's and RTC Board of Directors. Inclusion in the RTP becomes the regional transportation policy.

Oregon

There are several agencies and decision-making bodies that must be consulted and that must adopt the regional transit strategy, including:

- MCEDD Board
- CAT Board
- Sherman County Court
- Wasco County Board of Commissioners

Step one: Present the final strategy to the above Boards for approval.

Step two: Present the final strategy to the Commissions below for informational purposes.

The final strategy will also be presented to the following groups to keep them informed:

- ODOT Lower John Day Commission on Transportation (LJD ACT)
- ODOT Region 1 Area Commission on Transportation (ACT)

PROJECT STAKEHOLDERS

Residents may cross jurisdictional borders daily to meet multiple needs. While most of the communities have some basic amenities, residents must access the larger metropolitan areas of Portland/Vancouver for specialized services (medical, higher education, shopping) that might not be available in the small towns of the Gorge. Conversely, residents and visitors in the Portland/Vancouver areas access the Project Area for recreational and touristic activities. Commuters travel bi-directionally through the Project Area.

The public involvement process will seek to inform and engage the following types of affected and interested people and organizations through outreach activities already occurring with community partner engagement and existing outreach provided by transit providers:

- Local, State, Federal Governments
- Tribal Representatives
- State and Federal Agencies
- Health and Wellness Organizations
- Representatives of underserved communities
- Higher Education
- Local Employers
- Local and Regional Planning
- Tourism and Outdoor Recreation
- Active Transportation

The project will also provide opportunities for the broader public to participate (full list of activities listed below).

Tribal Engagement

MCEDD staff will engage with tribal partners including the Columbia River Inter-Tribal Fish Commission, US Department of the Interior Indian Affairs Northwest Office (BIA), Natives Along the Big River, N'Chi Wana Housing, and Yakima Nation Human Services. Guidance and feedback will be wrapped into the project deliverables and inform the final document. MCEDD will engage with these tribal partners, and others that may be identified, at key milestones of the project.

PROJECT MANAGEMENT TEAM MEMBERS AND RESPONSIBILITIES FOR PUBLIC INVOLVEMENT

Oregon Department of Transportation

- **Theresa Conley, Oregon Department of Transportation Project Manager** - provides contract management, project oversight and input into the overall development of the project deliverables.

Washington Department of Transportation

- **Bill Baumann, Southwest Washington Community Liaison** – provides oversight for the project strategy, guided by Washington coordination priorities. Support engagement with the Southwest Washington Regional Transportation Council.

Mid-Columbia Economic Development District

- **Kathy Fitzpatrick, Mid-Columbia Economic Development District** – will coordinate with the consultant team and PMT to support implementation of the strategy and outreach activities. Kathy will also be the primary contact for MCEDD and consult with key stakeholders throughout the project. In addition, Kathy will be providing the regular updates to the following:
 - Regional Transportation Commission (RTC) for Klickitat County and Skamania County RTC Policy Committees
 - ODOT Lower John Day Area Commission on Transportation (LJD ACT) and Region 1 Area Commission on Transportation (ACT)
 - Local governments as requested.
 - MCEDD Board of Directors
- **Jesus Mendoza, Mid-Columbia Economic Development District** – will provide input on the project and outreach strategy as it relates to MCEDD goals and priorities. Will support engagement with the MCEDD Board and with the Wasco County Board of Commissioners.

