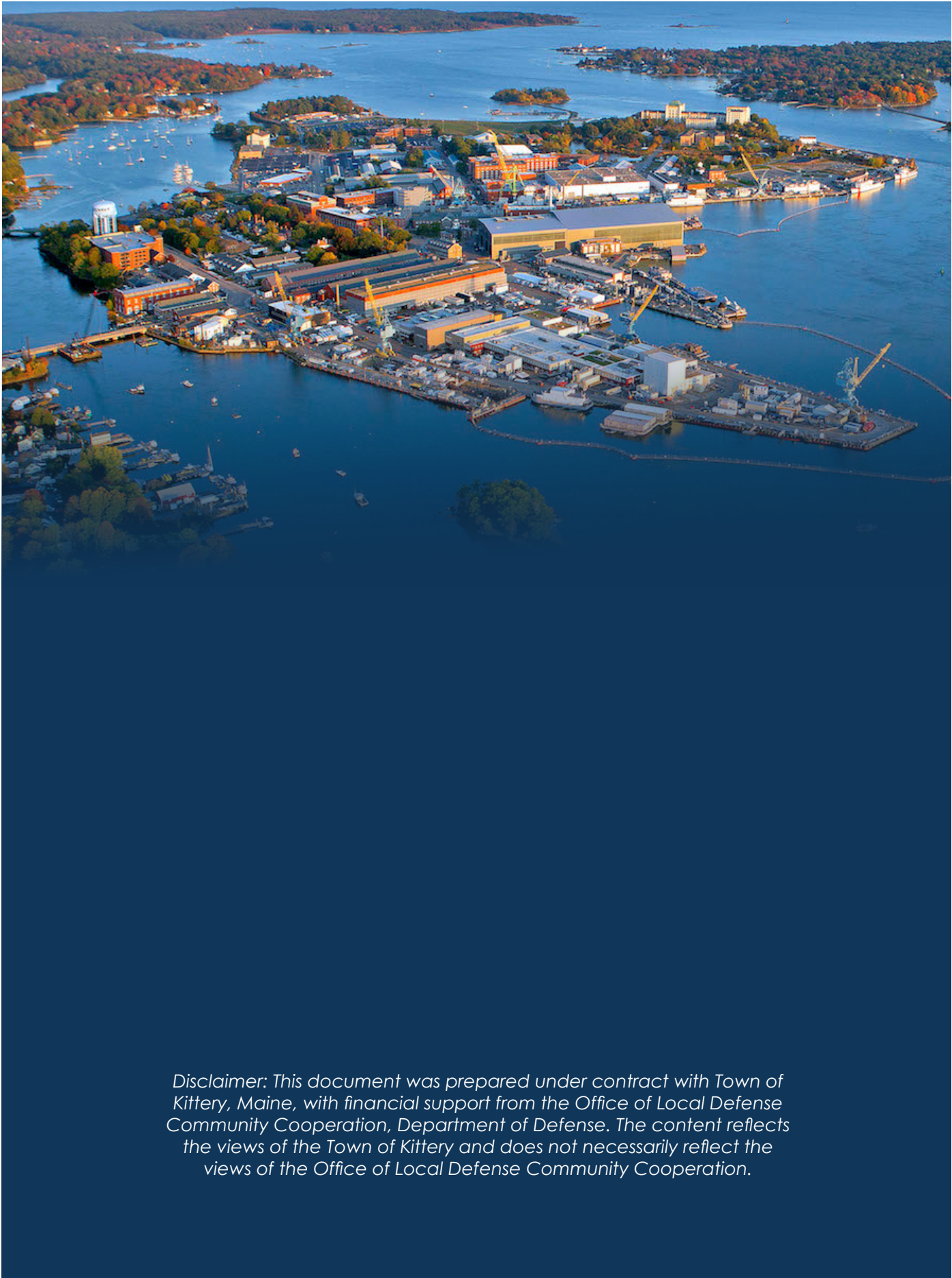




SOUTHERN MAINE /
SEACOAST NEW HAMPSHIRE /
PORTSMOUTH NAVAL SHIPYARD
**JOINT COMMUNICATIONS &
COORDINATION MANUAL**

NOVEMBER 9, 2021





Disclaimer: This document was prepared under contract with Town of Kittery, Maine, with financial support from the Office of Local Defense Community Cooperation, Department of Defense. The content reflects the views of the Town of Kittery and does not necessarily reflect the views of the Office of Local Defense Community Cooperation.

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



The joint communications & coordination manual was a collaborative effort among multiple community partners including working group members from Portsmouth Naval Shipyard, Town of Kittery, City of Portsmouth, Southern Maine Planning & Development Commission, and supported by the Office of Local Defense Community Cooperation.

JOINT COMMUNICATIONS & COORDINATION MANUAL WORKING GROUP MEMBERS		
Name	Position Title	Organization
Kendra Amaral	Town Manager	Town of Kittery, ME
Adam Causey	Director of Planning & Development	Town of Kittery, ME
Paul Schumacher	Executive Director	Southern Maine Planning & Development Commission
Stephanie Carver	Transportation Director	Southern Maine Planning & Development Commission
Dee-Ann Schussler	Executive Director	Portsmouth Naval Shipyard
Danna Eddy	Congressional and Public Affairs Officer	Portsmouth Naval Shipyard
Gary Hildreth	Deputy Public Affairs Officer	Portsmouth Naval Shipyard
Jackie Johnston	Community Plans and Liaison Officer	Portsmouth Naval Shipyard
Jeremiah Babcock	JLUS Representative	Portsmouth Naval Shipyard
Robin Murphy	Installations Plans, Programs and Readiness Integrator	Portsmouth Naval Shipyard
Thomas Morley	Community Planner	Portsmouth Naval Shipyard
Stephanie Seacord	Public Information Officer	City of Portsmouth, NH
Adam Wright	Project Manager	Office of Local Defense Community Cooperation
Scott Spencer	Project Manager	Office of Local Defense Community Cooperation



TABLE OF CONTENTS

- 1 PART ONE: OVERVIEW.....8
 - Purpose.....9
 - Community and Military Compatibility.....9
- 2 PART TWO: POINTS OF CONTACT.....10
 - Map of Jurisdictions.....11
 - Portsmouth Naval Shipyard, ME.....12
 - Town of Kittery, ME.....17
 - City of Portsmouth, NH.....21
 - City of Dover, NH.....25
 - City of Sanford, ME.....29
 - Town of Berwick, ME.....32
 - Town of Eliot, ME.....36
 - City of Rochester, NH.....39
 - City of Somersworth, NH.....43
 - Town of South Berwick, ME.....46
 - Town of York, ME.....48
 - Rockingham Planning Commission.....50
 - Southern Maine Planning & Development Commission.....52
 - Strafford Regional Planning Commission.....54
 - New Hampshire Department of Transportation.....56
 - Maine Department of Transportation.....58
 - Maine Turnpike Authority.....60

TABLE OF CONTENTS

3

Pease Development Authority.....61

Cooperative Alliance Seacoast Transportation (COAST).....62

York County Community Action Corporation.....63

PART THREE: COMMUNITY PLANNING FRAMEWORK AND PUBLIC PROCESS.....65

State Planning Framework.....66

Local Government Planning Framework.....67

4

PART FOUR: MILITARY PLANNING FRAMEWORK.....71

National Defense Planning.....73

Portsmouth Naval Shipyard Installation Planning.....74

5

PART FIVE: EXISTING LINES OF COMMUNICATION.....81

Existing Lines of Communication, Protocols among Portsmouth Naval Shipyard and Surrounding Jurisdictions.....82

Matrix and Descriptions.....83

6

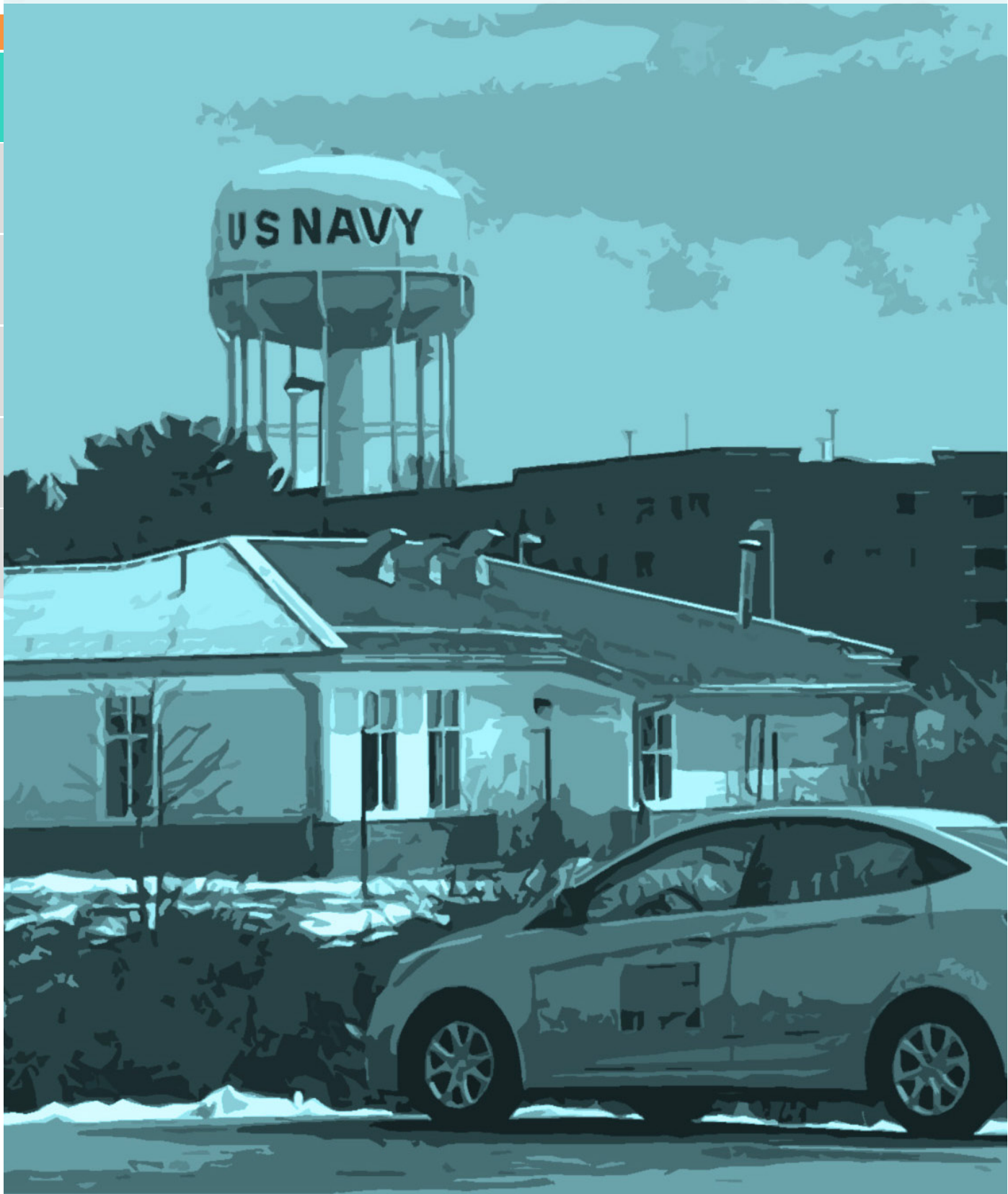
PART SIX: RELEVANT STATE AGENCIES.....84

