



JOINT LAND USE STUDY IMPLEMENTATION OF RECOMMENDATIONS TOWN OF KITTERY AND PORTSMOUTH NAVAL SHIPYARD

Implementation Committee Meeting #4
September 27, 2021





Agenda

- **Welcome and Review**
 - Implementation Committee Meeting #3 Summary
- **Project Task Status Updates**
 - Task 2.1 Transit Corridor Feasibility Study
 - Task 2.2 Multimodal Hub Feasibility Study
 - Task 3 Housing Affordability Analysis
 - Task 4 Joint Communications Plan
 - Discussion
- **Other Recent Happenings**
 - Community and Agency Updates
- **What's Coming Next?**



Implementation Committee Meeting #3

Key Comments/Considerations

TRANSIT	HUB	HOUSING
Hwy 236 bus stops should be preserved due to high ridership	PNS is investigating how TIP has played a role in shuttles at other installations	Preparations are in motion for ULI Panel
Potential for fixed routes in and near Sanford because of high vanpool concentration	PNS is identifying the legal definition of a hub to inform funding	York has 2-3 new workforce housing developments within shuttle distance to PNS
PNS shift times are currently more suitable to vanpools than one fixed route	Each potential site has pros and cons but will not be able to meet every need	
More information is needed about large regional employer shift times and needs	Techniques are needed to reduce minutes towards the end of trips to incentivize other modes	
Potential to align routes with Sanford as they also seek development of a transit hub	PNS worker survey and developer discussions will give insight on feasibility and general interest	
DOD funds and the infrastructure bill details will inform recommendations	Potential additional sites in Portsmouth	



Task 2.1 Transit Corridor Feasibility

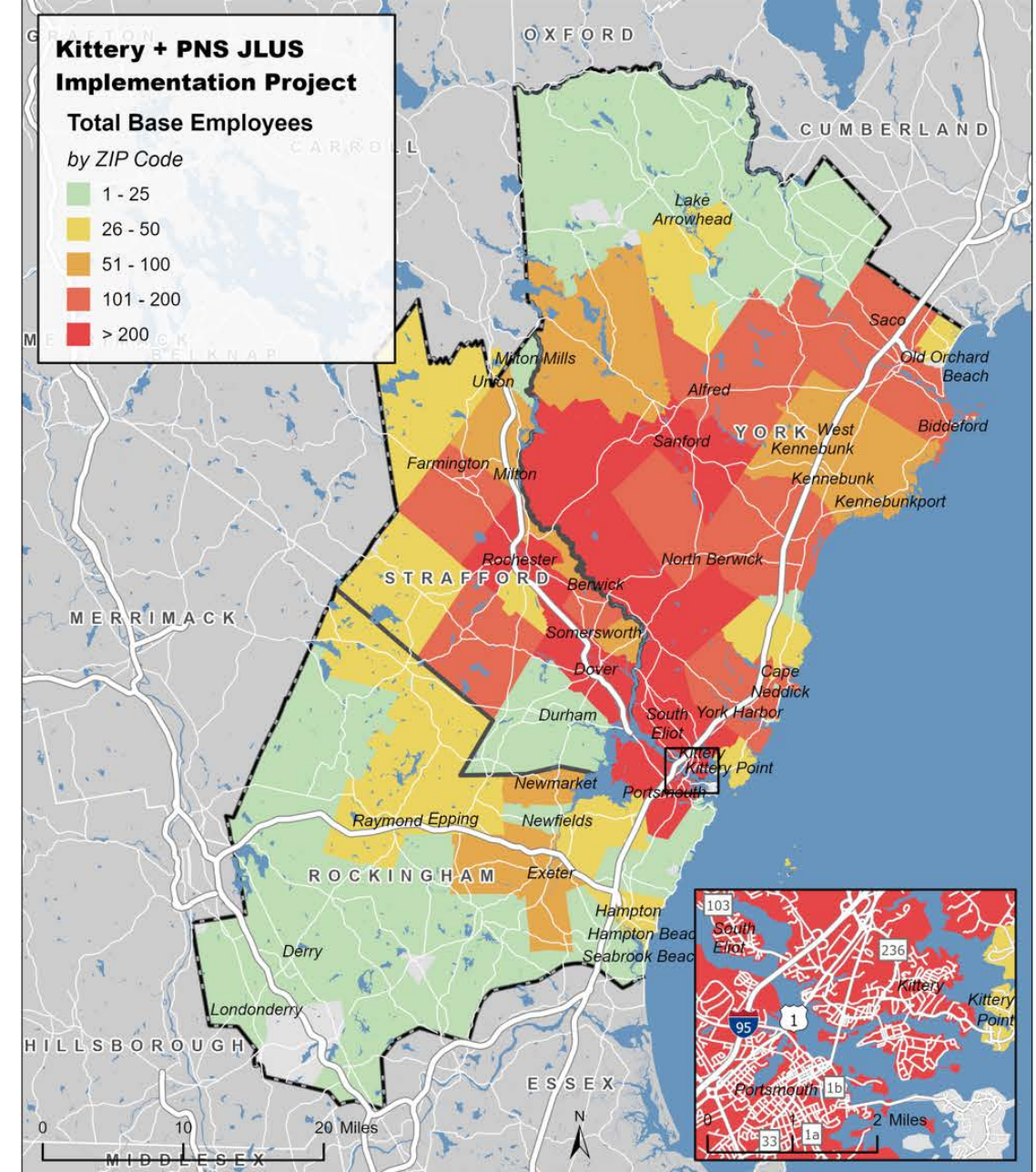
Town of Kittery and Portsmouth Naval Shipyard Joint Land Use Study (JLUS)

TRANSIT ANALYSIS



Background

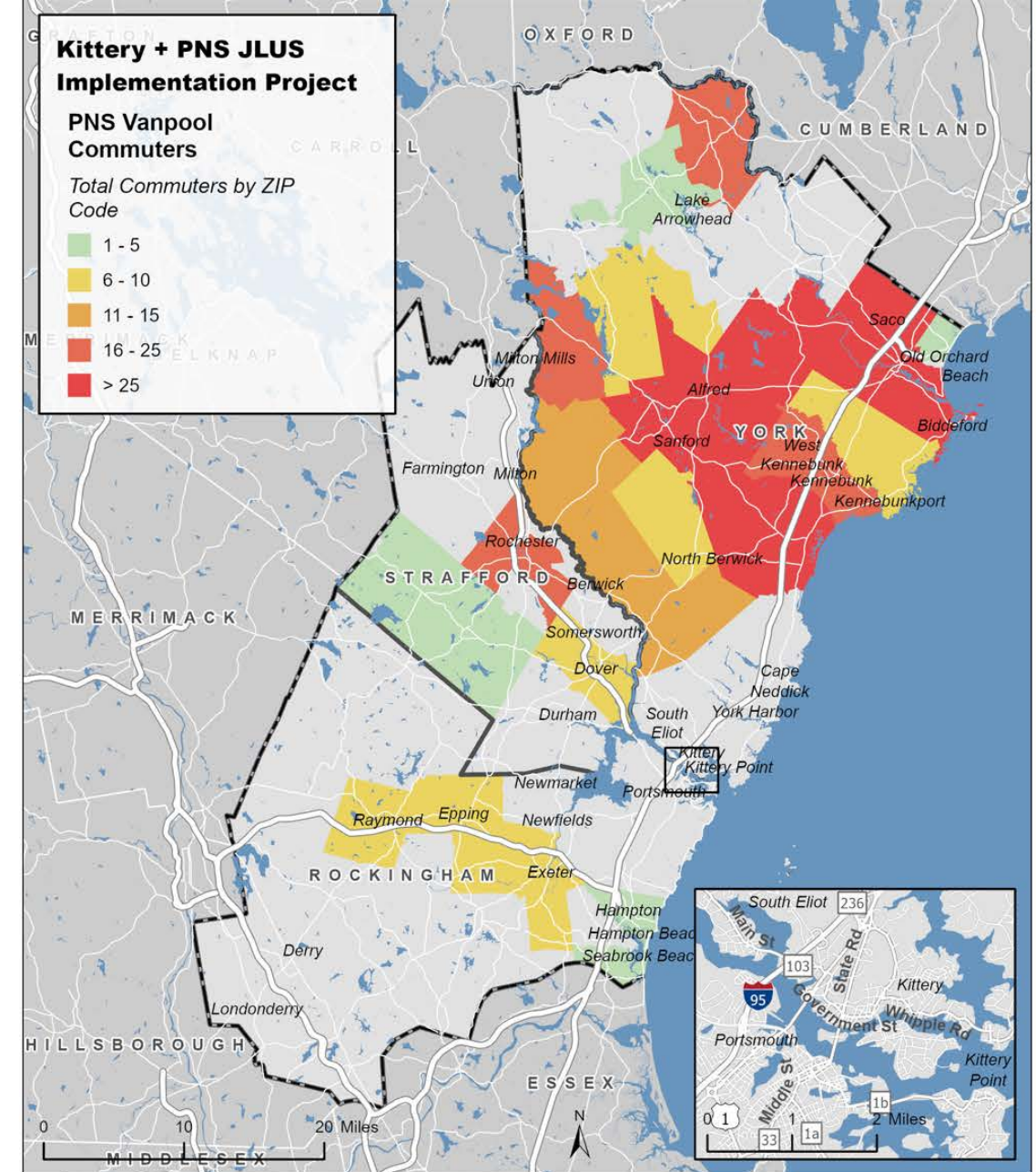
- To reduce SOV trips to the Portsmouth Naval Shipyard, transit service must align with the existing commuter market.
- Shipyard employees live throughout the Portsmouth/Kittery Region, but the highest concentrations are in the Spaulding Turnpike and Hwy. 236 corridors, as well as in and around Sanford.



Vanpools

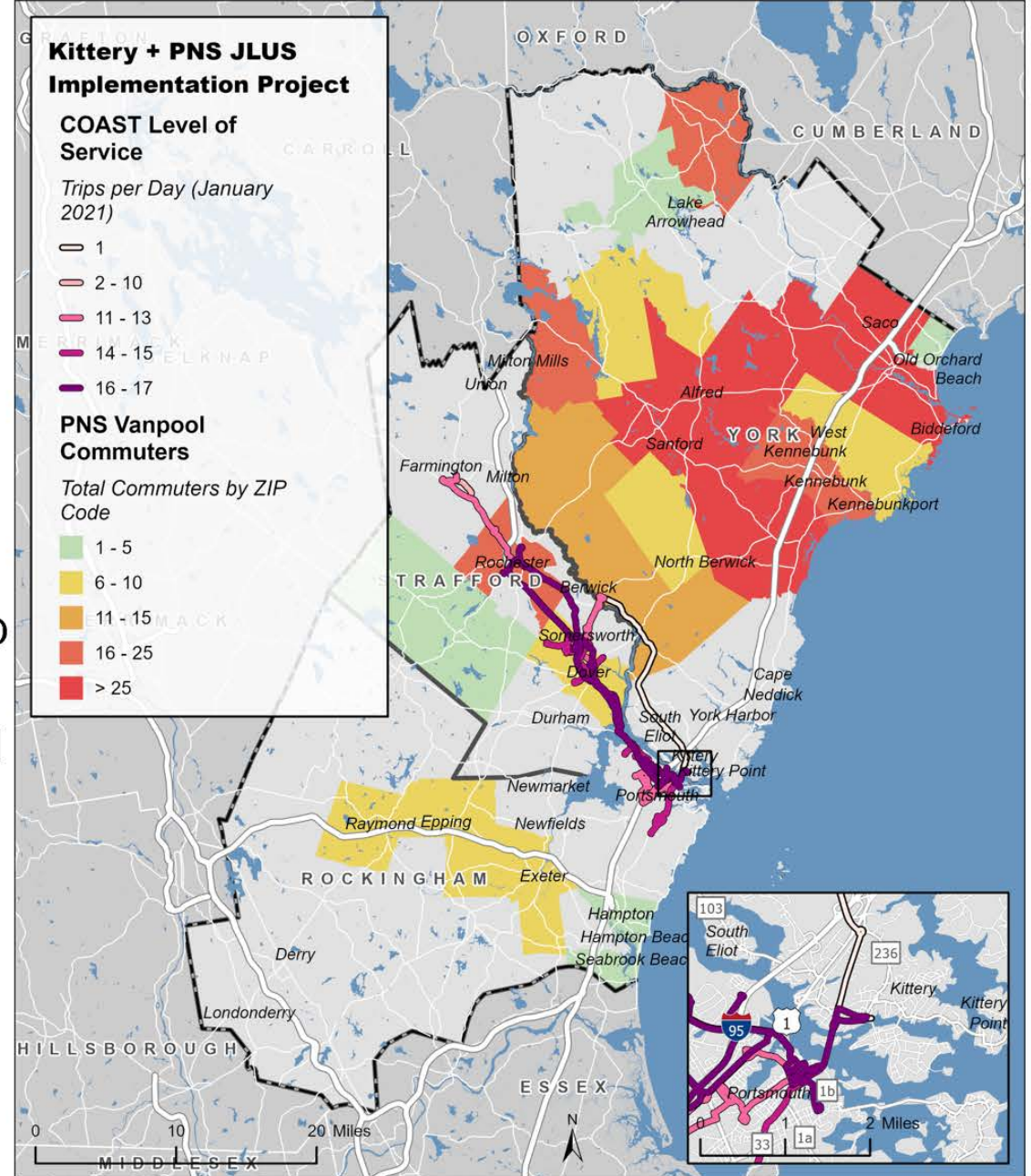
- A large network of private vanpools serves the shipyard daily.
- In December 2020, 31 of the vanpools came from Sanford area.