Kittelson & Associates

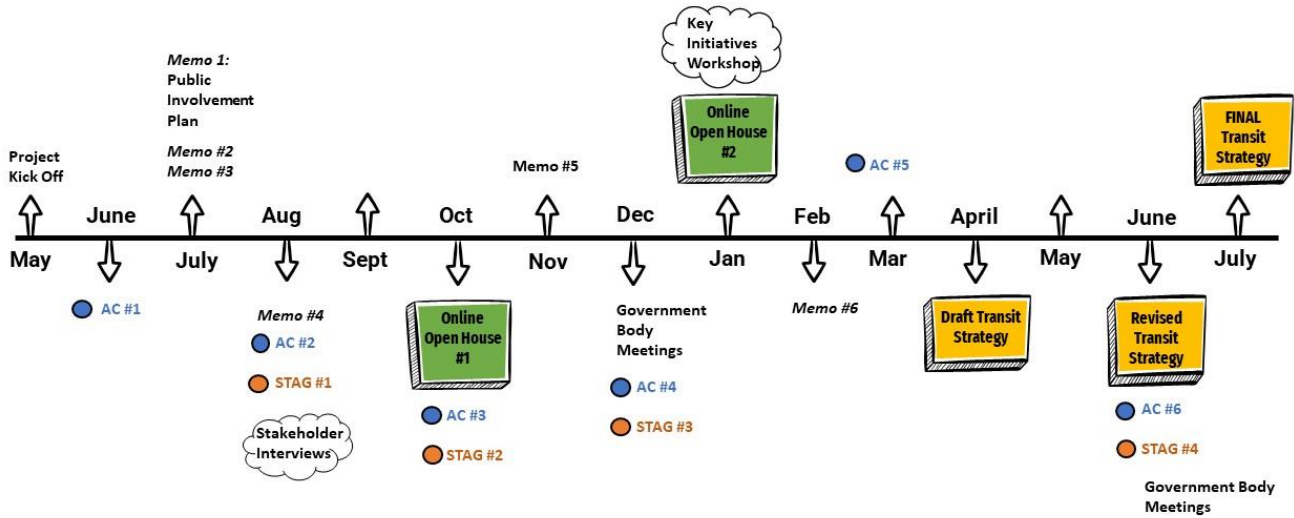
- **Susan Wright, Consultant Project Manager** – leads the consultant team, providing oversight of the overall project process and transit strategy development. Susan will review all public-facing materials prior to being sent to the PMT. Susan will facilitate the STAG meetings which will include several governing bodies, ensuring their feedback is incorporated into the final strategy. Susan and her team will manage all meeting invitations, sending all invites and save-the-dates to meeting participants.
- **Krista Purser** – will lead development of the transit strategy and work with the Consultant team and PMT to make sure all stakeholder input appropriately informs strategy elements.
- **Amy Griffiths** – will support development of the transit strategy and work with Susan to document PMT and STAG input.

JLA Public Involvement

- **Jessica Pickul, Public Involvement Lead** – Jessica oversees public engagement and consultation activities, including facilitation of the Advisory Committee meetings and delivery of the public online open houses. Jessica will facilitate AC meetings which is comprised of staff from partner agency governing bodies.
- **Nicole Metildi, Public Involvement Coordinator** – will support engagement activities led by JLA. Nicole will be involved with stakeholder interviews which will engage partner agencies.

PUBLIC OUTREACH AND DELIVERABLES SCHEDULE

Gorge Transit Strategy Phase 2: Outreach + Deliverables Schedule



PUBLIC INVOLVEMENT STRATEGIES

Tool/Activity	Description	Lead	Schedule
Public Involvement Plan	The PIP outlines public involvement goals, activities, and engagement strategies for each stakeholder group for the project. The PIP also outlines the decision-making strategy and how each conversation with advisory bodies and the public informs the transit strategy.	JLA	August 2022