State of Maine.....85

State of New Hampshire.....85

APPENDIX A: MEMORANDUM OF UNDERSTANDING:
SOUTHERN MAINE / SEACOAST NEW HAMPSHIRE / PORTSMOUTH NAVAL SHIPYARD COLLABORATION AND COMMUNICATION PARTNERSHIP

PART 1 OVERVIEW



OVERVIEW

Overview

The Town of Kittery and Portsmouth Naval Shipyard Joint Land Use Study (JLUS) was completed in January of 2020, providing the opportunity for the Town of Kittery, Southern Maine Planning & Development Commission, States of Maine and New Hampshire, and Portsmouth Naval Shipyard (PNS) to strengthen their existing partnership and establish a blueprint for mutually beneficial actions to support military readiness, and continued community growth and economic development.

The JLUS planning process, together with the subsequent implementation of the study recommendations, continues to represent a collaborative effort among PNS and the community, including residents, business owners, state and federal officials, etc. Through this collaboration, communication and coordination is strengthened among the parties, encouraging them to act as a team to identify and address issues impacting both the Navy and communities across the region.

While informal lines of communication serve to ameliorate temporary issues, more formal lines of communication and coordination can support mutual success, allowing affected stakeholders to identify and address issues before they can threaten the continued military operations and impede community growth and economic development. These formal lines of communication and coordination can further the following goals.

- Develop Mutual Awareness – Community and Military
- Support Early and Ongoing Communication and Coordination
- Create a Partnership for Mutual Success
- Support Cooperative Planning
- Recognize Formal Coordination is Essential

Purpose

This Joint Communications and Coordination Manual, together with the Southern Maine/ Seacoast New Hampshire/Portsmouth Naval Shipyard Partnership Memorandum of Understanding (Appendix A), is intended to formalize and continue to build and strengthen the existing relationships among PNS and the surrounding communities to ensure mutual success. The manual is intended to:

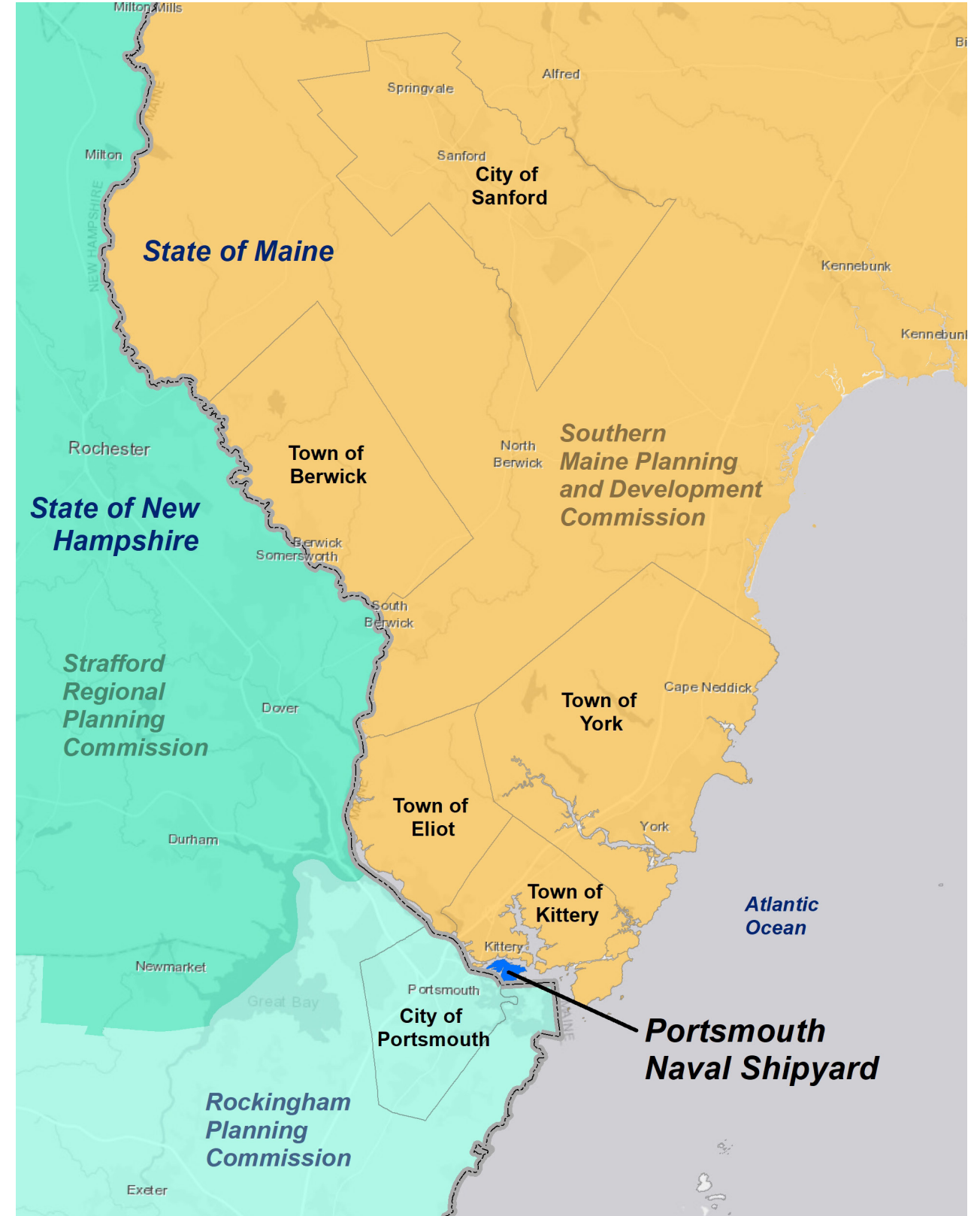
- Enable PNS and the surrounding region to more efficiently and effectively communicate and coordinate;
- Support transition through changes in installation command and community leadership; and
- Help build new relationships.

This manual represents just the beginning of a long-term commitment towards efficient and effective communication and coordination. It will need to be updated annually, with a focus on the quality of information to refine with each update. Equally important, PNS and community leadership and staff will need to train their successors to allow for a smooth transition in their deepening military-civilian relationships.

PART 2 POINTS OF CONTACT



SURROUNDING JURISDICTIONS



PORTSMOUTH NAVAL SHIPYARD



History

Portsmouth Naval Shipyard (PNS) was established by the U.S. Government in 1800 and launched its first product, the 74-gun warship USS Washington, in 1815.

The PNS workforce expanded to nearly 5,000 during WWI. During WWI, PNS took on a new and important role: the construction of submarines, in addition to the overhaul and repair of surface vessels.

During World War II, the civilian employment rolls swelled to more than 25,000. Over the course of World War II, more than 70 submarines were constructed at PNS, with a record four submarines launched on one day.

Following World War II, PNS was the Navy's center for submarine design and development. The research submarine USS Albacore, with its revolutionary teardrop-shaped hull and round cross-section, set the standard for all subsequent submarine hull design worldwide.

PNS continued to build submarines until 1969, when the last submarine built in a public shipyard, the nuclear-powered USS Sand Lance, was launched.

Today, the shipyard continues the tradition of excellence and service to the Navy and the nation by supplying the submarine fleet with high-quality, affordable, overhaul, refueling and modernization work².

¹ "Military Installations – Portsmouth Naval Shipyard In-Depth Overview," Military One Source, accessed July 12, 2021, <https://installations.militaryonesource.mil/in-depth-overview/portsmouth-naval-shipyard>.

² Ibid.

³ <https://www.navsea.navy.mil/Home/Shipyards/Portsmouth/>

Mission

Proud of our past ... Ready for the future!³ PNS's primary mission is the safe overhaul, repair and modernization of the U.S. Navy's nuclear-powered attack submarine fleet, specifically Los Angeles and Virginia-class submarines. PNS provides quality overhaul work in a safe, timely and affordable manner. This includes a full spectrum of in-house support—from engineering services and production shops, to unique capabilities and facilities, to off-site support—all of which serves the multifaceted assortment of fleet requirements.

Values

We define Portsmouth every day through our service. With this service comes great responsibility; to our families, to our community, to each other, to our heritage, and to our Nation. We meet these responsibilities by living up to the values embodied in our Declaration of Excellence and the Navy's core values of honor, courage, and commitment.

Shipyard Characteristics

PNS encompasses more than 309 acres including the main base and a family housing site off base in Kittery, Maine. There are 300 buildings with more than 4 million square feet of space including 49 ship repair/overhaul buildings. PNS has 6,224 linear feet of berthing and, with its three drydocks, is capable of docking all active classes of attack submarines including Los Angeles and Virginia Classes. The shipyard has a plant value for real property (structures) in

PORTSMOUTH NAVAL SHIPYARD

excess of \$1B with plant equipment valued at approximately \$473M⁴.

Shipyard Location

Located about 50 miles north of Boston, Massachusetts, at the southernmost tip of Maine, the Shipyard fully encompasses Seavey Island, which sits at the mouth of the Piscataqua River. The island is across the river from Portsmouth, New Hampshire.