Location	~ Number of Vanpoolers	Number of Vanpools
Springvale	52	14
Sanford	46	17
Saco	42	7
Biddeford	38	9
Wells	36	13
Limington	21	2
Gray	17	3
Kennebunk	17	6
Rochester	17	3
Lyman	16	5



Vanpools

- Vanpool ridership is most heavily concentrated in areas of York County where there is no fixed-route transit option to PNS.
 - Hourly fixed-route service is provided to PNS by COAST Route 44 (with numerous connection opportunities in Portsmouth to various Strafford County communities).
 - Very limited fixed-route service is provided by COAST Route 100 between PNS and communities in York County near the Strafford County border.
- Vanpool challenges:
 - Lack of travel flexibility
 - Resiliency in face of pandemic



Opportunities

- One way to support vanpool growth and stability is to initiate a public vanpool program or a public-private vanpool program.
 - Many fully public vanpool programs that operate out public transportation agencies (such as those in Pierce and Snohomish Counties in Washington State) have historically operated at a profit.
 - Public-private programs provide financial support to private operators in exchange for data that can be reported to NTD, and thus generate additional federal transit formula funding and can become self-supporting. Start-up program funding would need to be identified.
- Van/Start and Van/Save programs are another way to support vanpools impacted by pandemic-related ridership declines.

Best Practice:

Virginia operates a statewide VanStart / VanSave program open to any vanpool operator.



Transit

- York County Community Action Corporation (YCCAC) has a fleet of 32 vehicles used to provide demand-response and deviated fixed-route service in communities throughout York County
 - Typical pull-out: 20 vehicles
 - 10 vehicles used for demand-response service
 - 10 vehicles used for “flex” deviated fixed-route service
 - No vehicles dedicated specifically to PNS service

Weekly Local Rides

Routes have been designed to serve the closest regional shopping and medical destinations for each town served. Riders are usually picked up at their homes with a return trip an hour or more later.

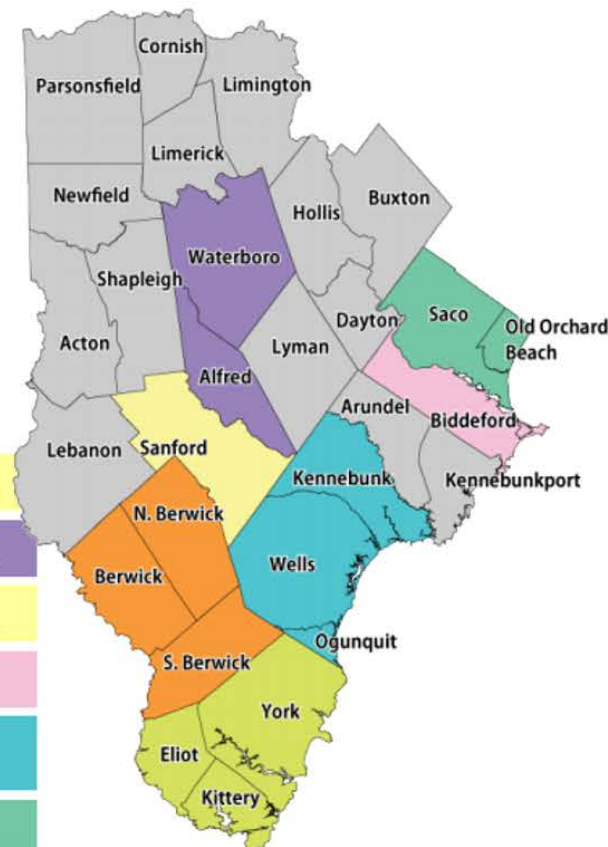
Follow these easy steps and we may be able to help you get to your shopping, medical appointments and other errands.

- 1 - Find your town
- 2 - Match the color to the chart below
- 3 - Call for fare and to make a reservation
- 4 - Make your appointment for that day

Sanford Springvale	MONDAY to Sanford/Springvale
Alfred Waterboro	TUESDAY to Sanford/Springvale
Sanford Springvale	WEDNESDAY to Sanford/Springvale
Biddeford	WEDNESDAY to Biddeford
Kennebunk Ogunquit Wells	WEDNESDAY to Biddeford
Old Orchard Beach Saco	THURSDAY to Biddeford/Saco
Berwick North Berwick South Berwick	THURSDAY to Somersworth/Dover
Eliot Kittery York	FRIDAY to Newington/Portsmouth

For these towns - CALL. We may be able to add you to a neighboring schedule.

Acton	Hollis	Lyman
Arundel	Kennebunkport	Newfield
Buxton	Lebanon	Parsonsfield
Cornish	Limerick	Shapleigh
Dayton	Limington	

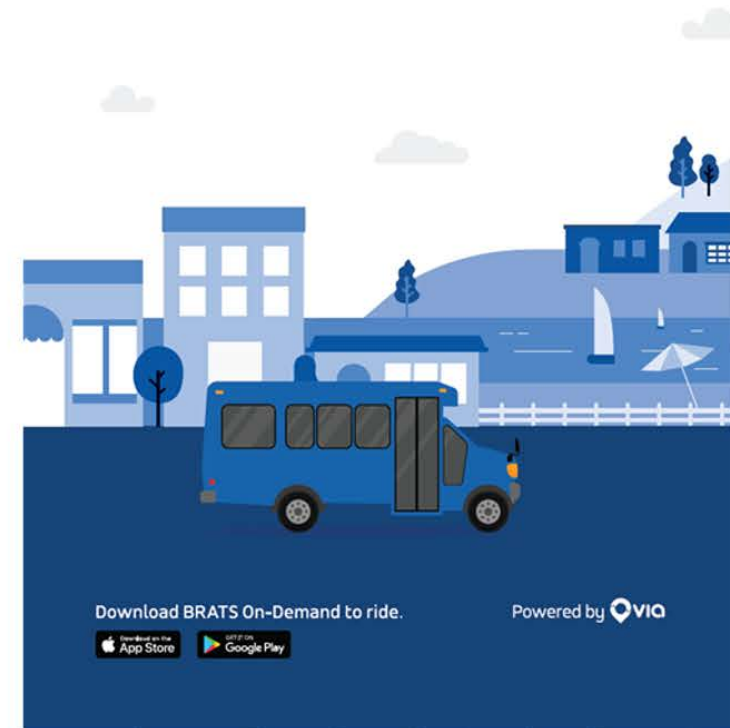


Opportunities

- A large number of privately operated bus and vanpools indicate unmet demand for service to PNS from throughout York County.
- YCCAC has a large fleet of vehicles, with a significant spare ratio (~33%), and a tradition of demand-response service.
- Recent advances in demand-response technology create opportunities to improve service for existing riders and expand service in York County, including to PNS.

The same public transit service you know and love. But better.

Use our brand new app to pre-schedule your ride or book to leave right away – the choice is yours.



Microtransit

- Technology-driven demand-response service.
 - More coverage than fixed-route service.
 - More user-friendly than traditional dial-a-ride service.
 - Familiar interface for those who have used Uber/Lyft app (phone reservations also available).
 - Effective approach for auto-oriented environments.
 - Serves as gauge of demand, without need to commit resources.



Case Studies

- Hall County, GA (WeGo)
 - Previously operated county-wide Dial-A-Ride and fixed-route service in the City of Gainesville
 - Fixed-route network provided poor coverage and infrequent service in fast-growing area
 - Fixed-route service replaced by microtransit service in December 2020
 - 5 vehicles covering 35 square miles
 - Service increased to 15 vehicles and 495 square mile in July 2021 when it expanded to replace county-wide Dial-A-Ride service
 - Distance-based fares
 - \$2 for first 5 miles, \$.50 per mile after that
 - App-based reservations
 - Cost per trip dropped from \$25.27 for fixed-route service to \$12.76 for microtransit service in first two months
 - Average wait times dropped from 45 minutes to 12 minutes
 - Ridership increased by 20%
 - Set up costs for transition funded through CARES Act



Case Studies

- Baldwin County, AL (BRATS)
 - Previously offered a county-wide transit service that required bookings 2-3 days in advance.
 - Somewhere between fixed-route and demand response because routes were designed every day based on bookings.
 - Re-launched as microtransit service in September 2020.
 - Distance-based pricing
 - Average trip length = 10.2 miles
 - 22 vehicles covering over 1,600 square mile area
 - Passengers encouraged to book in advance to improve likelihood of accommodation, but last-minute bookings are also accepted
 - 35% of bookings through app
 - No cash accepted
 - Passengers without credit cards or bank accounts are instructed to purchase pre-paid debit cards at Walmart
 - Commuter route to Mobile, AL runs 2-3 times per day
 - Passengers book seat through microtransit app
 - 3 pick-up locations in Baldwin County
 - Fairhope > to Mobile = \$3.50
 - Daphne > to Mobile = \$3.00
 - Spanish Fort > to Mobile = \$2.50
 - Ridership and productivity growing; customer satisfaction very high
 - Funded through FTA Integrated Mobility Innovation grant
 - Covers microtransit platform service fees for 60 months



One-way ride pricing.

0 - 5 Miles	\$2.00
5.1 - 10 Miles	\$2.50
10.1 - 15 Miles	\$3.00
15.1 - 20 Miles	\$3.50
20.1 - 25 Miles	\$4.00
25.1 - 30 Miles	\$4.50
30.1 - 35 Miles	\$5.00

Additional guest - \$2 flat fare.

Dial-a-Ride

Microtransit

	19-Oct	20-Apr	20-Oct	21-Apr	21-Jun
# of passenger trips	9474	1467	5163	6384	6267
trips/revenue hour	0.309	0.470	0.532	0.463	0.577
operating cost/trip	11.39	78.88	26.89	22.25	20.73

Funding Opportunities

■ Pursue Pilot Funding

These recommendations are in descending order.

1. Workforce Transportation Pilot (American Rescue Plan / Maine Jobs & Recovery Plan)
2. Congestion Mitigation and Air Quality (CMAQ)
 - Provides three years of funding for eligible activities, however, year 3 can be used across three years (years 3, 4, and 5).
3. Public Transportation Innovation (5312)
 - Discretionary grant fund, typically distributed via small grant programs with a specific purposes.
 - Very competitive grant selection process; total funding is \$33 million in FY21.

■ Considerations

- There is interest on Capitol Hill in resending the American Rescue Plan funding. Once these funds are obligated, they will be difficult to rescind.
- It is best to assume any source will require a local match of 20%. If the pilot ends up replacing existing service, this may create an opportunity to re-purpose existing local match funding.
- Ultimately should the pilot succeed a long-term funding source would need to be identified, if the pilot was *not* replacing existing service.



Task 2.2 Multimodal Hub Feasibility



PNS Worker Survey Results

A survey was conducted in June to better understand factors influencing housing and travel choices so that proposed solutions are attractive and effective at reducing commute times and congestion.

906
responses

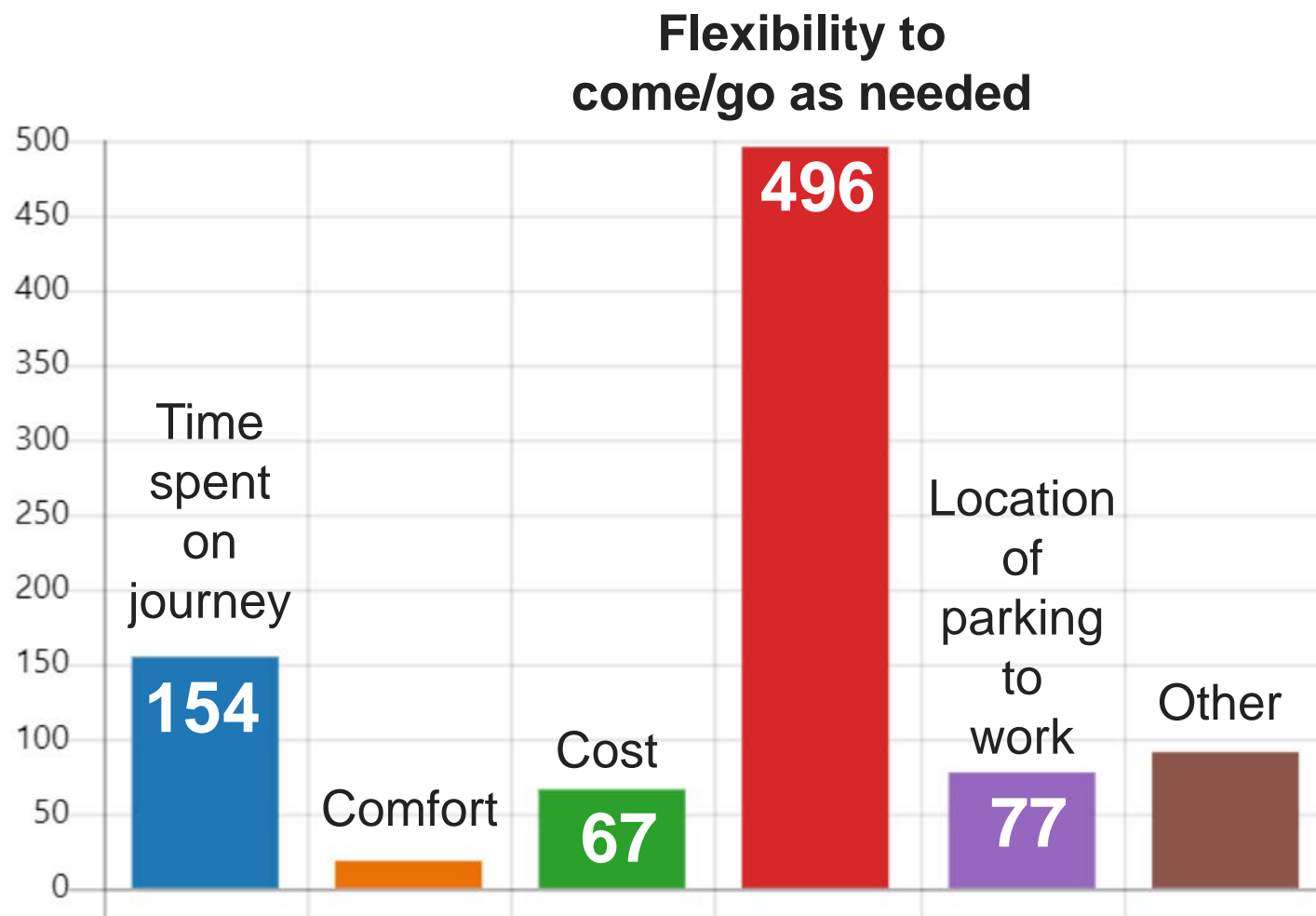




Q. *What is the most important factor that influences which method you currently use to travel to the shipyard?*

Takeaway:

Having a frequent shuttle throughout the day (not just at peak) is a recurring preference and priority for hub success

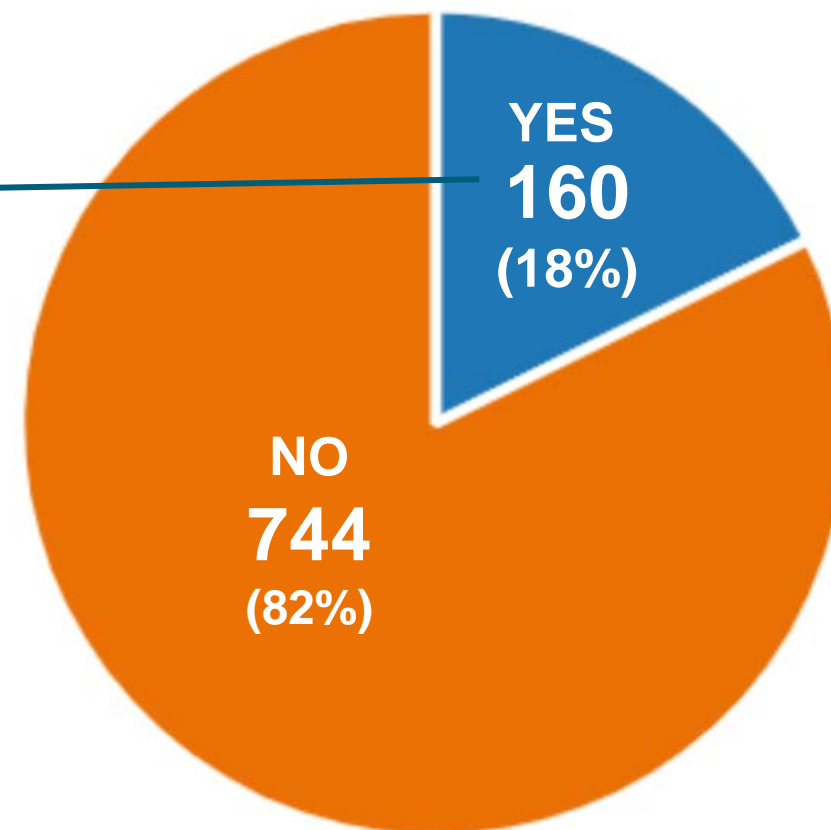




Q. *If there were a new commuter route connecting the Shipyard with Sanford, including new park and ride lots along the route, would you consider riding it?*

These people
form 31% of
workers who live
in Sanford

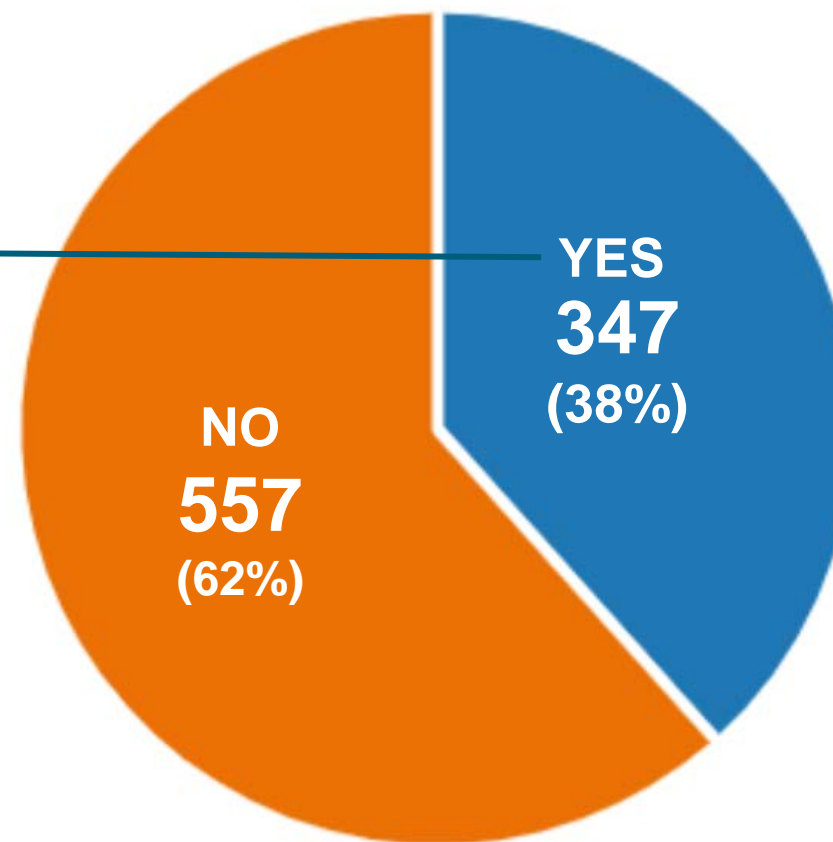
(17% of all PNS workers take a
vanpool or bus)





Q. *If there were more affordable (workforce) housing options closer to the Shipyard, would you consider moving?*

The vast majority of these respondents would prefer a single-family housing option

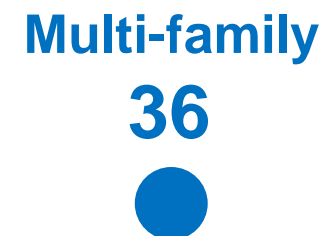
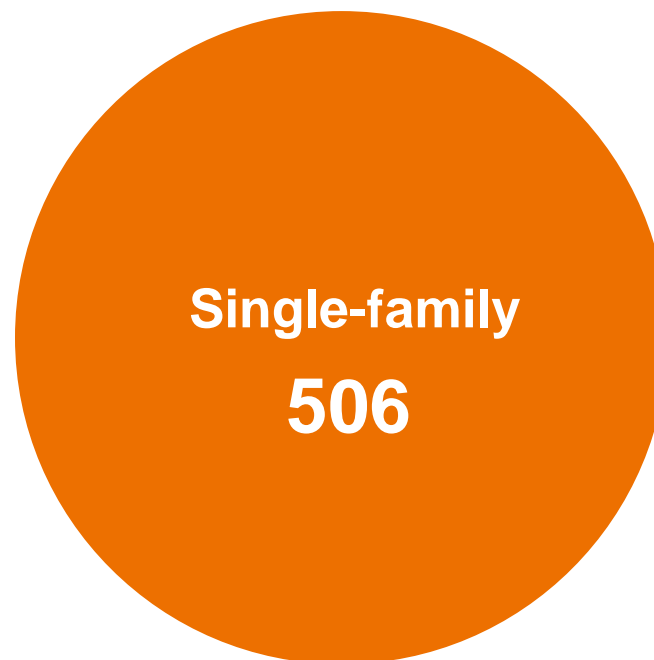




Q. If you were to move closer to the Shipyard, what type of housing would you prefer?

Takeaway:

Incorporating mixed uses/multi-family housing at the hub may not be an attractive housing option to most workers





Q. *On a TYPICAL day, how much time of your commute is spent in the last mile just BEFORE the gate until you reach your work location?*

Average
12 minutes

Q. *On a TYPICAL day, how much time of your commute is spent from leaving your work location to just AFTER the gate, if different?*

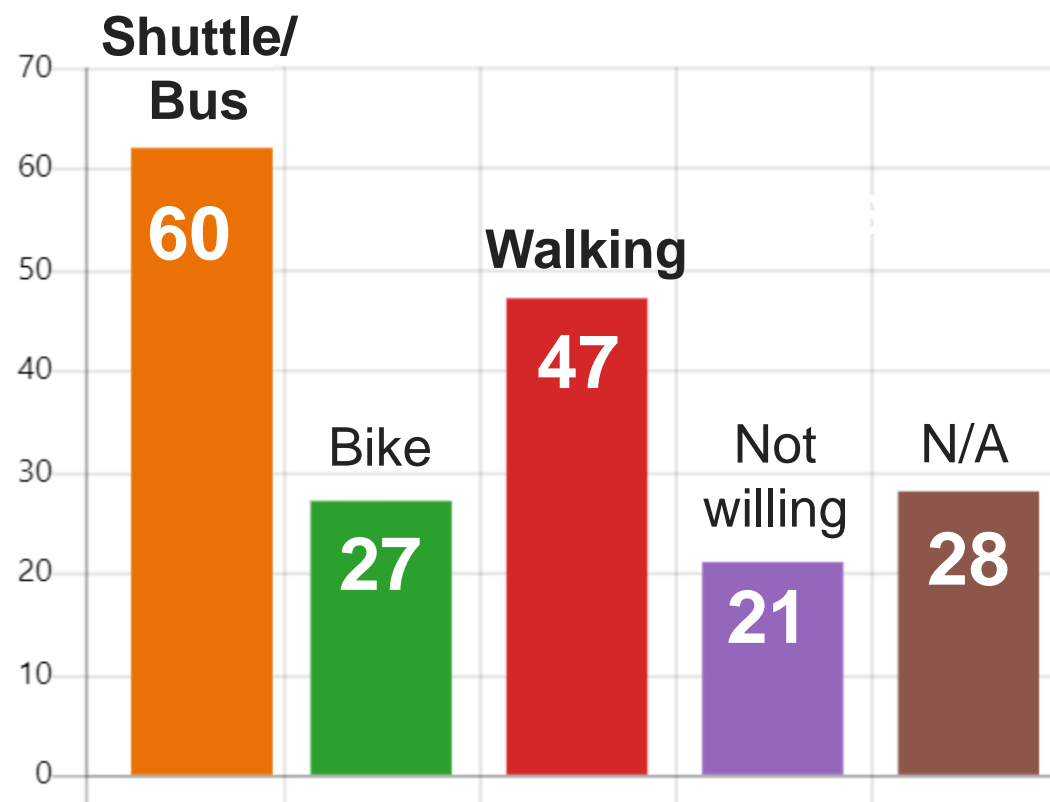
Average
14 minutes



Q. *If you were willing to park in a secure satellite lot, off-island, which of the following methods would you consider for completing your journey, assuming all can bypass on-island traffic queues?*

Takeaway:

Most workers are open to the idea of parking off-island as long as it shortens the time spent and stress of auto queues.