Tool/Activity	Description	Lead	Schedule
Advisory Committee Meetings	<p>There will be 6 AC meetings throughout the project where members will review and provide direct feedback on strategy components.</p> <p><i>See agenda topics below.</i></p> <p>How this work informs the strategy:</p> <p>The AC is the project decision-making body and will have a direct influence on elements included in the final strategy.</p>	JLA/ Kittelson & Associates	<p>Meeting 1: June 2022</p> <p>Meeting 2: August 2022</p> <p>Meeting 3: October 2022</p> <p>Meeting 4: December 2022</p> <p>Meeting 5: March 2023</p> <p>Meeting 6: June 2023</p>
Stakeholder Advisory Group	<p>There will be 4 STAG meetings throughout the project where members will review and provide input on strategy components.</p> <p><i>See agenda topics below.</i></p> <p>How this work informs the strategy:</p> <p>This group acts as a project sounding board. All input received will influence elements included in the final strategy.</p>	Kittelson & Associates	<p>Meeting 1: August 2022</p> <p>Meeting 2: October 2022</p> <p>Meeting 3: December 2022</p> <p>Meeting 4: March 2023</p>
Project Website	<p>The project website introduces the project, the overall project timeline, project partners and hosts online engagement activities. MCEDD will develop and host the website while JLA will provide website updates throughout this phase of work.</p>	MCEDD/ JLA	July 2022; Ongoing
Stakeholder Contact List/Database	<p>MCEDD will maintain a stakeholder contact list and database to communicate with all interested parties. The stakeholder list will build off Phase 1 contacts and expand to include newly identified stakeholders throughout the process.</p>	MCEDD	Ongoing

Tool/Activity	Description	Lead	Schedule
Stakeholder Interviews	<p>JLA will support the team with facilitating up to 8 interviews with key stakeholders early in the process.</p> <p><i>See interview questions below.</i></p> <p>How this work informs the strategy: Feedback from the interviews will seek to confirm the strategy vision, gaps, opportunities, and funding strategies.</p>	JLA/ Kittelson	August 2022
Governing Body Meetings	<p>MCEDD will support AC members in meeting with their governing bodies to discuss preliminary scenarios and bringing reactions and other input to the Key Initiatives Workshop for discussion.</p>	MCEDD	December 2022, June and July 2023
Online Open Houses	<p>JLA will produce two online open houses at key project milestones to inform the public of project updates and to confirm that the strategy considerations reflect community needs. Online open houses will be located on the project website.</p> <p>How this work informs the strategy: Input received will confirm the strategy vision, gaps, opportunities and opportunities for coordination to be included in the final transit strategy.</p>	JLA	October 2022 and January 2023
Tribal Engagement	<p>MCEDD will continue to lead engagement with tribal partners.</p> <p>How this work informs the strategy: Input received will inform the final transit strategy.</p>	MCEDD	Ongoing, with an emphasis at project milestones
Stakeholder Emails	<p>MCEDD will produce and distribute stakeholder emails to provide project updates and prior to project milestones to inform stakeholders of input opportunities.</p>	MCEDD	Ongoing, with an emphasis at project milestones

Tool/Activity	Description	Lead	Schedule
Partner Agency Engagement	<p>Some outreach for this project will be supported through activities being completed by partner agencies leading their own public engagement efforts. Those include:</p> <ul style="list-style-type: none"> • Human Services Transportation Plan update • Carfree CGTA Action Team monthly meetings to work on transit, private shuttle, and active transportation options is an opportunity to connect with multiple outreach programming. <p>Additional outreach to promote this project will be done through Human Services plans and TMPs/TDPs.</p>	Partner Agencies	
Public Involvement Summary	A complete summary of comments from the public review period and responses for how the comments were considered in the plan. The summary will be included in the final TSAP and be available for review by decision-making bodies.	JLA/ Kittelson	July 2023

PROJECT INPUT PROGRESSION

Stakeholder engagement with the Advisory groups and public must ultimately inform the final Gorge Transit Strategy. The following is an input or conversation guide for each engagement opportunity.

Task 1 Project Initiation

Advisory Committee Meeting #1

- Project Overview/Schedule
- Memo #1 – Public Involvement Plan
 - Review/Feedback
 - Confirm decision making process (For AC and Governing Bodies)
 - Discuss Stakeholder Interview Questions
 - Input on Outreach Approaches for Public Engagement #1 and #2

Stakeholder Interviews

- Stakeholder interviews with the 5 - 8 governing bodies or their representative(s) and providers directors/managers and key staff as feasible. Interviewees will include:

- 1) **Klickitat County Stakeholders**
 - RTC Policy Committee
 - County Commissioners
- 2) **Skamania County Stakeholders**
 - RTC Policy Committee
- 3) **MCEDD Board**
 - Including City of Mosier, City of Dufer, South Wasco County
- 4) **Wasco County Stakeholders**
 - Board of Commissioners
 - Mayors of the City of Dalles and the City of Maupin
- 5) **CAT Board**
- 6) **Sherman County Stakeholders**
 - Court
 - Transit providers
- 7) **Hood River County Stakeholders**
 - Commissioners
 - Mayor of the City of Hood River
- 8) **TBD**

Questions will include:

- We want your perspective on current transit operations in your area. What does governance and oversight look like for transit in your area?
- What's your comfort level with regional coordination?
 - What are the opportunities for coordination?
 - What are the sticking points?
- What do you see as the greatest opportunities for the Gorge Transit Strategy? From a local perspective? From a regional perspective?
- What are your biggest concerns or hopes with an integrated Gorge Transit system? From a local perspective? From a regional perspective? What would a successful regional transit system look like?
- Do you have any concerns about funding a regional transit system?
- How best can we keep you (and your agency/community) involved with this process?
- Do you have any questions for us or anything else we should think about as we move forward?

Task 1 Outcome

Understanding and consensus on gaps and opportunities to achieve Vision and Goals established in Phase 1.

Task 2 Regional Transit Service Gaps & Opportunities

Advisory Committee Meeting #2

- Draft Memorandum #2: Existing Operations, Infrastructure, Organizational Structures, and Plans
 - Review/Feedback
 - Confirm information
- Draft Memo #3: Regional Travel Patterns Analysis and Transit Gaps and Opportunities Analysis
 - Review/Feedback
 - Anything missing?
 - Discussion of questions to be explored and criteria to be used when evaluating potential alternative scenarios for regional decision making, to include when developing Memo #4

STAG Meeting #1

- Same as AC Meeting #2

Task 2 Outcome

Understanding and consensus on gaps and opportunities to achieve Vision and Goals established in Phase 1.

Task 3 Regional Transit Service Vision Map and Funding Opportunities

Advisory Committee Meeting #3

- Draft Memo #4: Regional Transit Service Vision and Funding Opportunities
 - Review/Feedback
 - Regional Transit Service Vision
 - Funding Opportunities
 - Governance/Regional Decision-Making Scenarios and Evaluation Criteria (not applied)
 - Political tenability of various organizational concepts?
 - Comments on the evaluation criteria?

STAG Meeting #2

- Same as AC Meeting #3

Public Engagement #1 (Online Open House, Factsheet with Comment Card)

- Present Regional Transit Vision Map and seek feedback on the transit vision

Task 3 Outcome

A future vision map for transit within and connecting to the Gorge.

Task 4 Regional Solutions and Priorities

Advisory Committee Meeting #4

- Draft Memo #5: Regional Transit Solutions
 - Review/Feedback
 - Is this the right menu of strategies and options to achieve the Vision and Goals for:
 - Transit service delivery?
 - Decision-making?
 - Organizational structure?
 - Funding?
 - Partner organization engagement?
 - What are your priorities?
 - Is this the right set of performance measures to track outcomes?

STAG Meeting #3

- Same as AC Meeting #4

Governing Body Meetings (Led by MCEDD and AC Members)

- MCEDD will support AC members in meeting with their governing bodies to discuss preliminary governance and decision-making scenarios and bringing reactions and other input to the Key Initiatives Workshop for discussion. Questions could focus on:
 - Does the draft Vision match your agency or community's needs and goals for an integrated Gorge Transit system?
 - Which strategies for service delivery, decision-making and organizational structure seem best for your agency and for the region?
 - Which strategies for decision-making and organizational structure seem best for your agency and for the region?
 - Which strategies for funding seem the most feasible for your agency and for the region?