Geography and Demographics

The PNS employs upwards of 10,000 people. Commands include: Naval Sea Systems Command (NAVSEA), Commander, Naval Installations Command (CNIC) Submarine, Maintenance, Planning and Procurement (SUBMEPP), Navy Medical Readiness and Training Unit-Portsmouth, Naval Sea Logistics Center (NSLC), SERE Training School, Army Recruiting Battalion, Naval Facilities Engineering Systems Command (NAVFAC), Defense Logistics Agency, and military crew members of each Submarine at PNS undergoing maintenance.

Transportation

PNS is located on a small island, and one of the on-going concerns is limited parking. The Shipyard promotes carpooling and use of mass transportation using the federal Transportation Incentive Program (TIP) to reimburse employees for some of their commuting costs. TIP is a federal Department of Transportation (DOT) program. At PNS, TIP is operated through 50 independent sites providing public transit access to the Shipyard from areas across the region. As of October 2021 there are 79 vanpools and 14 busses in the program with total ridership of approximately 850 employees.

Economic Development

According to the Seacoast Shipyard Association, the overall PNS economic impact for 2020 total was \$947,860,799. The 2020 economic impact within the community for civilian and military workforce payroll was \$718,276,832.

U.S. Navy Leadership

Department of the Navy. As directed by Congress and the President, the US Navy defends American interests around the globe. The United States is a maritime nation, and the US Navy protects America at sea. Alongside our allies and partners, the US Navy defends freedom, preserves economic prosperity, and keeps the seas open and free.

Secretary of the Navy (SECNAV) is The Honorable Carlos Del Toro*. The SECNAV, a civilian, is responsible for all affairs of the Department of the Navy. The Secretary oversees the construction, outfitting and repair of naval ships, equipment, and facilities.

Chief of Naval Operations (CNO) is Admiral Michael Gilday*. The CNO, a four-star admiral, is responsible for the command, utilization of resources, and operating efficiency of the operating forces of the Navy and Navy shore activities assigned by SECNAV.

Commander, Navy Installations Command (CNIC) is Captain Christopher C. Jason*. The CNIC, a US Naval officer, is responsible for the operations, maintenance, and quality of life programs to support the Navy's fleet.

⁴ "Portsmouth Naval Shipyard Fact Sheet," NAVSEA, ND.

Commander, Naval Facilities Engineering Systems Command (NAVFAC) is Rear Admiral John Korka*. NAVFAC commander, a rear admiral, Chief of the Civil Engineers Corps, is responsible for the Civil Engineer Corps Officers, civilians, and contractors who serve as engineers, architects, contract specialists, and professionals.

Commander, US Fleet Forces Command (USFFC) is Admiral Christopher W. Grady*. USFFC, a four-star admiral, is responsible for training, certifying, and providing combat-ready Navy forces capable of conducting prompt, sustained operations in support of US national interests.

Commander, Naval Sea Systems Command (NAVSEA) is Vice Admiral William J. Galinis*. NAVSEA Commander, a vice admiral, is responsible for design, building, delivery, and maintenance of ships, submarines, and systems. NAVSEA activities, geographically dispersed throughout the country, support the Fleet and Department of Defense. PNS is a field activity of NAVSEA.

Commander, Portsmouth Naval Shipyard is Captain Daniel W. Ettlich*. Portsmouth Naval Shipyard commander, a US Navy captain, is responsible for all shipyard activities, including the safe overhaul, repair, and modernization of US Naval nuclear-powered attack submarines and the naval installation in support of this mission.

*All names are current at time of publication.

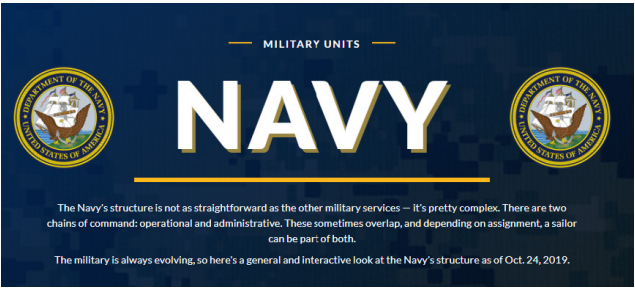


Image above:
The Navy military units are more complex than other military services. They are overseen by the U.S. Secretary of Defense and structured in two chains of command: operations and administrative. Shown here are the 11 command units for the operations command. Administrative leaders are the SECNAV (civilian leader) and the CNO (military leader) as described on the previous page. An [interactive Navy Military Unit structure](#) can be found on the Defense.gov website.

Communication Plan

The Shipyard mission requires “communication activities to be synchronized and integrated across functions and connected to higher headquarters communication plans and activities through an approach of research, planning, execution, and assessment⁸.”

- **Primary Contact for PNS:** The primary point of contact for PNS is the *Congressional and Public Affairs Office (PAO)*. The PAO is the conduit between the public and the Shipyard who works to promote positive relations with local communities and is the Commander’s principal spokesperson and primary coordinator for communication integration and alignment⁹.
 - Phone: (207) 438-1525
 - Email: port_ptnh_ask_pao@navy.mil

Portsmouth Naval Shipyard
Seavey Island, Kittery, ME 03904
Website: <https://www.navsea.navy.mil/Home/Shipyards/Portsmouth/>

Departments	Position Title	Contact	Telephone	Email	Website
Portsmouth Naval Shipyard, Naval Sea Systems Command	(PAO) Congressional and Public Affairs Officer	Danna Eddy	207-438-1525	danna.eddy@navy.mil	https://www.navsea.navy.mil/
Public Works Department Maine, Naval Facilities Engineering Systems Command	(CPLO) Community Plans and Liaison Officer	Jacqueline Johnston	207-450-9905	jackie.l.johnston@navy.mil	https://www.cnic.navy.mil/

⁷ “NAVSEA Activities,” Naval Sea Systems Command, accessed July 13, 2021, <https://www.navsea.navy.mil/Who-We-Are/NAVSEA-Activities/>.

Opposite page:
⁸ SECNAVINST 5720.44C CH-1, Page 1-15.
⁹ Joint Publication 3-61, Public Affairs.

TOC
1
2
3
4
5
6

TOWN OF KITTERY, MAINE



History

The Town of Kittery is in York County, Maine and is also the southernmost town in Maine. Incorporated in 1647, 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 1800.¹

Kittery remains one of the state's most popular tourist attractions, renowned for its beautiful seacoast landscapes and commercial offerings. Thousands of visitors flock each year to Kittery's popular waterfront parks at Fort Foster and Fort McClary, and the spectacular ocean scenery at Seapoint and Crescent beaches. Kittery's Foreside neighborhood boasts award-winning restaurants, walkable streets, and eclectic storefronts in a quintessential New England village setting. The shopping malls along Kittery's Route 1 corridor are a year-long attraction for both local and out-of-town shoppers.

Geography and Demographics

According to the latest census estimate, the population of Kittery, Maine is 9,907. The land area is 17.78 square miles. Kittery is surrounded by several water bodies, including the Piscataqua River, Spruce Creek, and the Gulf of Maine. Kittery's median age is 47.7 years, compared with Maine's 45.1 years. The median household income (in 2019

¹ Kerr, D. Allan. "About Kittery Maine's First Town." Retrieved April 23, 2020. <https://www.kitteryme.gov/about-kittery>.

² Kittery 2015-2025 Comprehensive Plan. Retrieved April 23, 2021. 000-complete_comp_plan_vol_1_final_no_exec_summary_3.22.18.pdf (kitteryme.gov).

dollars) for 2015-2019 was \$78,451, compared to Maine's median household income of \$58, 924 (US Census Data, 2019 ACS 1-Year Estimates).

Comprehensive Plan

According to the Land Use chapter of the [Kittery Comprehensive Plan](#) (2017), "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."² The Comprehensive Plan's main goals are to preserve the Town's character, increase and improve multi-modal transportation, and promote a multi-generational Kittery. To those ends, the Town has been working on transit connectivity in the Foreside and surrounding neighborhoods and improving the zoning code to allow for appropriate residential development to provide safe housing for new and existing residents.

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.

TOC
1
2
3
4
5
6

TOWN OF KITTERY, MAINE

Contributors to local congestion include shift changes at PNS in addition to rush hour traffic.

The Cooperative Alliance for Seacoast Transportation (COAST) provides public transit services to PNS. In 2019, COAST modified operations to provide hourly service to Kittery Foreside from neighboring Portsmouth. Rail includes freight service to PNS. However, there is no available passenger rail service. Parking shortages in the community exist during peak periods and at water access points during summer months.

Economic Development

The Town of Kittery's primary employer is the PNS. The Town boasts several distinct commercial areas, all with different commercial offerings. Kittery's Foreside district is home to small businesses and unique restaurants in a village setting along the Piscataqua River. The Route 1 Mall corridor includes many national brands in a collection of outlet shopping malls with views to Spruce Creek. Pepperrell Cove, the Town's harbor located along scenic Highway 103, offers boat moorings alongside a waterfront eatery. Since 2018, the Town has encouraged redevelopment along primary corridors in an effort to diversify the housing stock and strengthen the local economy. New multifamily developments and residential subdivisions have been proposed that will add new residents to Kittery in the coming years.

Current and past Capital Improvement Plans can be found on the [Capital Improvement Plan Committee](#) page on the city's website.

[Comprehensive Plan](#) Economic Chapter

Excerpts:

- Total labor force is comprised of 5,624 people, which equals a 68 percent participation rate.
- The majority of Kittery residents are employed in educational services, healthcare, and social assistance.
- The PNS contributes to the professional, scientific, management and administrative services sectors.
- Six primary employment sectors are: manufacturing, professional services, public administration, retail trade, food services, educational services, and healthcare
- The average weekly wage in Kittery is \$1,404 per week.