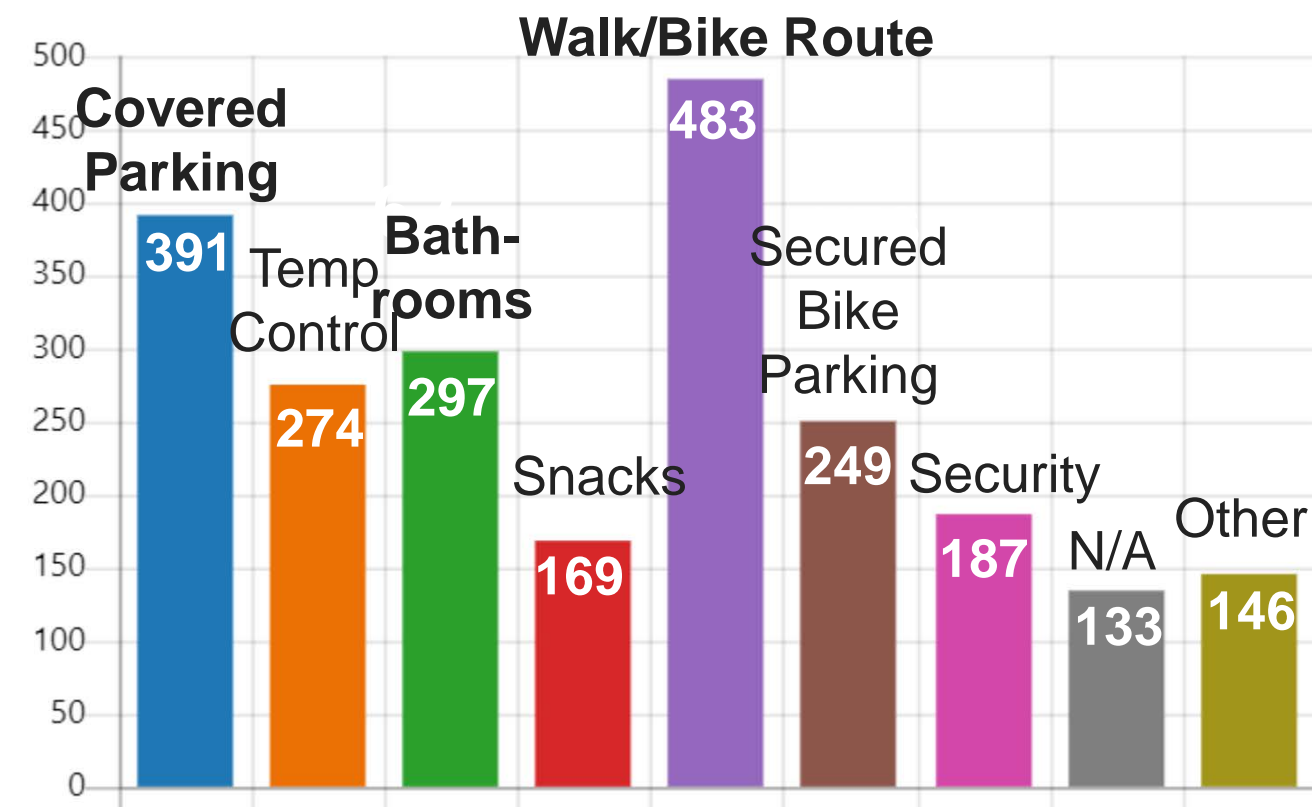




Q. *If you were willing to park in a secure satellite lot, off-island, which of the following would be your top-3 preferred amenities?*

Takeaway:

Walking/biking scores well but a range of amenities are desired and should be provided

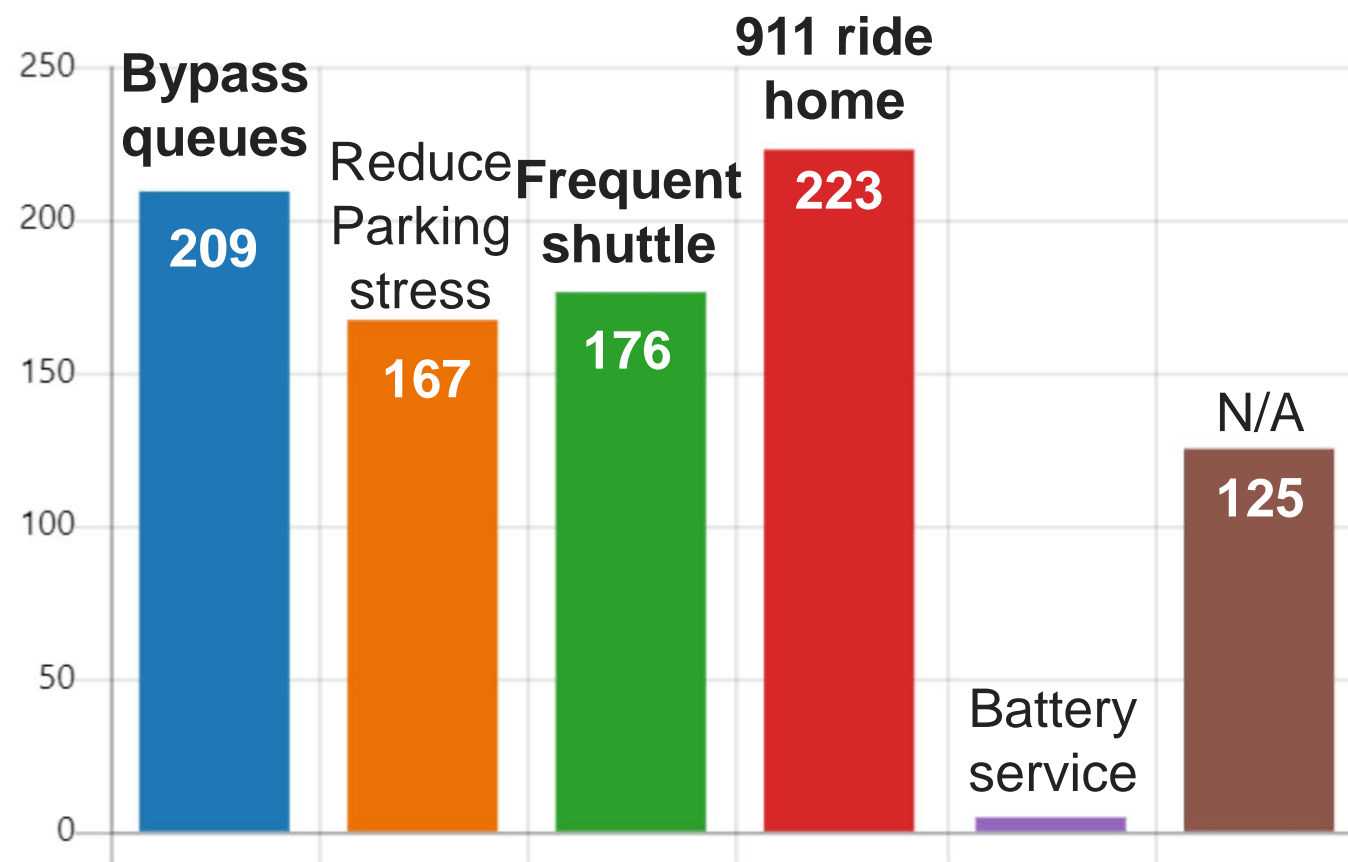




Q. Which of the following benefits would potentially influence you to utilize a secure, off-island park and ride?

Takeaway:

As a premium facility, multiple needs should be accommodated, always focused on minimizing delays





Q. Is there any other information you would like to share regarding your answers to the questions in this survey?

- Desire for continued and/or adjusted teleworking opportunities where it seems appropriate
- Incentive programs for people who bike/walk, not just car/vanpool
- Salaries matching closer to housing costs and affordability
- Maintaining vanpool spots. Different shifts (temporarily), forced travel, and vacations cause people to lose vanpool spots.



Identifying interest in a multimodal hub development

Stantec and the Town have been meeting with developers to:

- Educate about the JLUS and its long-term goals
- Identify best approaches to appropriate density
- Identify funding approaches
- Gauge **potential development interest**

KITTERY TRANSPORTATION CENTER DEVELOPMENT OPPORTUNITY
Potential Redevelopment of 2 Ranger Drive, Kittery



Transportation center with on-site retail
(Photo Source: Snokey Point, WA)

Site Location



Continued growth at the Portsmouth Naval Shipyard (PNS) has been identified as a contributing factor to the issue of traffic and parking demand in the Kittery/Foreside area. Over 9,000 PNS workers and contractors travel to the Shipyard daily; however only 5,000 parking spaces are available on the island.

To create a noticeable reduction in parking challenges and congestion, Shipyard workers would require an off-site parking facility that could accommodate 10% (i.e. roughly 500) of the current spaces on PNS. Two Ranger Drive can play an important role in the solution by providing a new intercept transportation center linked by frequent shuttle to Foreside and PNS.

This high-profile project would create a multi-modal facility which would become a transportation hub for the local workforce and community members (to include Dept. of Defense employees.) The hub would include multi-modal amenities, shuttle service to nearby employment centers, food service kiosks and other potential land uses on-site for use by the general public. Activating and improving the visibility of 2 Ranger Drive can increase the overall value of the site by supporting the community's most vital economic contributor for years to come.

Potential public development partners and their contribution to this opportunity, include:

- **The Town of Kittery**- The Town is willing to consider entering into a shared maintenance agreement to cover parking maintenance and snow clearance.
- **The U.S. Navy**- The large Naval presence in the Kittery Foreside area can contribute to the sustenance of a viable operation of this scale by providing stable demand for parking and a reliable customer base.
- **Federal Contractors**- The sustained level of new construction at the Shipyard will motivate contractors to seek nearby off-yard options to meet their need for administrative spaces, workforce transit, and lodging.
- **State and Federal Partners**- The concept has potential eligibility for a range of State and Federal grants to support the planning, design and construction costs of the hub-related elements on-site.

Conceptual Use Allocation



Transit related and joint development opportunity areas shown for illustrative purposes, only. Final configuration to be determined.

EXISTING SITE- GENERAL INFORMATION

Parcel Size: 4.5 acres
Current Use(s): Auto Auction; Portion Undeveloped
Current Zoning: Commercial 3 (C-3)
This zone intends to introduce a mix of housing, businesses and services to an area that serves as one of the gateways to Kittery and all of Maine. Existing infrastructure, proximity to residential neighborhoods, and direct access to I-95 give this zone opportunities for housing and commercial uses, as well as improved pedestrian access, to serve residents and commuters.

Permitted Uses:

- By right- Business and professional offices; Commercial parking lot or garage; Retail uses; Convenience store; Business service; Restaurant
- By special exception- Dwelling units as part of a mixed-use building

Zoning Allowances:

- Residential units permitted- 16 per acre, or 20 per acre if 25% are affordable units
- Non-residential uses must occupy at least 50% of street-facing ground floor level
- Maximum impervious surface of 70%
- Maximum height, 40'
- Maximum 15' front setback, minimum 10' side and rear setbacks



CONCEPTUAL USE ALLOCATION (as illustrated)

- ~600 parked cars accommodated (minimum)
- Climate-controlled shuttle boarding area
- Secure 3,000sf pavilion with bathrooms and retail stalls
- 24,000sf joint development parcel for PNS and other commercial tenant or workforce housing
- Amenities including signage, lighting, landscaping, security, real-time passenger info kiosk, bike parking


OTHER BENEFITS

- Proximity to Coastal Fitness for residential tenants and daily Shipyard workers with no existing adjacent competition
- Opportunity for highway advertisement
- Potential shared parking opportunity with nearby affordable housing opportunity
- No zoning adjustments required

Contact for more information:
Adam Causey
Director of Planning and Development, Town of Kittery
acauey@kitteryme.org



Multimodal hub with covered waiting areas
(Example from Paris, France)

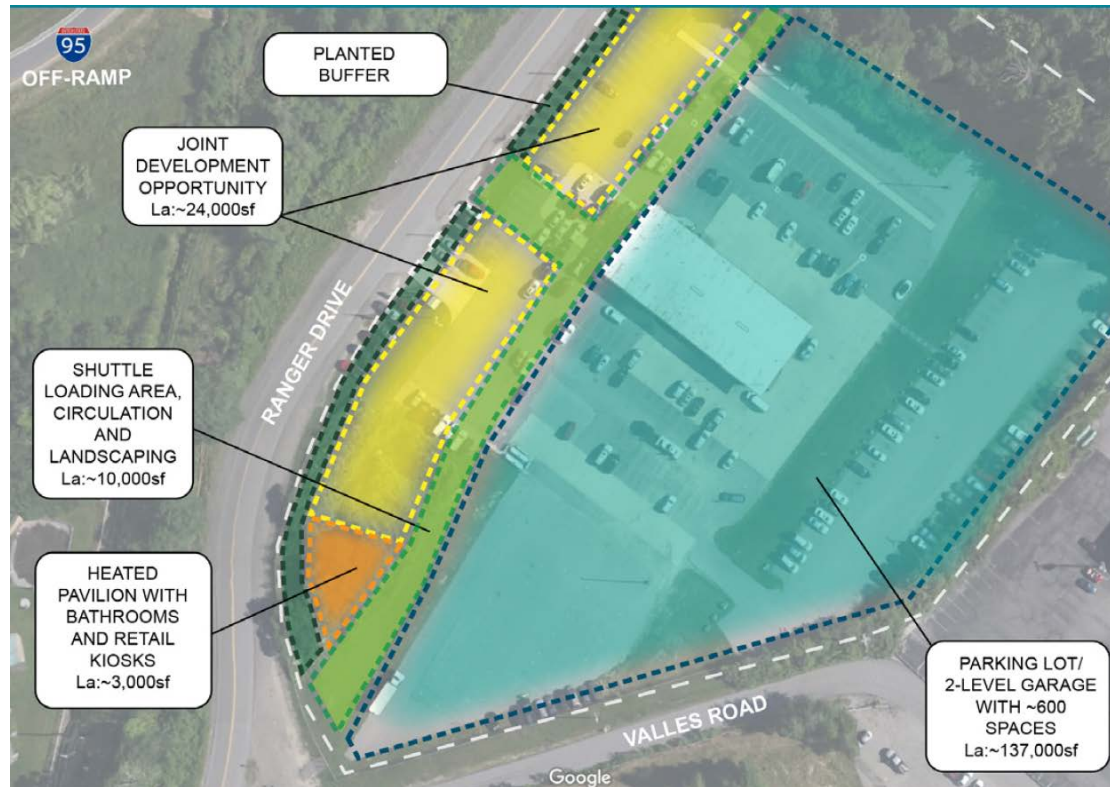


Context-sensitive multimodal hub with natural amenities
(Example concept in Colorado)