Public Engagement #2 (Online Open House, Factsheet with Comment Card)

- Regional Solutions and Priorities and gather input on the final draft vision map, key initiatives, and priorities

Key Initiatives Workshop

- Scenario evaluation exercise with the AC (and additional representatives of each Partner Agency's governing body as determined by the PMT)
 - Identify 2-4 short-term actions, or 'key initiatives'

Advisory Committee Meeting #5

- Draft Memo #6 Key Initiatives

- Review/Feedback
 - Do you agree with the key initiatives for short-term action?
 - Comments on:
 - next steps
 - roles and responsibilities
 - related funding opportunities
 - constraints
 - preferred organizational/decision-making structure scenarios

Task 4 Outcome

Prioritized regional service opportunities for the short and mid-term. Menu of implementation options.

Task 5 Regional Transit Strategy Document

Advisory Committee Meeting #6

- Draft Regional Transit Strategy
 - Review/Feedback

STAG Meeting #6

- Same as AC Meeting #6

Task 5 Outcome

Adoption-Ready Regional Transit Strategy document.

Task 6 Adoption

Partner Agency Governing Body Meetings

- MCEDD will support facilitation of adoption process with each Partner Agency in coordination with Partner Agency staff and their respective governing bodies. Consultant shall attend up to 5 virtual Governing Body meetings to answer questions

Task 6 Outcome

Adoption by the governing bodies of each Partner Agency.

APPENDIX A: STAKEHOLDER ADVISORY GROUP MEMBERS

Note: These contacts may change throughout the duration of the project. A complete stakeholder list is being maintained by MCEDD.

Federal Agency Stakeholders

- **US Forest Service (NSA):** Christy Cheyne, Donna Mickley, Lorelei Haukness, Stan Hinatsu
- **Gorge Commission:** Krystyna Wolniakowski, Robert Liberty, Amy Weissfield, Jessica Olson, Sondra Clark
- **FHWA:** Jamie Lemon, Seth English-Young

State Agencies

- **Travel Oregon:** Scott Bricker
- **OR State Parks:** Mark Stevenson
- **WA State Parks:** Heath Yeats, Jill Sprance-Carr
- **WSDOT:** Kelly Smith
- **ODOT:** Kristen Stallman, Terra Lingley

Regional Planning Entities

- **Metro:** Ally Holmqvist
- **SW WA Regional Transportation Council:** Dale Robins, Matt Ransom
- **Multnomah County Transportation Planning Specialist:** Eve Nilanders
- **Clackamas County Transit Coordinator:** Kristina Babcock

Tribal Representatives

- **Columbia River Inter-Tribal Fish Commission:** Buck Jones
- **BIA, Social Services Rep:** Mary Lee Jones
- **Natives Along the Big River:** Dawn Le Mieux
- **N'Chi Wana Housing:** Debra Whitefoot
- **Yakima Nation Human Services:** Deputy Director

Public Transportation Providers

- **Mt Adams Transportation Services:** Sharon Carter, Norma Pickett
- **Columbia Area Transit:** Patty Fink, Amy Schlappi, Ty Graves, Rajiv Batra
- **The Link (Wasco County):** Jessica Metta, Jesus Mendoza
- **Sherman County Transit:** Marnene Benson-Wood, Kesli Phillips
- **The Link:** Kate Drennan
- **Skamania County Transit:** Sophie Miller

Neighboring Public Transportation Service Providers

- **Gilliam County Transportation:** TBD
- **Wheeler County Transportation:** Jon Asher

- **Clackamas County Social Services:** Teresa Christopherson
- **Mt Hood Transportation Alliance:** Teresa Christopherson
- **Sandy Area Metro (Sandy Transit):** Andi Howell
- **TriMet:** TBD
- **Pahto Transit:** Janna Lewis-Clark
- **People for People:** Elizabeth Wilbur
- **Rural Transit Stakeholder, Region 1 ACT:** Andi Howell

Nonprofits

- **Friends of the Columbia Gorge:** Kevin Gorman, Renee Tkach
- **Columbia Gorge Tourism Alliance:** Emily Reed
- **Next Door, Inc:** Elizur Bello, Janet Hamada, Liliana Justo-Bello, Anna Osborn, Mayra Rosales

Local Government and Ports

- **Port of Hood River:** Michael McElwee, Fred Kowell
- **Port of Cascade Locks:** Olga Kaganova
- **Port of Klickitat:** Margie Ziegler
- **Port of The Dalles:** Andrea Klaas
- **Port of Hood River:** John Everitt