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	Telephone	Email	Website
Assessor	Town Contract Assessor	Paul McKenney	207-475-1396	assessing@kitteryme.org	https://www.kitteryme.gov/assessor
Code Enforcement	Code Enforcement Officer	Craig Alfis	207-475-1308	ceo@kitteryme.org	https://www.kitteryme.gov/code-enforcement
Emergency Preparedness & Police	Chief of Police	Robert V. Richter	207-439-1638	richter@kitterypolice.com	http://www.kitterypolice.com/
Fire Department	Fire Chief	David W. O'Brien	207-439-2262	DO'Brien@kitteryme.org	https://www.kitteryme.gov/fire-department
Fort Foster Park	tbd	David Rich	207-439-0333	drich@kitteryme.org	https://www.kitteryme.gov/fort-foster-park
Harbormaster	Harbormaster	John Brosnihan	207-451-0829	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	perkinse@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	jpaul@kitterycommunitycenter.org	https://kitterycommunitycenter.org/
Registrar and Deputy Registrar	Registrar	Karen Estee	207-475-1313	kestee@kitteryme.org	https://www.kitteryme.gov/registrar-and-deputy-registrar
Schools	Superintendent	Eric F. Waddell	207-475-1334	ewaddel@kitterschools.com	Kittery School District ~ Kittery, Maine (kitterschools.com)
Tax Collection	Tax Collector	Kendra Amaral	207-475-1329	kamaral@kitteryme.org	https://www.kitteryme.gov/tax-collection

TOWN OF KITTERY, MAINE

Departments	Position Title	Contact	Telephone	Email	Website
Tax Collection	Deputy Treasurer/Tax Collector	Pauline Brewster	207-475-1316	pbrewster@kittery.org	https://www.kitteryme.gov/tax-collection
Town Clerk	Town Clerk	Karen Estee	207-475-1313	kestee@kitteryme.org	https://www.kitteryme.gov/town-clerk
Town Manager	Town Manager	Kendra Amaral	207-475-1329	kamaral@kitteryme.org	https://www.kitteryme.gov/town-manager
Wastewater Treatment	Superintendent of Sewer Services	Timothy Babkirk	207-439-4646	tbabkirk@kitteryme.org	https://www.kitteryme.gov/wastewater-treatment

CITY OF PORTSMOUTH, NEW HAMPSHIRE



History

The City of Portsmouth, in Rockingham County, New Hampshire was settled in 1623 and established in 1630.

Settled near the mouth of the Piscataqua River and founded on fishing, the port's economy subsequently grew on shipbuilding and mercantile trade. The shipyards that built the Continental Navy's Raleigh depicted on the State Seal and the Ranger for Captain John Paul Jones became the PNS in 1800, the nation's first and longest continuously-operated base. Subsequent shipbuilders produced clipper ships for the China Trade. The wealth of the shipowners and captains resulted in the collection of fine Georgian houses that remain (many on their original foundations, including seven National Historic Landmark houses and the 10-acre Strawberry Banke Museum) and rival the collection at Colonial Williamsburg. Four major fires in the first half of the 1800s led the residents to build with brick, which also contributed to the extraordinary legacy of 19th century architecture and streetscape.

Portsmouth's role during the American Revolution took shape on both sides of rebellion, with Loyalist merchants and Portsmouth patriots, a group of whom responded to Paul Revere's December 1774 visit by storming the local British-held Fort William and Mary to liberate gunpowder later used at the Battle of Bunker Hill under the command of the Continental Army's General John Stark. Stark was later the hero of the tide-turning Battle of Bennington and was the source of the state motto, "Live Free or Die." Among Portsmouth's other patriots were John Langdon, first President of the independent colony and later its first Governor and William Whipple, signer of the Declaration of Independence.

In 1789 Portsmouth delegates led the

ratification of the state's constitution coincident with and responsible for the ratification of the United States Constitution. In 1779, twenty Africans enslaved in Portsmouth households including Whipple's, petitioned the New Hampshire Legislature for their freedom. The petition was granted posthumously in 2013 when Portsmouth commemorated the creation of the African Burying Ground Memorial on a rediscovered 18th century cemetery for African residents, enslaved and free. The memorial is one of three dozen sites on the Portsmouth Black Heritage Trail.

Although the first sale in Portsmouth of an enslaved African was recorded in 1645, the capture and enslavement of Native Americans during the many "French & Indian Wars" was common. In 1713, Portsmouth hosted a meeting between Governor Dudley of Massachusetts (Royal Governor for New England) and delegates from five Tribal nations of the Wabanaki Confederacy (Penobscot, Passamquoddy, Mi'kmac, Maliseet and Abenaki people) and signed the Treaty of Portsmouth intended to establish trading principles and limit British settlement.

In 1918, women of Portsmouth celebrated the adoption of the 19th Amendment granting women suffrage. Five years later, in 1923, the City aspirationally proclaimed itself to be the "City of the Open Door." In 1945 Portsmouth elected its first woman Mayor, Mary Carey Dondero. Her daughter Eileen Dondero Foley served as Mayor for eight terms starting in 1968. Mary Keenan served as Mayor for two terms and Evelyn Sirrell for eight. Portsmouth

CITY OF PORTSMOUTH, NEW HAMPSHIRE

hired its first female City Manager, Karen Conard, in 2019.

In addition to its central role in the nation's founding, while building submarines during World War II and as a Cold War Strategic Air Command (SAC) base, Portsmouth's place in history was assured when in 1905, President Theodore Roosevelt chose Portsmouth and the Shipyard to host America's first peace conference. By orchestrating the end to the Russo-Japanese War with the Treaty of Portsmouth, Roosevelt became the first American and first American President to earn the Nobel Peace Prize.

In June 2017, the Portsmouth Downtown Historic District was listed to the National Register, noting that Portsmouth is the only colonial seaport in New Hampshire, and was the capital of the Province until the American Revolution and the State's only major port throughout the 19th century.

Portsmouth moves toward its 400th Anniversary in 2023 as a Racial Justice Municipality and an Eco-Municipality.

Geography and Demographics

According to the 2020 U.S. Census estimate, the population of Portsmouth is 21,956. The land area is 16.3 square miles.

Comprehensive Plan

The City of Portsmouth remains committed to fostering a diverse, fiscally sound, and harmonious community which offers a full range of housing, business, cultural, and recreational opportunities for its residents, businesses and visitors in a safe and attractive environment while preserving its ecological and historical treasures.

The [Portsmouth 2025 Master Plan](#) was

adopted in 2017. Five conceptual Themes frame Part I of the Master Plan, asserting that Portsmouth should be Vibrant, Authentic, Diverse, Connected and Resilient. Each of these Themes is supported by several Goals that describe broadly how Portsmouth can hope to fulfill that Theme. For each of the Goals, specific Actions are listed that City agencies and other partner organizations can implement to realize the Goals. Part II of Portsmouth 2025 describes five geographic Focus Areas representing different types of land use and development in the City – the Urban Core, Corridors, Urban & Suburban Neighborhoods, and Parks & Open Space – and illustrates how the various goals and specific actions might apply in each of these varied landscapes.

Transportation

The mean travel time to work (2015) is 20.5 minutes.

COAST and Wildcat Transit provide public bus transit service. There is one airport, Portsmouth International Airport at Pease Airport as well one heliport at Portsmouth Regional Hospital.

Economic Development

The median household income in Portsmouth (2015) was \$77,337¹. The most common industries listed in order include: professional, scientific, and technical services; educational services; accommodation and food services; finance and insurance; construction; and public administration.

¹ "City of Portsmouth Economic Development," City of Portsmouth, accessed July 12, 2021. <https://www.cityofportsmouth.com/economic/economic-data>.

CITY OF PORTSMOUTH, NEW HAMPSHIRE

City of Portsmouth, NH

1 Junkins Avenue

Portsmouth, NH 03801

Phone: 603-431-2000

Website: <https://cityofportsmouth.com/>

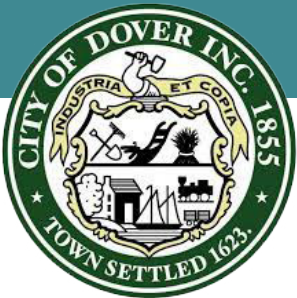
Business Hours: Monday 8 AM – 6 PM, Tuesday – Thursday 8 AM – 4:30 PM, Friday 8 AM – 1 PM
The Planning Board typically meets on the third Thursday of every month to act on Site Review, Subdivisions, Lot Line Relocation, City County Referrals, and Conditional Use Permits.

Departments	Position Title	Contact	Telephone	Email	Website
Assessor	Assessor	Rosann Maurice-Lentz	603-610-7212	rlentz@cityofportsmouth.com	https://www.cityofportsmouth.com/assessors/assessors-office-home
City Clerk	City Clerk	Kelli Barnaby	603-610-7207	cityclerk@cityofportsmouth.com	https://www.cityofportsmouth.com/cityclerk
City Manager	City Manager	Karen Conard	603-610-7201	kconard@cityofportsmouth.com	https://www.cityofportsmouth.com/city-manager
Community Development	Coordinator	Elise Annunziata	603-610-7281	eannunziata@cityofportsmouth.com	https://www.cityofportsmouth.com/community
Economic Development	Assistant City Manager	Sean Clancy	603-610-7220	sclancy@cityofportsmouth.com	https://www.cityofportsmouth.com/economic
EMO/Fire	Chief	Todd Germain	603-610-7340	tagermain@cityofportsmouth.com	https://www.cityofportsmouth.com/fire
Finance	Director	Judie Belanger	603-610-7223	jabelanger@cityofportsmouth.com	https://www.cityofportsmouth.com/finance
Harbormaster (PDA)	Chief Harbormaster	Tracy Shattuck	603-365-0505	t.shattuck@peasedev.org	https://peasedev.org/division-of-ports-harbors/
Harbormaster (PDA)	Portsmouth Harbor	Del Record	603-944-0569	d.record@peasedev.org	https://peasedev.org/division-of-ports-harbors/
Health	Health Officer	Kim McNamara	603-610-7273	kimcnamara@cityofportsmouth.com	https://www.cityofportsmouth.com/health
Human Resources	Director	Kelly Harper	603-610-4478	kaharper@cityofportsmouth.com	https://www.cityofportsmouth.com/hr
Inspections	Inspections Director	Shanti Wolph	603-610-7261	swolph@cityofportsmouth.com	https://www.cityofportsmouth.com/inspection