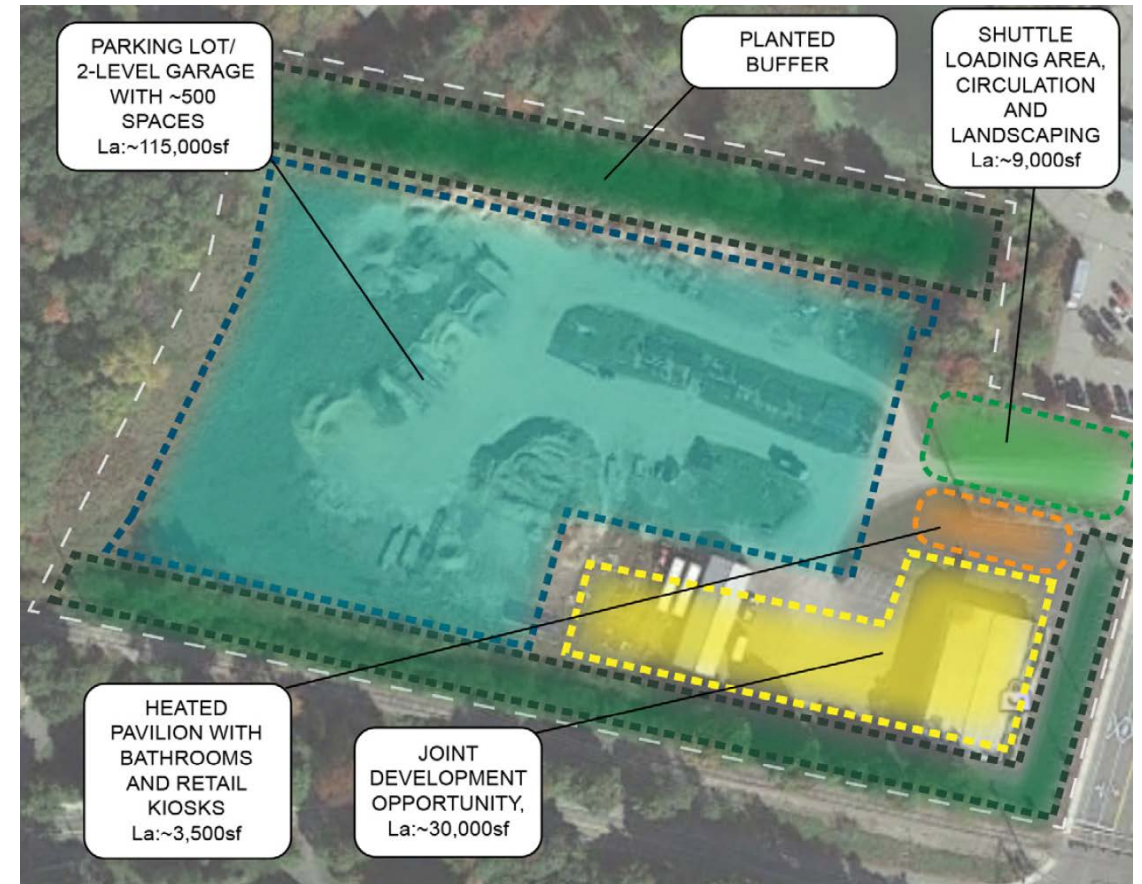


Potential Site Concepts (being refined)

2 Ranger Drive



15-23 State Road





ULI Panel Recommendations

Recommendations – Water District Site

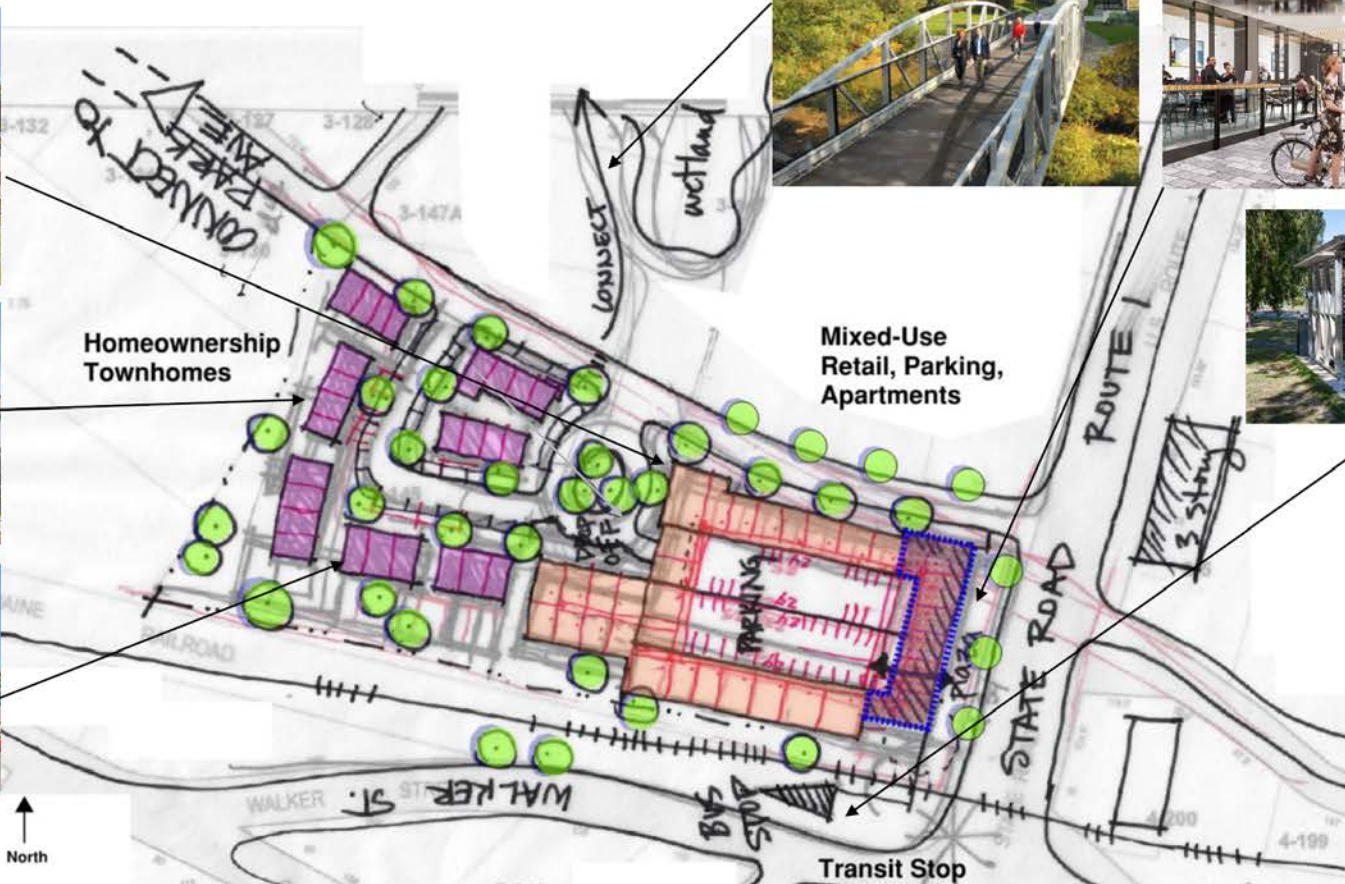
- Mix of uses and scales
- Active streetscape on State Road
- Bus/ Transit stop on Walker Street
- State Road Frontage:
 - 4 story wrapped parking with ground floor retail commercial; residential above
 - +/- 140 residential apartments (34/floor)
 - 400 parking spaces (100/floor)
 - 9,000 SF for retail
- Park Avenue Frontage:
 - Homeownership 30-50 Townhomes – larger units
 - On street parallel parking





ULI Panel Recommendations

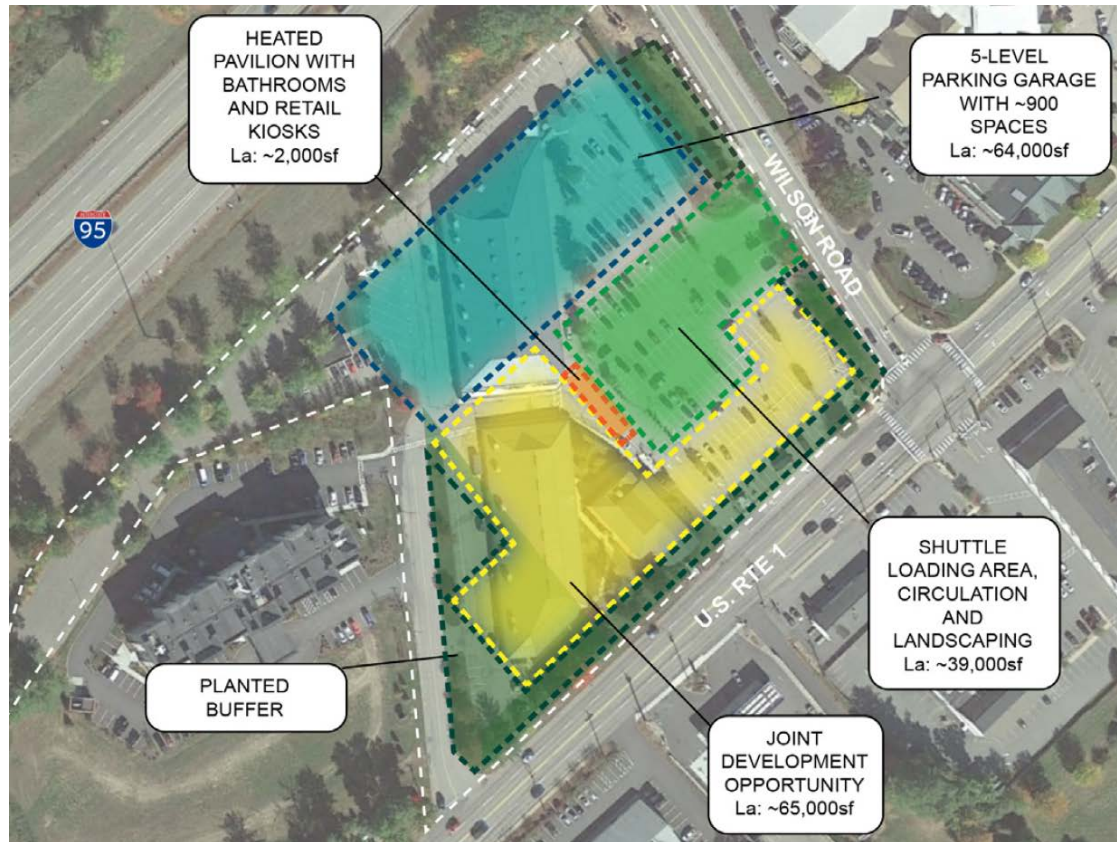
Recommendations – Water District Site



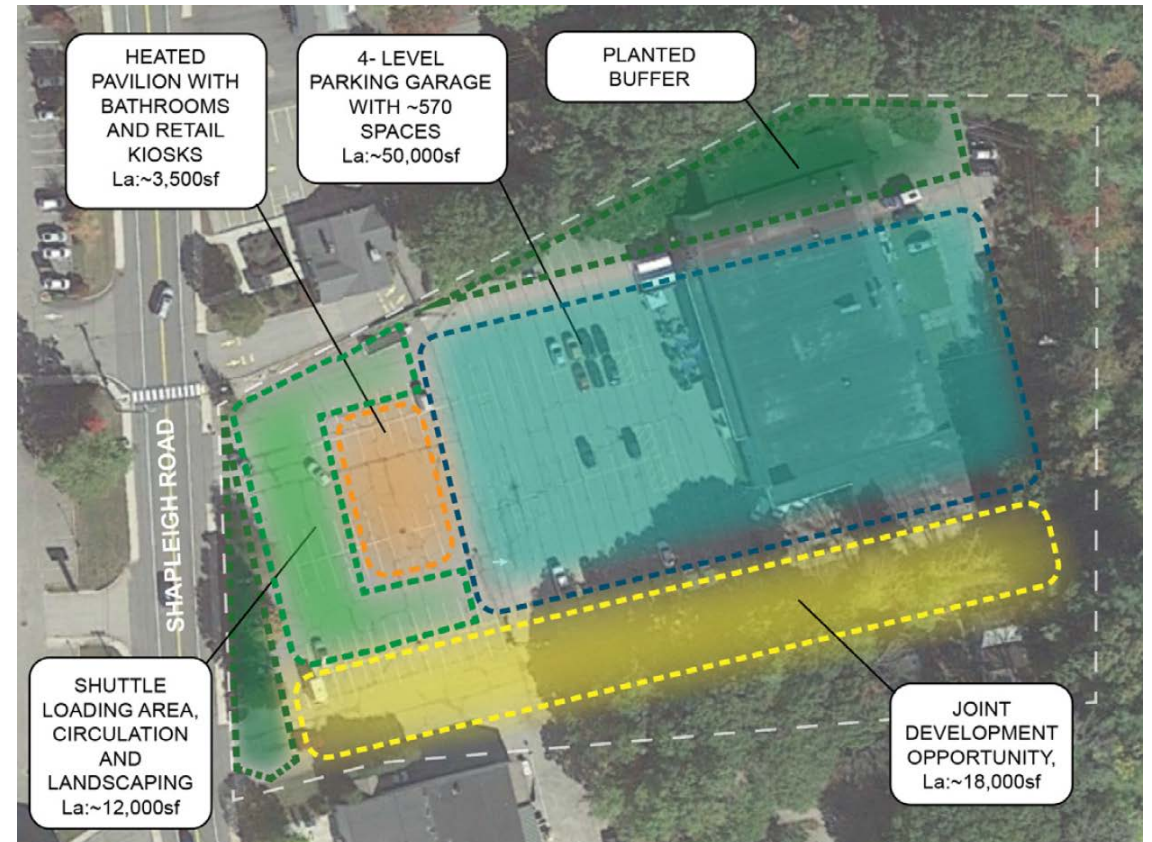


Potential Site Concepts (being refined)