Cities

- **City of Hood River:** Abigail Elder
- **City of Troutdale:** Marlee Boxler
- **City of Hood River:** Dustin Nilsen
- **City of Cascade Locks:** TBD
- **City of Stevenson:** Leana Johnson
- **City of Bingen:** Mayor Catherine
- **City of White Salmon:** Pat Munyan, Mayor Marla Keethler
- **City of Goldendale:** Larry Bellamy
- **City of Mosier:** John Grim
- **City of The Dalles:** Matthew Klebes, Dale McCabe
- **City of Mosier:** Katie Skakel
- **North Bonneville:** Deanna Adams

Counties

- **Skamania County:** Bob Hamlin
- **Klickitat County Commissioner:** Dave Sauter
- **Hood River County:** Jeff Hecksel
- **Wasco County:** Tyler Stone, Kathy Clark
- **Sherman County:** Joan Bird, Joe Dabulskis
- **Hood River County:** Nick Kramer

- **Multnomah County:** Allison Boyd
- **Skamania County Planner:** Mike Beck
- **Clackamas County Transit Coordinator:** Kristina Babcock

State Government and Congressional Leaders

- **Regional Solutions:** Nate Stice
- **Metro Regional Solutions:** Raihana Ansary
- **Oregon 3rd District:** Rep. Earl Blumenauer (Liv Brumfield)
- **SW WA 3rd District:** Rep. Jaime Herrera Buetler (Pam Peiper, District Director)
- **Oregon 2nd District:** Rep. Greg Walden (Nick.strader)
- **WA Governor's Office:** Outdoor Rec/Economic Dev

Bike/Ped

- **Region 1 Active Transportation member:** Megan Ramey
- **Bike/Ped Gorge Representative:** AJ Zelada

Historic Columbia River Highway

- **Historic Columbia River Highway:** Wayne Stewart
- **HCRH:** Arthur Babitz, Francie Royce

Employers, Education, Healthcare and Housing

- **Insitu:** Maya Sullivan
- **Collins:** Patrick Joyce
- **Northern Wasco County PUD:** Roger Kline
- **Columbia Gorge Community College:** Dan Spatz, Marta Cronin, Tea Church-Witkowski
- **PacificSource:** Elke Towey
- **CAPECO:** Kathy Bayer
- **DHS:** Nadja McConville
- **Providence Memorial Hospital:** Mark Thomas
- **WorkSource:** Andrea Rogers/Mike Scroggs
- **Opportunity Connections:** Rita Rathkey
- **Columbia Gorge Health Council:** Suzanne Cross
- **Mid-Columbia Center for Living:** Kristen Anders
- **One Community Health:** Shannon O'Brien
- **Housing Authority:** Joel Madsen
- **North Central Public Health:** Mimi McDonnell
- **Human Services Council:** Bill Bauman
- **GOBHI:** Britta Wilson
- **Human Services Council:** Michael Kelly
- **CTANW:** Angie Coulter
- **WA Community Action Programs:** Leslie Naramore

- **Aging and People with Disabilities:** Lisa Viles
- **Columbia Gorge Health Council:** Jenny Anglin
- **PacificSource:** Lexi Stickel
- **DSHS, WA:** Dawn Larson
- **MCMC:** Julie Zapien
- **Skyline Hospital:** Debi Budnick
- **Age Plus and Circles of Care:** Julia Brown

Tourism

- **Travel Oregon:** Scott Bricker
- **Columbia Gorge Tourism Alliance:** Emily Reed, Renee Tkach
- **Goldendale Chamber of Commerce:** TBD
- **Cross Current Collective:** Kristin Dahl
- **Grey Line of Portland:** David Duncan

Economic Development

- **MCEDD:** Jessica Metta

Environment/Climate

- **Hood River County Energy Council:** TBD

Veterans

- **VSO The Dalles:** TBD
- **VSO Hood River:** TBD