CITY OF PORTSMOUTH, NEW HAMPSHIRE

Departments	Position Title	Contact	Telephone	Email	Website
Legal	City Attorney	Robert Sullivan	603-610-7203	rsullivan@cityofportsmouth.com	https://www.cityofportsmouth.com/legal
Library	Director	Steve Butzel	603-766-1710	skbutzel@cityofportsmouth.com	https://www.cityofportsmouth.com/library
Parking (DPW)	Director	Ben Fletcher	603-766-1456	bmfletcher@cityofportsmouth.com	https://www.cityofportsmouth.com/publicworks/parkportsmouth
Pease Dev Authority	Executive Director	Paul Brean	603-433-6088	p.brean@peasedev.org	https://peasedev.org/about/
Planning	Director	Beverly Mesa Zendt	603-610-7296	bmzendt@cityofportsmouth.com	https://www.cityofportsmouth.com/planportsmouth
Police	Chief	Mark Newport	603-610-7479	mnewport@cityofportsmouth.com	https://www.cityofportsmouth.com/police
Public Information	PIO	Stephanie Seacord	603-205-3008	sseacord@cityofportsmouth.com	https://www.cityofportsmouth.com
Public Works	Director	Peter Rice	603-766-1416	phrice@cityofportsmouth.com	https://www.cityofportsmouth.com/publicworks
Recreation	Director	Todd Henley	603-610-8897	thhenley@cityofportsmouth.com	https://www.cityofportsmouth.com/recreation
Schools	Superintendent	Steve Zadravec	603-610-4471	szadravec@sau52.org	https://www.cityofportsmouth.com/school
Sustainability	Environmental Planner	Peter Britz	603-610-7215	plbritz@cityofportsmouth.com	https://www.cityofportsmouth.com/sustainability
Tax Collector	Collector	Nancy Bates	603-610-7209	nlbates@cityofportsmouth.com	https://www.cityofportsmouth.com/tax
Wastewater	City Engineer	Terry Desmarais	603-766-1421	tdesmarais@cityofportsmouth.com	https://www.cityofportsmouth.com/publicworks/wastewater
Welfare	Manager	Ellen Tully	603-610.7267	etully@cityofportsmouth.com	https://www.cityofportsmouth.com/welfare
Zoning	Zoning Enforcement Officer	Jason Page	603-610-7279	jcpage@cityofportsmouth.com	https://www.cityofportsmouth.com/zoning

CITY OF DOVER, NEW HAMPSHIRE



History

Settled in 1623, Dover is the oldest European permanent settlement in New Hampshire and the seventh oldest in the country. The city of Dover has a long and colorful history spanning nearly four centuries supporting multiple industries. Its earliest days as a colonial seaport led to a successful shipbuilding industry in the 1700s, and it flourished in the 19th century as the nation's leading manufacturer of cotton goods. The development of a brick industry spanned decades of successful mill operations through the middle of the 20th century.

Geography and Demographics

The City of Dover is located in southeastern New Hampshire within Strafford County at the center of the Seacoast region and is the easterly gateway to the White Mountains and Lakes region via Route 16. It is bounded by the City of Somersworth to the northeast; Eliot (ME) to the east, from which it is separated by the eastern branch of the Piscataqua River; and the Town of Madbury to the southwest. Dover's land area covers roughly 26.7 square miles and a water area of 2.3 square miles. With the U.S. Census, estimated population is 32,741 (2020). Dover is the most populated municipality in Strafford Regional Planning Commission's (SRPC) coastal region. The City of Dover is situated between mountains and the ocean and a halfway point between Portland, ME and Boston, MA and about 11 miles away from PNS.

Comprehensive Plan

The City of Dover comprehensive plan includes chapters for its Vision Plan, Climate Adaptation, Land Use Analysis, Transportation, Stewardship of Resources, Recreation, Community Facilities and Utilities, Open Space and Conservation, as well as a Recommendations chapter where the City of

Dover reflects on the progress set out within each of the Master Plan chapters. Dover City Data in 2015 indicated that just over 50 percent of the city's land use is classified as residential.

- The 2012 Visioning Master Plan is available on the [Planning and Community Development page](#) of the city's website.
- Annually, the Department of Planning and Community Development reviews progress made on Master Plan recommendations and produces a report updating the community on that progress. These updates are also included in the [Planning and Community Development page](#) of the city's website.

Transportation

The mean travel time to work for workers age 16+ from 2015-2019 was 24.2 minutes.

The [City of Dover's Transportation Master Plan](#) has identified its action priorities as follows: a walkable community complemented by citywide pedestrian, bicycle, and wheelchair-accessible features; a public transit system that services the entire community; traffic-calming measures to manage speed and "pass through" traffic in the downtown and neighborhoods; physical and directional signage improvements designed to facilitate legal, safe traffic flow for vehicles and pedestrians throughout the city.

¹ "Capital Improvement Program," City of Dover, New Hampshire, accessed August 8, 2021, <https://www.dover.nh.gov/government/city-operations/planning/special-projects/cip/>.

CITY OF DOVER, NEW HAMPSHIRE

Dover is close to the I-95 corridor and serviced by the AMTRAK Downeaster transit system. The regional proximity to University of New Hampshire, Pease Tradeport, and the PNS add stability and diversity to the region's economic mix and enhances Dover as a viable business location and tourism destination .

The [City of Dover, New Hampshire Vulnerability Assessment](#) covers a range of Climate Risks and Vulnerabilities for the City of Dover, as well as facilities and transportation corridors which have been identified as potentially affected by Sea-Level Rise under several scenarios.

Economic Development

The median household income (in 2019 dollars) for 2015-2019 was \$71,631. (Source: U.S. Census data)

The CIP's six-year program links infrastructure spending to the goals and values outlined in the City's Master Plan. The Capital

Improvement Plan includes ongoing capital projects, such as improvements to streets and sidewalks, wastewater and water system maintenance and improvements, police cruisers, facility maintenance and more.

Upon adoption of the CIP by City Council, it is built into the citywide operating budget. The CIP prioritizes all capital spending of \$25,000 or more and must satisfy one or more of the following:

- Protect the health and safety of employees and/or the community at large.
- Significantly improve the efficiency of the existing services.
- Preserve a previous capital investment made by the City.
- Significantly reduce future operating costs or increase future operating revenues.
- The current and proposed Capital Improvement Plan is accessible on the [Special Projects](#) portion of the city's website.

CITY OF DOVER, NEW HAMPSHIRE

City of Dover, NH
288 Central Ave.
Dover, NH 03820
Phone: 603-516-6000
Website: <https://www.dover.nh.gov/>

City Hall Hours:
Monday-Thursday, 8:30 a.m. to 5:30 p.m.
Friday, 8:30 a.m. to 4 pm
Municipal Services Directory: <https://www.dover.nh.gov/contact-us/municipal-directory/index.html>

Departments	Position Title	Contact	Telephone	Email	Website
Office of The City Manager	City Manager	J. Michael Joyal, Jr.	603-516-6023	m.joyal@dover.nh.gov	https://www.dover.nh.gov/government/city-operations/executive/city-manager/
Officer of The City Attorney	General Legal Counsel	Joshua Wyatt	603-516-6520	j.wyatt@dover.nh.gov	https://www.dover.nh.gov/government/city-operations/executive/city-attorney/
Office of Human Resources	Human Resources Director	Susan Daudelin	603-516-6869	s.daudelin@dover.nh.gov	https://www.dover.nh.gov/government/city-operations/executive/human-resources/
Tax Assessment	Tax Assessor	Donna Langley	603-516-6015	CityAssessors@dover.nh.gov	https://www.dover.nh.gov/government/city-operations/finance/tax-assessment/
Dover Police Department	Police Chief	William Breault	603-742-4646	w.breault@dover.nh.gov	https://www.dover.nh.gov/government/city-operations/police/
Dover Fire and Rescue Department	Fire Chief & Emergency Management Director	Paul Haas	603-516-6148	p.haas@dover.nh.gov	https://www.dover.nh.gov/government/city-operations/fire-and-rescue/
Community Services	Community Services Director	John Storer	603-516-6450	j.storer@dover.nh.gov	https://www.dover.nh.gov/government/city-operations/community-services/
Planning and Community Development	Assistant City Manager, Director of Planning and Strategic Initiatives	Christopher G. Parker	603-516-6008	c.parker@dover.nh.gov	https://www.dover.nh.gov/government/city-operations/planning/staff/
Inspection Services	Building Official	James Maxfield	603-516-6038	j.maxfield@dover.nh.gov	https://www.dover.nh.gov/government/city-operations/fire-and-rescue/inspection-services/
Waste Water Treatment	Water Treatment Facility Supervisor	Raymond Vernette	603-516-6450	r.vermette@dover.nh.gov	https://www.dover.nh.gov/government/city-operations/community-services/wastewater/

CITY OF DOVER, NEW HAMPSHIRE

Departments	Position Title	Contact	Telephone	Email	Website
Economic Development	Economic Development Director	Daniel Barufaldi	603-516-6043	d.barufaldi@dover.nh.gov	https://www.dover.nh.gov/government/city-operations/executive/economic-development/
Dover Public Library	Library Director	Denise LaFrance	603-516-6050	c.beaudoin@dover.nh.gov	https://www.dover.nh.gov/government/city-operations/library/
Recreation	Recreation Director	Gary Bannon	603-516-6401	g.bannon@dover.nh.gov	https://www.dover.nh.gov/government/city-operations/recreation/
Finance and Purchasing	Finance Director	Daniel Lynch	603-516-6030	d.lynch@dover.nh.gov	https://www.dover.nh.gov/government/city-operations/finance/
Information Technology Systems and Services	Information Technology Director	Annie Dove	603-516-6325	a.dove@dover.nh.gov	https://www.dover.nh.gov/government/city-operations/executive/office-of-information-technology/

CITY OF SANFORD, MAINE



History

Sanford Springvale has all the elements of a true New England community. It's a place where people settled hundreds of years ago and then stayed for generations. Yet Sanford is a dynamic city within a thriving Maine region. As such it not only respects the past, but it has positioned itself to invite positive change and growth for the future. For example, there are new facilities here: a world-class high school and technical center, a high-speed community fiber-optic network, and multiple alternative energy sites.

For the nostalgic, downtown looks much the same as it did a century ago: with architecturally significant buildings, a walkable Main Street, shade trees and parks, the Mousam River waterfront, and sizable brick textile mills that gave the city its original identity.

Geography and Demographics

Sanford Springvale occupies a strategic location at the geographic center of New England and the center of population in York County, Maine's fastest growing region. It has many amenities not found in typical small Maine communities. As Maine's seventh largest city, with a population of over 21,000, Sanford is known for its schools, its healthcare facilities, a municipal airport (used by two former Presidents), a summer collegiate baseball team, and jewel of a ballpark, retail centers and its proximity to colleges.