283 US Route 1



10 Shapleigh Road

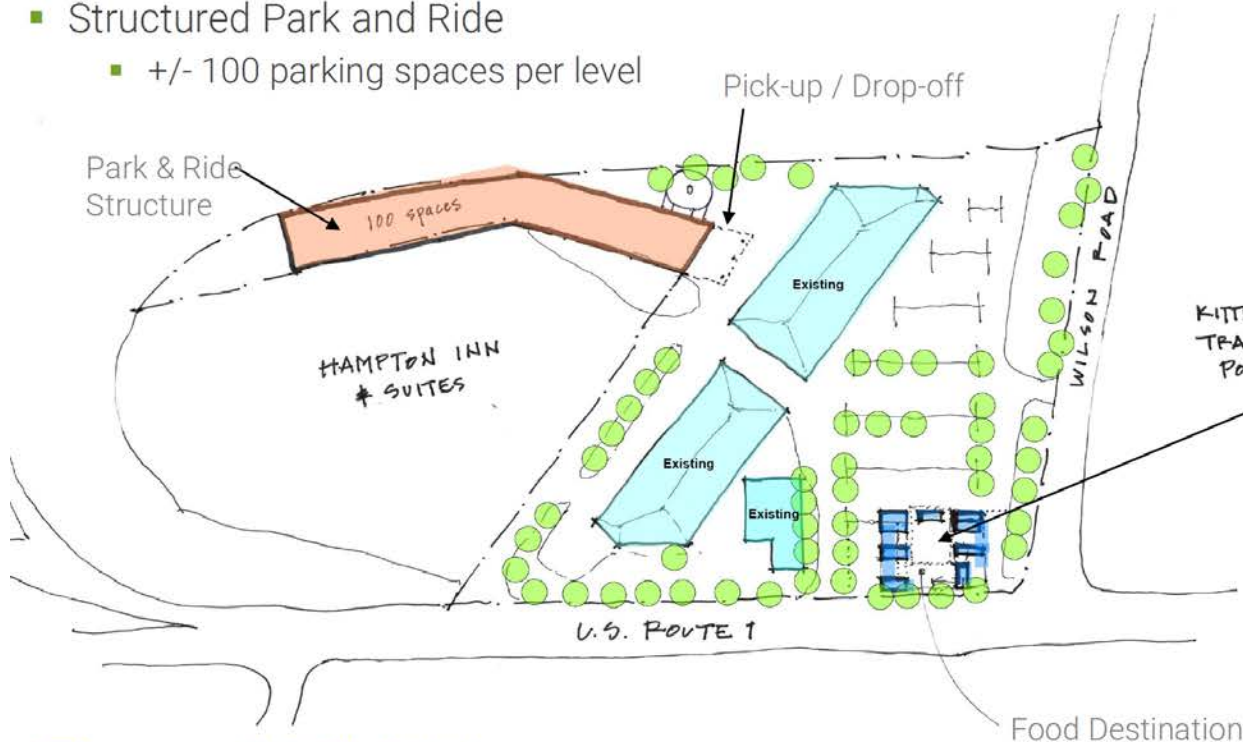




ULI Panel Recommendations

Recommendations – Outlets at Kittery, Phase 1

- Food Destination!
 - Start with Food trucks
 - Create outdoor food hall with shipping containers
- Structured Park and Ride
 - +/- 100 parking spaces per level





ULI Panel Short-Term Recommendations

Affordable Housing- Ensure residential zoning and funding options are identified

Zoning- Create overlay districts at both sites for more dynamic zoning

Shipyard- Create priority for carpools, vans and buses past congestion

Streetscape- Plan for improvements

COAST- Engage stakeholders and employers for funding and route alignment

Funding- Expand TIPS eligibility for expanded transit service options



Identified Potential Funding Sources

Funding the hub will require a creative approach and likely tap into several funding sources for various components of the project. Some of the larger, likely **funding options** include:

SOURCE

- CARES Act
- American Rescue Plan Act (ARPA)
- Economic Adjustment Assistance Program (EDA)
- Maine Multimodal Transportation Fund
- Defense Community Infrastructure Program
- State Transportation Improvement Program

COULD FUND

- Signalization changes
- Bike lanes, sidewalks
- Hub site acquisition, preparation, and potentially construction
- Extend transit services
- Infrastructure supporting transit for PNY
- New transit vehicles



Next Steps

- Kittery to create **package of information** and written agreement of what it is willing to contribute to a development deal, including:
 - 1) What the Town wants
 - 2) What the Town is willing to offer
 - 3) Which areas a level of agreement has already been reached
 - 4) Resources (funding and expertise) which have been identified
- Conduct a **developer roundtable** to share the details of the development opportunity and answer questions (similar to a pre-bid meeting)
- Potential launch of **an RFP** (with solicitation of interest)



Task 3 Housing Affordability Analysis



Housing

JLUS Key Findings

- Availability of affordable workforce housing causing shipyard workers to **move farther away** from their place of employment
- Growth in **housing cost** identified as the **largest contributor to regional traffic congestion** impacting the Town of Kittery and PNS access
- Availability of **affordable housing options** close to work are essential to a community's economic health

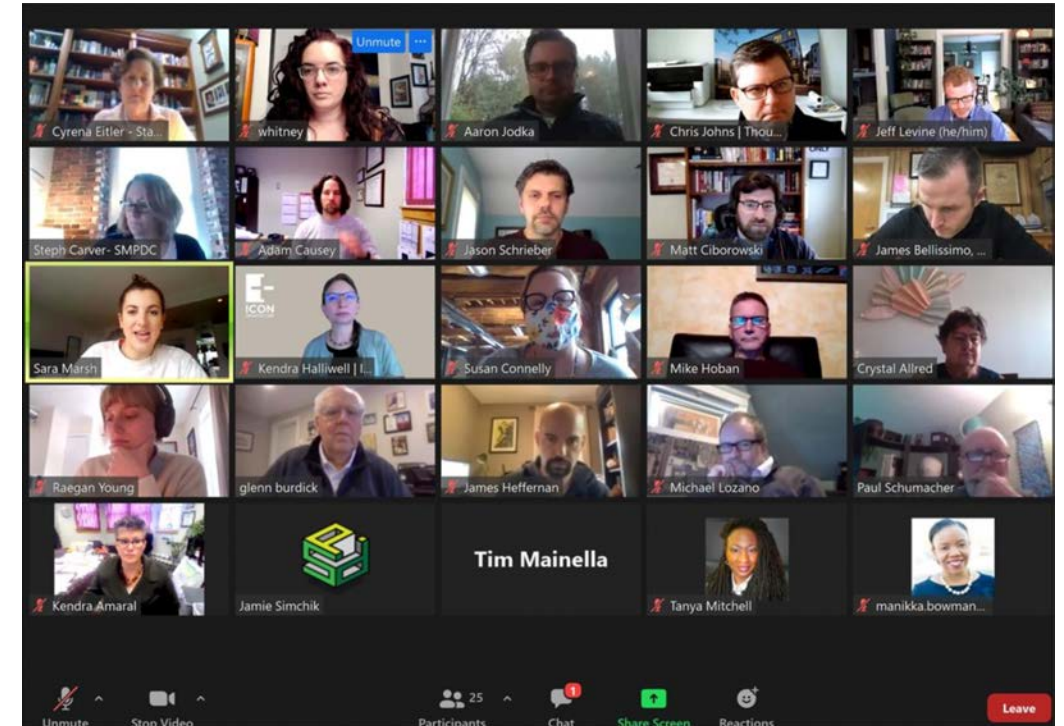
JLUS Recommendations

- **Promote mixed-use development** and incentives for affordable workforce housing development
- Identify a broad **range of affordable workforce housing types** to support PNS workforce and other major regional employers
- Focus on **major transportation hubs and transit corridors**, both existing and future.



Approach

- Engage Boston/New England District Council of the Urban Land Institute (ULI) to **convene a Technical Advisory Panel (TAP)** in partnership with the Town of Kittery, SMPDC, and regional stakeholders
 - Panelists represented variety of affordable workforce housing expertise
 - Build upon the Town of Kittery and Portsmouth Naval Shipyard JLUS
 - Address lack of affordable workforce housing to support PNS and other regional employers
- **Develop toolkit** of strategies, policies, actions and best practices to identify and support affordable workforce housing across the region





Questions Posed to ULI Panelists



What is the **feasibility of including workforce housing** in the development/redevelopment of specific parcels that the study sponsor identifies for mixed-use development?



What tools may the Town of Kittery and other regional jurisdictions use to **improve the integration of transit services** into workforce housing developments and increase opportunity for success?



What strategies, policies, actions, and best practices, including design principles, can the Town of Kittery and other regional jurisdictions pursue to **attract investment in workforce housing** development?



ULI Panelists

Co-Chairs

- Jamie Simchik, Simchik Planning & Development
- Susan Connelly, Housing Opportunities Unlimited

Panelists

- Glenn Burdick, UBJ Ventures
- Matt Ciborowski, Arup
- Kendra Halliwell, ICON Architecture
- Jim Heffernan, Navem Partners
- Aaron Jodka, Colliers
- Chris Johns, ThoughtCraft Architects

- Jeff Levine, Levine Planning Strategies
- Michael Lozano, Trinity Financial
- Christopher Ptomey, ULI
- Tim Mainella, Simchik Planning & Development

ULI Staff

- Sara Marsh, Manager
- Manikka Bowman, Director Outreach & Policy

TAP Writers

- Mike Hoban
- Tanya Mitchell (support)



TAP Process

Hybrid model combined live in-person study area site visits with virtual stakeholder engagement and final public presentation

- **May 5** - Briefing materials presented to ULI panelists
- **May 14** – ULI TAP study area **site visits**
 - Town of Kittery – Route One Gateway Properties and Water District Site
 - Town of Berwick – Former Prime Tanning Factory Site
- **May 17** - ULI panelists met with local business, property owners, base personnel, residents, non-profit organizations and other interested parties to **gain insight to issues, strengths, and potential solutions**
- **May 18** – ULI panelists convened virtually to **assess information** and develop recommendations
- **May 18 Evening** – ULI TAP virtual **presentation of findings and recommendations** before JLUS Implementation Committee, stakeholders and general public



Overview of ULI TAP Recommendations

Assets and Opportunities

- Identify positive aspects of the study areas

Challenges

- Examine the obstacles the Towns and the overall region may experience

Recommendations

- Provide detailed redevelopment scenarios for two Kittery sites
- Provide analysis of the proposed Berwick site
- Provide other policy and development suggestions

Funding & Resources

- Provide list of potential funding sources through federal and state agencies
- Provide appendix of articles and papers to help model some recommended actions

Final Thoughts

- Expand upon key concepts and observations outside of the specific scope of TAP



Short Term Recommendations

Identify Affordable Housing Resources

Update Zoning

- Multi-family (2 or more units) and starter homes
- Overlay districts for more dynamic zoning to allow for mixed-use development

Water District Relocation

- Expedite the planning of a mixed-use development at this site
- Accelerate efforts to find alternative locations for administrative offices and equipment

Create Priority Lanes at Shipyard

- Create priority lane for carpools, vans and buses.
- Incentive for single-occupancy vehicle operators to use the various ride-share options

Improve Streetscapes

- Streetscape improvements (widening sidewalks and bike paths, adding greenery) at redevelopment sites to create a safer, more walkable environment.
- Kittery main roads can benefit from bike and pedestrian improvements proposed in Bicycle and Pedestrian Master Plan for Kittery

Encourage COAST to Pursue Partnerships with Other Employers to Fund Expansion



Medium Term Recommendations

- Create **Transit Hubs** at Redevelopment Sites
- Explore Additional Regional **Park & Ride** Parking Options
- Improve **Highway Amenities**, i.e. I-95 rest areas

Transit Hub and TriMet Bike Shelter, Portland, OR





Long Term Recommendations for PNS

- Pursue Sustainable **Transit Options for Younger Workforce** (i.e. expand public transit, ride share, bikes)
- Explore Feasibility of Implementing **Ferry Service** to PNS
- Explore Possibilities with **Pan Am Rail** and Underutilized Foundry Place Garage





Next Steps

- ULI Boston/New England District Council to release **final TAP Report** early October
- ULI Boston/New England District Council to convene/host **Roundtable** in partnership with Town of Kittery and greater region
 - Affordable Workforce Housing Developers/Builders
 - Mixed- Use Developers to support multimodal transit hubs



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Task 4 Joint Communications Plan



JLUS Key Finding

- Need to maintain and build upon existing informal lines of communication

Communication

35.