The city attracts businesses and residents who appreciate its low cost of living, its incredible access to natural resources, and the sense of history that is essential to its character. What also draws people here? There's a palpable energy in Sanford these days, created by those who live and work here; they know that this is a great place to live, work and raise a family.

Comprehensive Plan

The [City of Sanford Comprehensive Plan](#) is available on the city's website.

Sanford and MaineDOT teamed up for a Downtown Planning Partnership Initiative (PPI) in 2020. Goals include: (1) Safety improvements to address vehicle mobility, to encourage pedestrian access, and increase the appeal of a trip Downtown, (2) Utility innovations including SanfordNet Fiber, new stormwater design and construction, and Unutil gas expansion; and (3) Matching Downtown Improvements: \$1.1M in Brownfields Awards, \$300K in Community Development Block Grant Awards, a \$2M share of USDOT Grant Awarded to replace all traffic signals, and a successful agreement with MaineDOT to rebuild Route 202/Cottage St. Upon completion of the study, officials will have set the stage for subsequent engineering steps and right-of-way efforts leading to the downtown improvements being ready for construction by 2024.

Economic Development

Median household income in 2019 dollars from 2015-2019 was \$52,513.

As highlighted by Sanford Regional Economic Growth Council, three major contributors to the local economy include:

- **SanfordNet Fiber** – A high-speed, community fiber-optic network for businesses offering dedicated connections with world-class bandwidth and latency.
- **Sanford Airport Solar** – Constructed in 2020, this is the largest solar array in the

CITY OF SANFORD, MAINE

State of Maine producing enough energy to power 20,000 homes and is the largest array on any airport in the world.

- **Sanford Schools** – The \$100 million integrated High School and Technical Center opened in 2018. It's the largest state-funded school construction project. Additional funding was approved (\$10 million) for Performing Arts Center and athletic field enhancements.

Transportation

In Sanford, the mean travel time for workers age 16+ is 29.5 minutes.

Public transit services include bus services provided by Sanford Transit. Specifics for this route are available at the [York County Community Action Corporation](#) website.

Sanford Seacoast Regional Airport (Sanford Airport) is an economic engine that: facilitates air transportation in its many forms, provides emergency services, and serves as a gateway to our community and region. Sanford Airport solar was connected to the grid in December 2020. It stands as the largest solar project in Maine, and the largest solar array on an airport in the world.

Community benefits include: Lease revenues to the City of Sanford for land leased will enable the Airport to become financially self-sufficient. New private property value will generate annual tax revenues to the City of Sanford of \$500,000 per year. A contract

City of Sanford

919 Main Street
Sanford, Maine 04073

Phone: 207-324-9125

Website: <https://www.sanfordmaine.org/>

Planning Department Office Hours: Monday-Friday 8:00 am – 4:30 pm

for ground maintenance will provide additional revenues to the Airport over the life of the Project;

This project is a collaboration between the City of Sanford, The Sanford Seacoast Regional Airport, The Industrial Development Corporation of Sanford, NextEra Energy Resources, ISO New England, and CMP.

Utilities

Central Maine Power provides electricity in Sanford. Natural Gas is now an available energy option for many Sanford businesses and residents with Unifil Natural Gas.

SanfordNet Fiber is currently the largest municipal broadband network operating in Maine, and the first major loop connecting York County to the Three Ring Binder, which is a middle mile project completed in 2012 that deployed 1100 miles of fiber through the rest of the state.

Education

In addition to the integrated high school and technical center described above, education investments include the creation of three Pre-K to grade 4 elementary schools with equitable facilities and program offerings; renovation of the previous high school facility to become a middle school to house all grade 5-8 students, an addition to Margaret Chase Smith School. There will also be a reduction in operations and maintenance costs by consolidating programs and closing two older elementary schools, an increase in safety and security by eliminating all modular classrooms city-wide; and focus on providing space for future growth and building expansion.

CITY OF SANFORD, MAINE

Departments	Position Title	Contact	Telephone	Emails* Not provided at request of the City	Website
Assessor's Office	Assessor	George Greene	207-324-9115	-	https://www.sanfordmaine.org/assessing
City Clerk	City Clerk	Sue Cote	207-324-9125	-	https://www.sanfordmaine.org/cityclerk
City Manager and Mayor	City Manager	Steven R. Buck	207-324-9173	-	https://www.sanfordmaine.org/administration
Code Enforcement	Chief Code Enforcement Officer	Jamie Cole	207-324-9145	-	https://www.sanfordmaine.org/codeenforcement
Emergency Management	EMA Director	Alexander J. Hammerle	207-324-4364	-	https://www.sanfordmaine.org/emergencymanagement
Community Development	Community Development Director	Ian Houseal	207-608-4101	-	https://www.sanfordmaine.org/landbankauthority
Finance	Finance Director	Ronni Lynn Champin	207-608-4181	-	https://www.sanfordmaine.org/finance
Fire	Fire Chief	Steve Benotti	207-324-9160	-	https://www.sanfordmaine.org/fire
General Assistance	General Assistance Director	Randy White	207-324-9110	-	https://www.sanfordmaine.org/generalassistance
Human Resources	Human Resources Director	Stacy Howes	207-608-4175	-	https://www.sanfordmaine.org/hr
Parks & Recreation	Acting Parks and Recreation Director	Brian Desrochers	207-324-9130	-	https://sanfordrec.com/info/default.aspx
Planning & Development	Director of Planning & Development	Beth Della Valle, AICP	207-324-9150	-	https://www.sanfordmaine.org/planning
Police Department	Chief of Police	Craig Anderson	207-324-3644	-	https://www.sanfordmaine.org/police
Public Works & Engineering	Director of Public Works	Matthew E. Hill	207-324-9135	-	https://www.sanfordmaine.org/publicworks
Regional Communications	Communications Director	Bill Tower	207-324-3644	-	https://www.sanfordmaine.org/regionalcommunications
Tax Collector, Treasurer	Tax Collector/ Treasurer	Erin M. McMann	207-324-9125	-	https://www.sanfordmaine.org/cityclerk



History

Berwick was established in 1713. By 1647 the settlements at Kittery had become incorporated as the first town in Maine. Old Kittery included what is now Eliot, South Berwick, North Berwick and Berwick. The community of Newichawannok (Old Berwick) had become the parish of Unity. This parish of Unity was sometimes designated as Kittery Commons, and Kittery, North Parish. Eventually the inhabitants of this area ceased using the name Unity and their records referred to this area as Barwick¹.

Geographics and Demographics

The Town of Berwick covers an area of 37.52 square miles in the southern part of Maine, about 16 miles away from PNS. Its southwest border is defined by the Salmon Falls River, which separated Maine from New Hampshire. Berwick lies within York County and is bordered Cumberland and Oxford counties to the north. According to the latest U.S. census estimate in 2020, the population of the Town of Berwick, Maine is 7,950.

Comprehensive Plan

Berwick's Comprehensive plan was adopted in 1990 and partially amended in 2004, with broad community support and this plan provides a foundation for local regulations. The original plan was created at a time when Berwick was the fastest growing town in Maine, and together with the 2004 update composes a document critical to managing growth and development in the Town. The Town has since adopted two addendums to the plan in 2014 with the Downtown Vision Plan & in 2020 with the Recreation Master Plan.

Currently the [Town of Berwick Comprehensive Plan](#) is under development and is in draft form.

Berwick does expect to have an increase in its growth rate and thus, facilities and resources, as nearby PNS facility continues to expand its capacity and attract employment from Berwick residents.

As stated in the 2022 Draft Comprehensive Plan, "most development is occurring lot by lot and not within a Subdivision. Recent development is not consistent with the Comprehensive Plan's goal of directing development to growth areas." Roughly 73% of the dwelling unit growth is zoned "Rural Residential – Farm District" or "Transitional Residential".

Transportation

According to the U.S. Census, the mean travel time to work for workers 16+ from 2015-2019 is 26.4 minutes.

Per the 2022 Comprehensive Plan Draft, "The five Maine Communities in the urban area (including Berwick) constitute the transportation planning body and Metropolitan Planning Organization (MPO) known as the Kittery Area Comprehensive Transportation System (KACTS)." KACTS is responsible for planning for the surface transportation network, including principal and minor arterials, collector roads, bridges, rail, public transit, and facilities for biking and walking. "KACTS receives federal and state

¹ "The First Berwick Settlers," [Berwickmaine.org](https://www.berwickmaine.org/community/berwick_historical_society/the_first_berwick_settlers.php), accessed August 17, 2021, https://www.berwickmaine.org/community/berwick_historical_society/the_first_berwick_settlers.php.

planning and project funds annually that allow each of its five member towns to have access to tens of thousands of dollars at only a 5% local match for planning projects and 10% match for capital projects."

The town's roads are maintained by the Berwick Highway/Public Works Department, and the Town Manager develops a public roadway Capital Improvement Plan, which is implemented by the Highway/Public Works Department.

Berwick is served by two public transportation entities: New Hampshire based Cooperative Alliance for Seacoast Transportation (COAST), and York County Community Action (YCCAC). Each of these services connects Berwick to the urban areas of New Hampshire: Portsmouth, Dover, Rochester, Somersworth. COAST runs two routes through Berwick, the Route 1 service and the Route 100 Service. Route 1 service starts in Berwick and has stops in Somersworth, Dover and concludes at the Dover Transportation Center, where riders may connect to Rochester, Farmington, Kittery, Portsmouth. The Route 100 Service (or Clipper Connection) picks up in Berwick both at Town hall and the intersection of Allen Street and Saw Mill Hill and continues to Eliot, Kittery (PNS), Portsmouth (Market Square) and returns to Berwick from these locations in the afternoon.

YCCAC operates a "Local Rides" program, which picks up riders on request at their homes on Thursdays, bringing them to Somersworth and Dover. To make a request through the Local Rides Program at YCCAC, Berwick residents may call (207) 354-5762. Office hours are Monday-Friday 7:30 AM to 4:30 PM.

Economic Development

The median household income (in 2019 dollars), 2015-2019 was \$75,164. From 2015-2019, about 69.5% of the Berwick Town population age 16+ was in the civilian labor force. (Source: U.S. Census). Major industries include manufacturing, and educational services, health care and social assistance.

The Berwick 2021-2023 Work Plan as prescribed by MDOT is the town's Capital Improvement Plan. Projects include mostly transportation improvements including highway paving and spot improvements, intersection improvements W/O Signal, Bridge rehabilitation, Large Culvert replacement and other maintenance issues.

The Berwick portion of the MaineDOT Capital Work Plan can be searched at the [Maine DOT's Interactive Work Plan](#) page of their website.

The current directory for Berwick, Maine personnel is available on the [Contact A Town Employee](#) portion of the city's website.

TOWN OF BERWICK, MAINE

TOWN OF BERWICK, MAINE

Town of Berwick

11 Sullivan Street,
Berwick, Maine 03901
Phone: (207) 698-1101
Website: berwickmaine.org

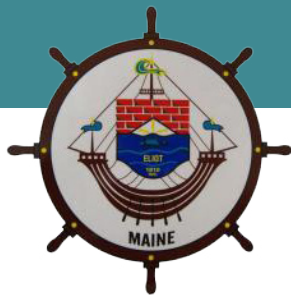
Town Hall Business Hours:
MONDAY 8:00AM-5:30PM
TUESDAY 8:00AM-5:00PM
WEDNESDAY 8:00AM-5:30PM
THURSDAY 8:00AM-5:00PM

The Planning Board is made up of volunteers appointed by the Board of Selectmen and consists of 5 members and 2 alternates.

The Planning Board meets the 1st and 3rd Thursdays of the Month at 6:30 p.m. in the Town Hall meeting room. If you would like more information on the Berwick Planning Board please contact The Berwick Planning Department at (207) 698-1101 ext. 124 or planning@berwickmaine.org

Departments	Position Title	Contact	Telephone	Email	Website
Assessing	Assessor Agent (Municipal Resources, Inc.)	Paul McKenney	207-698-1101, Ext. 114	pmckenney@mrigov.com	https://www.berwickmaine.org/departments/assessing/index.php
Code Enforcement	Code Enforcement Office, Building Inspector	Jennifer McCabe	207-698-1101, Ext. 122	jmccabe@berwickmaine.org	https://www.berwickmaine.org/departments/code_enforcement/index.php
Community Development & Planning	Director of Community Development & Planning	Lee Jay	207-698-1101, Ext. 124	Planning@BerwickMaine.org	https://www.berwickmaine.org/departments/community_development_planning/index.php
Finance	Finance Director	Lisa Vargas	207-698-1101, Ext. 113	lvargas@berwickmaine.org	https://www.berwickmaine.org/departments/finance/index.php
Highway/ Public Works	Director of Public Works and Water Department	Jody Gigon	207-698-1101, Ext. 123	jgigon@berwickmaine.org	https://www.berwickmaine.org/departments/highway_public_works/index.php
Library	Library Director	Sharon Kelly	207-698-5737	skelly@berwickpubliclibrary.org	https://www.berwick.lib.me.us/
Police	Chief of Police	Timothy Towne	207-698-1136	berwickpolice@berwickpolice.org	https://www.berwickpd.org/
Recreation	Recreation Director	Angela O'Connor	207-698-1101, Ext. 117	recreation@berwickmaine.org	https://www.berwickmaine.org/departments/recreation/index.php
Sewer District	Administrator	Jay Wheeler	207-698-5740	bsd.sballard@gmail.com	https://www.berwicksewerdistrictme.org/
Town Clerk	Town Clerk	Patricia Murray	207-698-5181	pmurray@berwickmaine.org	https://www.berwickmaine.org/departments/town_clerk/index.php
Town Manager	Town Manager	James Bellissimo	207-698-1101, Ext. 111	townmanager@berwick.org	https://www.berwickmaine.org/government/town_manager/index.php

TOWN OF ELIOT, MAINE



History

Eliot, an old New England town with a rural landscape is ideally located along the northern shore of the Piscataqua River. Eliot was once a part of Kittery known as the Upper Parish but incorporated as an independent town in 1810. Eliot has its own unique style with many fine examples of New England architecture among its homes and public buildings. Most of the beautiful, natural features of the town are still intact and the citizens of Eliot acknowledge their good fortune to have inherited such a beautiful environment and often express their sense of responsibility to preserve it. In 1985, Eliot Artist Jules Weyers designed the town seal in conjunction with Eliot's 175th anniversary celebration. The seal's images encompass much of the town's history, including shipbuilding, brick making, fishing and farming. The five oars represent the town's five Selectmen.

Geography and Demographics

The Town of Eliot is nestled between the southernmost town in Maine, Kittery, and the City of Dover. Eliot has a population of 6,717 (2020 U.S. Census) over 19.78 square miles.

Comprehensive Plan

The last Comprehensive Plan for the Town of Eliot was completed in 2009. Per the 2009 Comprehensive Plan, 40 percent of residential growth between 2004-2007 has occurred within suburban zones, despite efforts to guide residential growth towards more village/urban centers. Eliot is part of a fast growing regional growth trend made up in part by an influx of baby boomers and lower cost housing than Boston.

Challenges to land use development include lack of water and sewer access to a large portion of the town. There are also significant wetlands throughout the town that impede future development.

The [2009 Eliot Comprehensive Plan](#) is available on the Town's website.

The Planning Board meets every First and Third Tuesday at 7:00 pm in the Town Office.

Transportation

The mean travel time to work of workers age 16+ from 2015- 2019 is 24.6 minutes with 82 percent typically driving alone in a car to work.

The predominant mode of transportation in Eliot is limited to the automobile. According to the Comprehensive Plan 92% of all workers rely on automobiles while about 12% rely on carpools.

Primary employers for Eliot workers include PNS in Kittery and other service center jobs in Portsmouth. The ratio of in-state versus out-of-state commuters was 51% to 49%, respectively, in 2000.

Economic Development

The median household income in 2019 dollars from 2015-2019 was \$79,835. The major industries in Eliot include educational services, health care, and social assistance, retail trade, and manufacturing.

TOWN OF ELIOT, MAINE

Town of Eliot

1333 State Road
Eliot, Maine, 03903
Phone: (207) 439-1813
Website: <https://www.eliotmaine.org/>

Town Hall hours: Monday – Thursday 7:00 am – 4:30 pm; Friday – Sunday CLOSED
Directory: <https://www.eliotmaine.org/home/pages/phone-directory>

The Town of Eliot uses a communication system through 'TextMyGov'.

Departments	Position Title	Contact	Telephone	Email	Website
Town Manager	Town Manager	Michael Sullivan	207-439-1817 ext. 100	townmanager@eliotme.org	https://www.eliotmaine.org/town-manager
Town Clerk	Town Clerk	Wendy Rawski	207-439-1817 ext. 100	wrawski@eliotme.org	https://www.eliotmaine.org/town-clerk
Treasurer	Treasurer	Jordan Miles	207-439-1813 ext. 106	jmiles@eliotme.org	https://www.eliotmaine.org/treasurer
Tax Collector	Tax Collector	Brenda Harvey	207-439-1817 ext. 101	bharvey@eliotme.org	https://www.eliotmaine.org/tax-collector
General Assistance	General Assistance Administrator	Melissa Albert	207-439-1813 ext. 108	malbert@eliotme.org	https://www.eliotmaine.org/general-assistance
Health Officer	Health Officer	vacant	207-439-1813 ext. 107	townmanager@eliotme.org	https://www.eliotmaine.org/health-officer
Assessor	Assessor	Brent Martin	207-439-1813 ext. 111	assessor@eliotme.org	https://www.eliotmaine.org/assessor
Code Enforcement	Code Enforcement Officer & LPI	Shelly Bishop	207-439-1813 ext. 110	sbishop@eliotme.org	https://www.eliotmaine.org/code-enforcement
Planning Department	Town Planner	Jeffrey Brubaker	207-439-1813 ext. 112	planner@eliotme.org	https://www.eliotmaine.org/planning-department
Public Works	Public Works Director	Steven Robinson	207-439-9451	srobinson@eliotme.org	https://www.eliotmaine.org/public-works
Transfer Station & Recycling Center	Transfer Station & Recycle Center Director	Steven Robinson	207-438-9066	srobinson@eliotme.org	https://www.eliotmaine.org/transfer-station-recycling-center
Fire Chief & EMA Director	Fire Chief & EMA Director	Jay Muzeroll	207-451-0124	eliotfirechief@hotmail.com	tbd

TOWN OF ELIOT, MAINE

Departments	Position Title	Contact	Telephone	Email	Website
Harbor Master & Piscataqua River Boat Launch	Harbor Master	Tom Phillips, Interim	207-475-8488	harbormaster@eliotpolice.org	https://www.eliotmaine.org/harbormaster-piscataqua-river-boat-launch/pages/2021-boat-excise-tax-payment-form-maine-watercraft
Community Service Director	Community Service Director	Heather Muzeroll Roy	207-451-9334	hmuzeroll@eliotcsd.com	https://eliotcsd.myrec.com/info/default.aspx
Superintendent of Schools (RSU #35)	Superintendent of Schools (RSU #35)	John Caverly	207-439-2438	john.caverly@rsu35.org	http://www.rsu35.org/
Library	Library Director (William Fogg Library)	Lydia Goodwin	207-439-9437	goodwinl@william-fogg.lib.me.us	https://williamfogglibrary.org/

CITY OF ROCHESTER, NEW HAMPSHIRE



History

Rochester was originally incorporated as Norway Plains in 1722 but did not have its first permanent settlers until 1729 due to the King Phillips War. The main occupation of early inhabitants was lumbering. Early industrial growth included woolen mills, shoe factories, machine making, box making, and brick making. In 1891, Rochester was incorporated as a city.

Geography and Demographics

The City of Rochester is located in the southeastern end of New Hampshire. It is the largest city in the seacoast region and fourth-largest city in the state. Rochester is conveniently located, serving as a gateway to the Lakes Region, the White Mountains, and the Seacoast. According to the U.S. Census estimate, Rochester, NH population in 2020 was 32,492 and has a total land area of 45.1 square miles. Both Rochester and the state have been experiencing an aging population for the last two census decades.

Comprehensive Plan

The City of Rochester has updated its Master Plan in phases, some as far back as 2002 such as its Land Use Chapter of the Master Plan, and some as recent as the Transportation chapter in 2020. The city has a strong focus on revitalizing its Downtown character and integrating more multi-modal connectivity throughout Rochester.