CATALYTIC STRATEGY
FORMAL JOINT
COMMUNICATIONS PLAN

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☐ Resource Recovery Facility (Transfer Station)

COMPATIBILITY SCORE

1.7

TRANSPORTATION
METRIC AVERAGE
RATING

1.7

OVERALL METRIC
AVERAGE RATING

Road Capacity + Congestion	Transportation Safety	Infrastructure Capacity	Coordination + Communication	Local Housing Availability	Resilience	Economic
2	2	1	4	1	1	1

COMPATIBILITY SCORE ANALYSIS

Encouraging formalized channels of communication between PNSY and the Town significantly improves opportunities to coordinate in addressing shared issues and opportunities identified internally or through the public. It also ensures that local residents, as well as PNSY workers, are well-informed and have opportunities to fully engage in topics they may be affected by, such as transportation and parking-related issues.

ACTION AND IMPLEMENTATION STEPS



1. Outline shared priorities through a MOU
2. Identify procedure/platform for quick and efficient communication of information
3. Create a procedural manual that incorporates, at minimum, description of key agencies, departments, programs and services, contact information for key staff, and schedule for standing meetings.
4. Evaluate the plan annually to make adjustments, as needed



JLUS Recommendation

Complete joint communication plan to formalize existing lines of communication and preserve into the future:

- Maintain and expand existing lines of communication
- Regular and efficient exchange of information
- Procedures to share day-to-day and emergency information
- Points of contact – Local government, State, and PNS
- Designate responsible party to host and update
- Post “living document” on host website

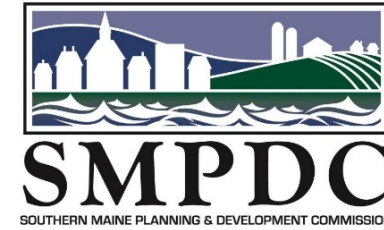


Approach

- Establish Joint Communications Working Group

Organization	Working Group Members
Town of Kittery	Adam Causey Kendra Amaral
PNS	Danna Eddy Jackie Johnston Kevin Langley Mary Nevells Robin Murphy Taylor McDonald Thomas Morley Sam Siegel
SMPDC	Paul Schumacher Stephanie Carver
City of Portsmouth	Stephanie Seacord
DoD Office of Local Defense	Adam Wright Scott Spencer
Stantec	Cyrena Eitler Lisa Chiblow

Joint Communications Plan Working Group Members





Approach

Southern Maine/Seacoast New Hampshire/Portsmouth Naval Shipyard Memorandum of Understanding

Establish Partnership Memorandum of Understanding

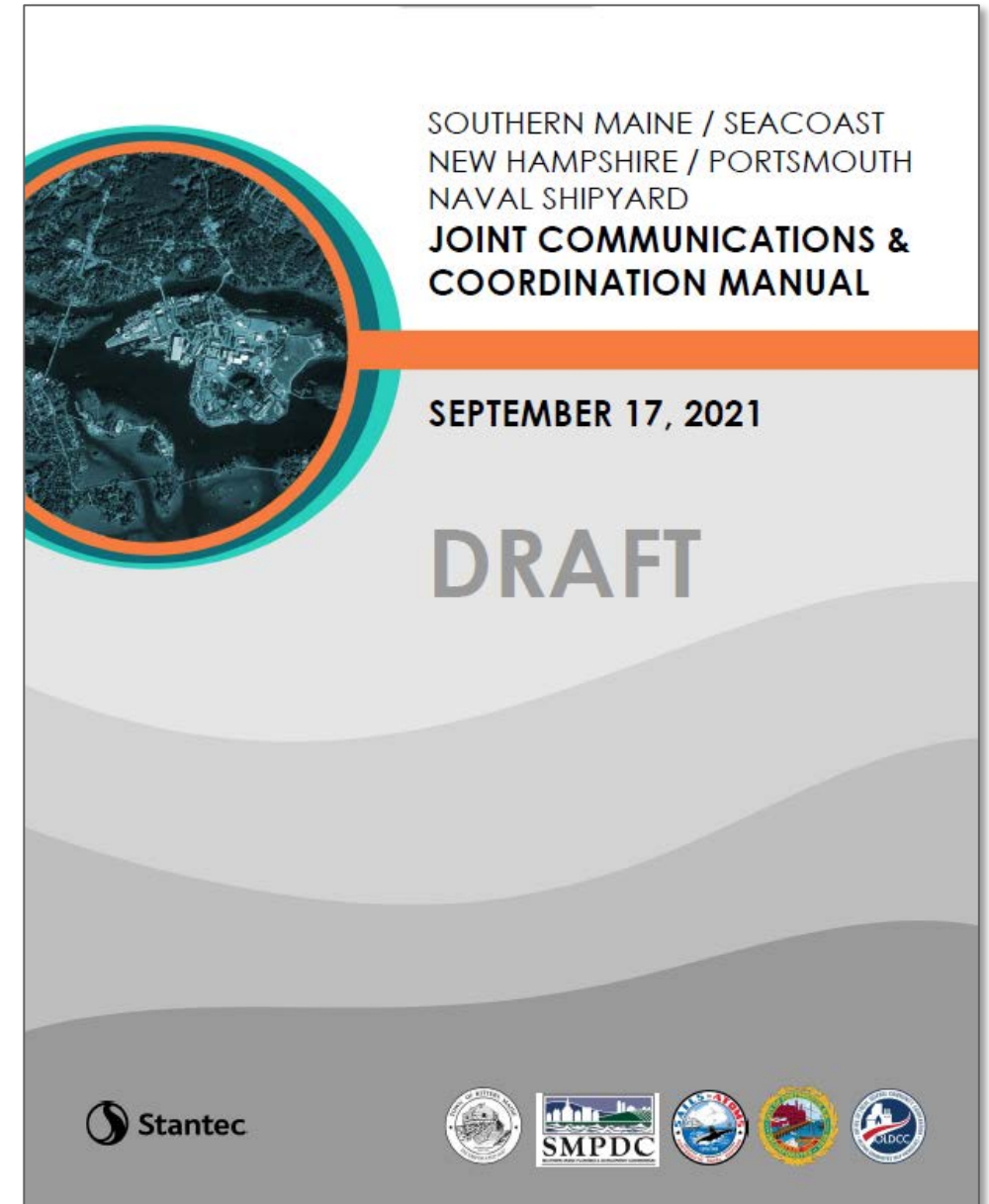
- Parameters to encourage permanent long-term communication and collaboration
- Framework to continue addressing issues that may arise over time
- Permanent organizational structure beyond changes in installation Commander and local leadership



Approach

Joint Communications & Coordination Manual

- Electronic file to be maintained by SMPDC.
- Easy to use navigation features for PDF.
- SMPDC to host on their website and maintain over time.





SOUTHERN MAINE / SEACOAST
NEW HAMPSHIRE / PORTSMOUTH
NAVAL SHIPYARD
**JOINT COMMUNICATIONS &
COORDINATION MANUAL**

SEPTEMBER 17, 2021

DRAFT

Table of Contents

Part One: Overview

Part Two: Points of Contact

Part Three: Community Planning Framework and
Public Process

Part Four: Military Planning Framework

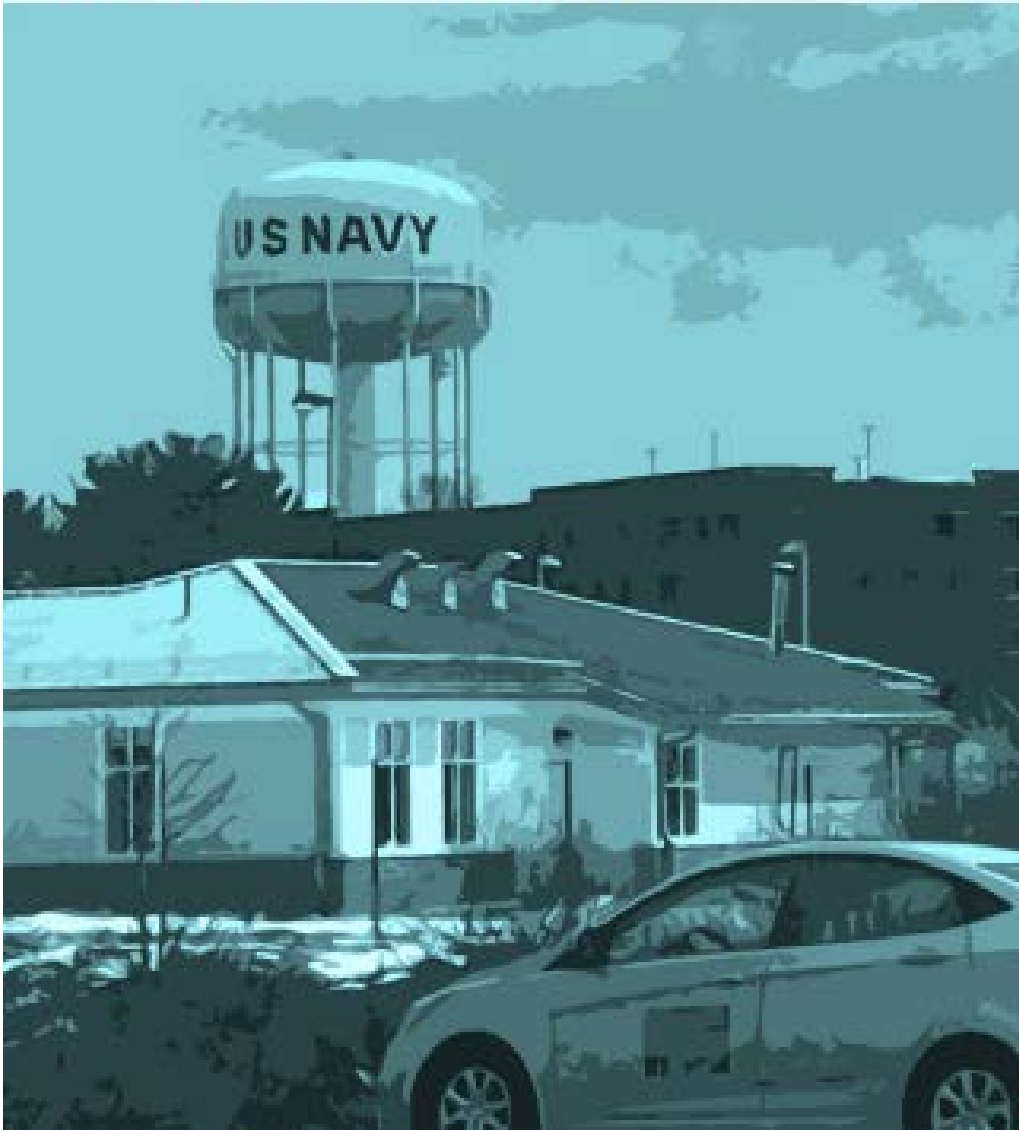
Part Five: Existing Lines of Communication

Part Six: Relevant State Agencies

Appendix A – Memorandum of Understanding



PART 1 OVERVIEW



Overview

- Strengthen existing partnerships and establish a blueprint for mutually beneficial actions to support military readiness, continued community growth and economic development.

Purpose

- Enable PNS and surrounding region to more efficiently communicate and coordinate.
- Support transition through changes in installation command and community leadership.
- Help build new relationships.



PART 2 POINTS OF CONTACT

- Map of jurisdictions
- Local jurisdiction descriptions
- Regional planning agencies
- State agencies

TOWN OF KITTERY, MAINE

History

The town of Kittery is in York County, Maine and it also the southernmost town in Maine. Incorporated in 1447, Kittery is the oldest town in the State of Maine. Originally Kittery included what are now the towns of Eliot, Berwick, North Berwick, and South Berwick. It was considered a key center for trading and shipbuilding. The nation's oldest continuously serving shipyard, Portsmouth Naval Shipyard, was established in Kittery in 1800.¹⁸

The Shipyard produced Navy submarines at a record pace in the 1940s to help America win the Second World War. In 1963, the locally-built USS Thresher sank during sea trials more than 200 miles off the New England coast, costing the lives of 129 men including Shipyard civilian employees and military personnel. It remains the worst submarine disaster in history, but resulted in safety measures to prevent future tragedies. Today the Shipyard continues to overhaul and maintain nuclear submarines for the U.S. Navy and is one of the area's largest employers. For years the states of Maine and New Hampshire both claimed jurisdiction over the Navy facility, with the United States Supreme Court finally ruling in favor of Maine in 2001.¹⁹

Kittery remains one of the state's most popular tourist attractions, renowned for its outlet stores and restaurants.²⁰

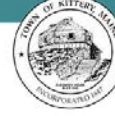
Geography and Demographics

According to the latest census estimate, the population of Kittery, Maine is 9,819. The land area is 17.76 square miles.

18. Dan D. Allen, "Naval Shipyard Maine's Red Dawn," retrieved April 26, 2005, <https://www.kitterymaine.gov/History/Kittery>.

19. Kittery 2016/2018 Comprehensive Plan, released April 28, 2021, <https://www.kitterymaine.gov/History/Kittery>.

20. Kittery 2016/2018 Comprehensive Plan, released April 28, 2021, <https://www.kitterymaine.gov/History/Kittery>.



Comprehensive Plan

The *Kittery Comprehensive Plan 2015-2025* was last updated in 2017. According to the Land Use Chapter of the Comprehensive Plan, "Over 57 percent of the land in Kittery is classified as a residential land use (both single-family, and multi-family); commercial, industrial, and institutional uses make up a combined 8 percent; open space makes up 21 percent; and vacant land is about 10 percent."²¹

Transportation

According to the U.S. Census, the mean travel time to work for workers 16+ from 2015-2019 is 23.5 minutes.

The transportation network serving Kittery includes I-95, Route 236, Route 1 and the Route 1 Bypass. Similar to other area jurisdictions, when there is heavy congestion on I-95, local roadways are used as cut-throughs which causes congestion, especially during summer peak tourism season. Contributors to local congestion include shift changes at Portsmouth Naval Shipyard in addition to rush hour traffic.

Public transit services are provided by the Cooperative Alliance for Seacoast Transportation (COAST) to Portsmouth Naval Shipyard. Rail includes freight service to

TOWN OF KITTERY, MAINE

Town of Kittery
200 Rogers Road
Kittery, Maine 03904
Phone: 207-439-0452
Website: <https://www.kitteryme.gov/>

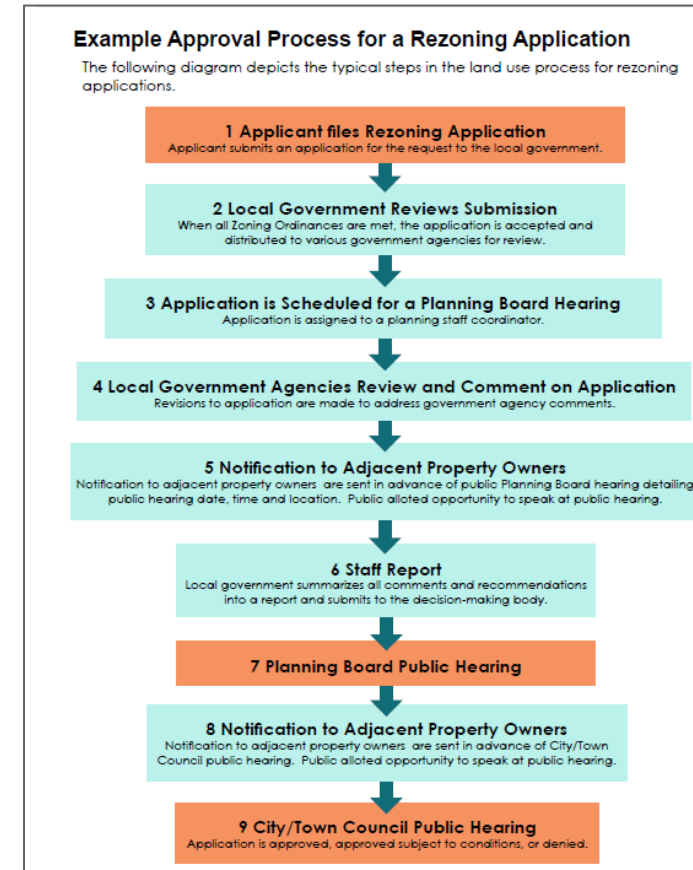
Business Hours: Monday – Thursday 8:00 a.m. – 6:00 p.m. | Closed Fridays
The Planning Board meets the 2nd and 4th Thursday of each month at 6:00 p.m. and advises the Town Council on land use and other property development-related items.

Departments	Position Title	Contact	Phone	Email	Website
Assessor	Town Contract Assessor	Paul McFenney	207-475-1394	assessor@kitteryme.org	https://www.kitteryme.gov/assessor
Code Enforcement	Code Enforcement Officer	Craig Affs	207-475-1308	ceo@kitteryme.org	https://www.kitteryme.gov/code-enforcement
Emergency Preparedness & Police	Chief of Police	Robert V. Richter	207-439-1438	richter@kitterypolice.com	http://www.kitterypolice.com/
Fire Department	Fire Chief	David W. O'Brien	207-439-2242	DO'Brien@kitteryme.org	https://www.kitteryme.gov/fire-department
Fort Foster Park		David Rich	207-439-0333	drich@kitteryme.org	https://www.kitteryme.gov/fort-foster-park
Harbormaster	Harbormaster	John Brownhan	207-451-0629	kpa@kitteryme.org	https://www.kitteryme.gov/harbormaster
Human Resources Department	Human Resources Manager	Maureen Paro	207-475-1332	mparo@kitteryme.org	https://www.kitteryme.gov/human-resources-department
Library	Library Director	Lee Perkins	207-439-1553	perkins@rice.lib.me.us	http://rice.lib.me.us/
Planning and Development	Director of Planning and Development	Adam Causey	207-475-1307	acausey@kitteryme.org	https://www.kitteryme.gov/planning-and-development
Public Works	Commissioner	David Rich	207-439-0333	drich@kitteryme.org	https://www.kitteryme.gov/public-works
Recreation	Director	Jeremy Paul	207-439-3800	jpaull@kitterycommunitycenter.org	https://www.kitteryme.gov/recreation
Registrar and Deputy Registrar	Registrar	Karen Ethee	207-475-1313	kethee@kitteryme.org	https://www.kitteryme.gov/registrar-and-deputy-registrar



PART 3 COMMUNITY PLANNING FRAMEWORK AND PUBLIC PROCESSES

- State Planning Framework
- Local Government Framework
- Definitions of key planning terms





PART 4 MILITARY PLANNING FRAMEWORK



- National Defense Strategy
- UFC 2-100-01 Installation Master Planning
- Resilience Planning and Climate Change Resources

Comparison of Installation Development Plan (IDP) to Community of Municipal Planning (Comprehensive Plan)

Topic	IDP	Comprehensive Plan
Stakeholder Engagement	X	X
Land Use	X	X
Transportation	X	X
Streetscape	X	X
Cost Estimates	X	X
Resilience/Climate Change	X	X
Historic Preservation	X	X
Mission Readiness Impact	X	
Defense Planning (AT/FP)	X	

Comparison of Plans

The major themes covered for each military installation development plan (IDP) compared to community or municipal planning (Comprehensive Plan) are consistent with a few limited exceptions. The similarities include stakeholder engagement; land use recommendations (however IDP's do not recommend maximum Floor Area Ratio, FAR); transportation (including land, sea, and air) streetscape improvements; cost estimates; resilience/climate change; and historic preservation. Where there are differences are mission readiness impacts. The highest priority for military installation planning is supporting the military mission. Comprehensive Plans may cover the relationship to an installation and the military

mission if they have a military installation within their jurisdiction, but it is not the primary focus. Another difference is defense planning which includes anti-terrorism/force protection. AT/FP setbacks and design standards are integral to "behind the fence planning". AT/FP standards apply to federal buildings "outside the fence" for example, e.g. federal buildings, but it is not a key topic area of a Comprehensive Plan.

Installation Environmental and Operational Constraint Documents

The following documents, which due to national security concerns are classified as Controlled Unclassified Information (CUI) provide environmental and operational constraint guidance related to an installation.

- Integration Cultural Resource Management Plan
- Integrated Natural Resource Management Plan
- Air Installation Compatible Use Zone (AICUZ)/Noise Management Plan
- Encroachment Action Plan
- Conservation and Stewardship Plans
- Explosive Safety Quantity Distance Arcs
- Geographic Areas of Concern, e.g., Noise, Airspace, Maritime Corridors

Public-Private Venture Partnership

Public-Private Venture (PPV) partnerships are a collaboration between a government entity and a private sector company used to finance projects such as military housing on or off of an installation. PPVs can also be used for parking, transportation networks, and parks. PPVs provide financing options for projects that might not be otherwise get constructed due to budget constraints.



PART 5 EXISTING LINES OF COMMUNICATION

- Existing communication and collaboration
- MOU's
- Mutual Aid Agreements

Existing Lines of Communication, Protocols, and Procedures Among PNS and Surrounding Jurisdictions

Stakeholders —

Existing Lines of Communications, Protocols, and Procedures	Portsmouth Naval Shipyard	Town of Kittery	City of Portsmouth	City of Dover	City of Bedford	Town of Bowdoin	Town of Etna	City of Hollisville	City of Portsmouth	Town of South Berwick	Town of York	New England Planning Commission	Southern Maine Planning & Development Commission (SMPDC)	Kittery Area Comprehensive Transportation System (KACTS)	Regional Planning Commission	New Hampshire Department of Transportation	Maine Department of Transportation	Maine Turnpike Authority	Pease Development Authority	Coastal & Maine Seacoast Transportation Council
COMMUNICATION AND COLLABORATION																				
Memorandum of Understanding Southern Maine Seacoast New Hampshire/Portsmouth Naval Shipyard Communication and Collaboration Partnership	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Town of Kittery and Portsmouth Naval Shipyard Joint Land Use Study Implementation Committee: ongoing efforts to implement recommendations from the Kittery + PNS JLUSS study	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
SAFETY																				
Codified Emergency Alert System		*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Mutual Aid Agreement for Police Services, Fire Services, and Public Works Departments among Portsmouth, Kittery and surrounding jurisdictions. PNS collaborates with surrounding jurisdictions regarding safety.	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
TRANSPORTATION & ROAD CAPACITY/CONGESTION																				
Portsmouth Public Works Interface with NH DOT and ME DOT and US DOT for 301st and 3rd projects.	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Kittery interfaces with PNS on roadway projects.	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Portsmouth Public Works Interface with Fitchburg Railways for rail related issues.	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Road capacity and congestion coordination occurs among SMPDC, State Department of Transportation (DOT), and surrounding communities.	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
LAND/USE SPACES																				
Pease Development Authority Board collaborates economic growth for New Hampshire Seacoast Region.	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Town of Kittery enforces a 100-foot harbor/maritime (enforces rules of access to water via boats, docks, floats)	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
ENERGY																				
Internet, phone, email and backup emergency communications and center command station for emergency companies (Emergency for electrical energy, Unit for gas, Seacoast Nuclear Generating Plant, NH Public Utilities Commission, in coordination with City of Portsmouth Department of Public Works).	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Agreement pending with Town of Kittery and other seacoast towns to source electricity from solar providers via net energy billing program.	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
Agreement pending with City of Portsmouth and New Hampshire solar providers to source electricity from solar providers via cooperative community power program.	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
ANTI-TERRORISM/EMERGENCY PROTECTION																				
Portsmouth Police Department, Portsmouth Fire Department and New Hampshire Department of Homeland Security base through the Portsmouth Emergency Management Organization (and EOC command center, as needed).	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
AFORDABLE HOUSING																				
Regular meetings between Town of Kittery and PNS related to housing development projects and opportunities.	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
COASTAL RESILIENCY PLANNING																				
Coastal Resiliency Planning collaboration among local area municipalities and SMPDC.	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
LEGISLATIVE INITIATIVES																				
Portsmouth Principles for Legislative Positions - Guiding Principles for City Testimony before NH General Court.	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
PNS briefs congressional staffers on shored issues.	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*



PART 6 RELEVANT STATE AGENCIES



MAINE

Department	Position Title	Contact	Phone	Email	Website
Maine Department of Environmental Protection	Director of Compliance and Procedures	Kevin Martin	207-287-4305	kevin.martin@maine.gov	https://www.epa.gov/me
Maine Department of Marine Resources	Director, Fisheries Monitoring	Erin Summers	207-305-6076	erin.l.summers@maine.gov	https://www.maine.gov/dmr/

NEW HAMPSHIRE

Department	Position Title	Contact	Phone	Email	Website
Clean Energy New Hampshire	Executive Director	Madeleine Mineva	603-266-4732	Madeleine@cleanenergy-nh.org	https://www.cleanenergy-nh.org
New Hampshire Department of Environmental Services	Wetland Specialist	Stefanie M. Giallongo	603-559-1516	stefanie.giallongo@des.nh.gov	https://www.des.nh.gov/
New Hampshire Homeland Security	Director	Jennifer Harper	603-271-2231	jennifer.l.harper@dos.nh.gov	https://www.nh.gov/safety/divisions/nsem/
New Hampshire Public Utilities Commission	Director, Sustainable Energy Division	Karen Crampton	603-271-6012	karen.crampton@puc.nh.gov	https://puc.nh.gov/
New Hampshire Department of Transportation	Director of Operations	Dave Rodrigue	603-271-1484	dave.rodrigue@dt.nh.gov	https://www.dot.nh.gov/



Next Steps

- Working Group final comments due October 4th
- Final MOU signatures anticipated mid-October
- “Upcoming Working Group meetings: September 29th, October 13th, October 27th (Final Meeting)”



Community/Agency Updates...

- New policies?
- New developments?
- New concerns?



What's Coming Next?

- Final JLUS Task documents being finalized

How would the committee like to stay engaged going forward?