In a meeting between VHB and the City, it was mentioned that Rochester has the highest number of trips to the PNS. Nearly half of survey respondents conducted by VHB responded that they drive to either Dover or Portsmouth to catch the C&J bus or train.

Individual chapters of the [Master Plan for the City of Rochester](#) are available on the city's website.

Transportation

According to the [U.S. 2019 American Community Survey data for Rochester](#), the average commute to work is 27.2 minutes. The most common means of transportation to work were drive alone at 80.1 percent.

Rochester has a Transportation Master Plan which has recognized five focus areas which will direct the City's implementation plan. These areas include Multimodal Connectivity, Vibrant and Walkable Downtown and Village centers, Roadway/Intersection Safety and Congestion Improvements, Technology/ Smart City Components, and 'Other' which involves streamlining efficiency for other modes of transportation such as Trucks, Rail, Air, and Bridges.

Cooperative Alliance for Seacoast Transportation (COAST) is the premier public transit provider throughout the southeastern New Hampshire communities, including Rochester. COAST is subsidized by the Federal Transit Administration (FTA), and it receives financial contributions from the cities and towns it services. COAST currently provides services to and from Rochester on the following routes.

- » **Route 2:** Local—Rochester/Somersworth/Dover/Newington/Portsmouth (Monday thru Friday and Saturdays)
- » **Route 6:** Local—Farmington/Rochester (Monday thru Friday)
- » **Route 103:** Express—Rochester/Kittery (PNS Gate 1) (Monday thru Friday)

CITY OF ROCHESTER, NEW HAMPSHIRE

Economic Development

According to the U.S. Census estimate, the median household income in 2019 was \$62,179.

The Economic Development Strategic Plan Update was released in March 2018 and is available in PDF form on the [Economic Development portion](#) of the city's website.

At present, Rochester is dealing with a surplus of obsolete housing, which may give the opportunity for assembly of properties for redevelopment, especially in the Downtown area as Rochester may struggle with retaining college educated young people.

As of 2015, Rochester's largest employment industries include retail, health care and social assistance, manufacturing, and accommodation and food services. In 2017, 28.8 percent of the city was dedicated to mixed uses and 24.5 percent was residential.

The FY 20 Proposed Capital Improvements Plan indicates a \$23.6 million budget. The CIP notes its largest portions of the budget are dedicated to water and sewer projects, as well as several road reconstructions among other city projects.

The annually updated capital improvement program budget pages are included within the [Budget Documents pages](#) and are organized by fiscal year.

CITY OF ROCHESTER, NEW HAMPSHIRE

City of Rochester

31 Wakefield Street
Rochester, NH 03867
Phone: 603-335-7500

Phone: 603-335-1338

Website: <https://www.rochesternh.net/>

Planning Board Meetings: First Monday Regular & Third Monday Workshop at 7:00 pm
Zoning Board of Adjustment Meetings: Second Wednesday of each month at 7:00 pm

Departments	Position Title	Contact	Telephone	Email	Website
Assessing	Chief Assessor	Jonathan Rice	603-332-5109	Jonathan.rice@rochesternh.net	https://www.rochesternh.net/assessing
Building & Licensing Services	Director/ Electrical Inspector	Jim Grant	603- 332-3508	Jim.grant@rochesternh.net	https://www.rochesternh.net/building-licensing-services
Buildings and Grounds	Municipal Services Supervisor	Michael Riley	603-335-7563	Michael.riley@rochesternh.net	https://www.rochesternh.net/buildings-and-grounds
Business & Finance	Deputy City Manager / Director of Finance & Administration	Kathryn L. Ambrose	603-335-7609	Kathryn.ambrose@rochesternh.net	https://www.rochesternh.net/business-finance
City Clerk & Elections	City Clerk	Kelly Walters	603-332-2130	Kelly.walters@rochesternh.net	https://www.rochesternh.net/city-clerk-elections
City Manager	City Manager	Blaine Cox	603-332-7506	Blaine.cox@rochesternh.net	https://www.rochesternh.net/city-manager
Community Development Division	Community Development Coordinator	Julian Long	603-335-7522	julian.long@rochesternh.net	https://www.rochesternh.net/community-development-division
Economic Development	Director of Economic Development	Michael Scala	603-335-7522	Michael.scala@rochesternh.net	https://www.rochesternh.net/economic-development
Fire Department	Fire Chief	Mark Klose	603-335-7545	Mark.klose@rochesternh.net	https://www.rochesternh.net/fire-department
Human Resources	Human Resources Manager	Kimberly Conley	603-335-7603	Kimberly.conley@rochesternh.net	https://www.rochesternh.net/human-resources
Information Technology Department	Chief Information Officer	Sonja Gonzalez	603-335-7157	Sonja.gonzalez@rochesternh.net	https://www.rochesternh.net/information-technology-department
Legal Department	City Attorney	Terence O'Rourke	603-335-7599	terenceorourke@rochesternh.net	https://www.rochesternh.net/legal-department
Mayor	Mayor	Elaine Lauterborn		Elaine.lauterborn@rochesternh.net	https://www.rochesternh.net/mayor

CITY OF ROCHESTER, NEW HAMPSHIRE

Departments	Position Title	Contact	Telephone	Email	Website
Planning & Development	Director	Shanna B. Saunders	603-335-1338	Shanna.suanders@rochesternh.net	https://www.rochesternh.net/planning-development
Police Department	Chief	Paul Toussaint	603-330-7131	Paul.toussaint@rochesternh.net	https://www.rochesterpd.org/
Public Information & Community Engagement	Public Information & Community Engagement Manager	Matthew Wyatt	603-330-7195	Matt.wyatt@rochesternh.net	https://www.rochesternh.net/city-of-rochester-nh/public-information-community-engagement
Public Works	Director of City Services	Peter Nourse	603-332-4096	Peter.nourse@rochesternh.net	https://www.rochesternh.net/public-works
Rochester Public Library	Library Director	Marie Lejeune	603-332-1428	Marie.lejeune@rochesternh.net	https://www.rpl.lib.nh.us/
Rochester Recreation & Arena	Director	Chris Bowlen	603-332-4120	Chris.bowlen@rochesternh.net	https://www.rochesternh.net/rochester-recreation-arena

CITY OF SOMERSWORTH, NEW HAMPSHIRE



History

The territory was first settled in approximately 1650 originally as a part of Dover, until it was incorporated as a town in 1754, and then eventually a city in 1893.

Geography and Demographics

The City of Somersworth is located an hour north of Boston and is nearby Portsmouth, NH. The city is bordered to the northeast by the Salmon Falls River and the Town of Berwick, which also lies along the state boundary with Maine. Somersworth was incorporated as a city in 1893 and is located in eastern Strafford County. According to the U.S. Census estimates, the population in 2020 was 11,855 over a land area of 9.8 square miles.

Comprehensive Plan

Somersworth's last update to the Master Plan was in 2010. This plan can be downloaded on the [Planning Office's webpage](#).

The goals of the Master Plan are:

1. Make the downtown a livable, walkable, vibrant focal point for the city and region that is physically attractive, socially and culturally energized and offers the opportunity for a diversity of business activity.
2. Take a leadership role to build a sustainable community for current and future generations.
3. Actively manage growth that is consistent with the city's vision and master plan and provides for a balance of residential, recreational, business, industrial and institutional activities.
4. Preserve and protect its open space and natural resources in balance with

- economic, business and employment opportunities for its citizens.
5. Promote business development that encourages entrepreneurs, locally-based businesses and quality employment opportunities for all.
 6. Grow great neighborhoods that provide a variety of housing opportunities to accommodate its diverse citizenry while respecting the city's natural and cultural heritage.
 7. Strive for educational excellence.
 8. Offer a variety of recreational opportunities for all age groups.
 9. Provide a variety of transportation facilities and services including auto, pedestrian, bicycle and rail that connect the city's neighborhoods, businesses and services to the community and region, in concert with regional plans and opportunities.
 10. Provide community services in an efficient and effective manner.
 11. Identify and preserve buildings, streetscapes, individual sites and open spaces that contribute to the unique historic character and cultural assets of Somersworth.

Transportation

The average commute for workers +16 was 22.9 minutes where 80.1% drove alone and 12.7% carpooled, according to census data. Somersworth has access to the COAST bus line, and C&J Transportation which provides both bus and private car services.

The Amtrak Downeaster has a station in Dover and Durham, New Hampshire and provides passenger rail service north to Brunswick, Maine and south to Boston and beyond.

CITY OF SOMERSWORTH, NEW HAMPSHIRE

Somersworth has a number of highways running through the city including I-95, NH 236, NH 9, and NH 16.

Economic Development

The City realizes 67% of its revenues through Municipal Property Taxes.

The current Adopted Budget for FY 21-22 and several years of past budgets can be found at the [Finance Office's webpage](#).

The General Fund proposed budget reflects an increase of \$388,115 or 2.77% compared to the prior year's approved budget. The enterprise funds reflect an increase of \$498,293 or 10% as a whole.

City of Somersworth
One Government Way
Somersworth, NH 03878
Phone: 603-692-4262
Website: <https://www.somersworth.com/>

City Hall Hours:
Monday – Friday, 8:00 am – 4:30 pm
Wednesday, 8:00 am – 6:00 pm

City Hall Directory: <https://www.somersworth.com/city-hall-directory>
Planning Board and Site Review Technical Committee meeting schedule:
https://www.somersworth.com/sites/g/files/vyhlf1226/f/pages/planning_board_srtc_2021_meeting_deadline_and_schedule_0.pdf

Departments	Position Title	Contact	Telephone	Email	Website
Assessing	Assessor	Mary Beth Walker	603-692-9520	mwalker@somersworth.com	https://www.somersworth.com/assessing
City Clerk	City Clerk	Jonathan Slaven	603-692-9511	jslaven@somersworth.com	https://www.somersworth.com/city-clerk
City Manager	City Manager	Robert M. Belmore	603-692-9503	rbelmore@somersworth.com	https://www.somersworth.com/city-manager

CITY OF SOMERSWORTH, NEW HAMPSHIRE

Departments	Position Title	Contact	Telephone	Email	Website
Code Enforcement	Building Inspector	Timothy Metivier	603-692-99522	tmetivier@somersworth.com	https://www.somersworth.com/code-enforcement
Development Services	Director of Planning & Community Development	Michelle Mears	603-692-9517	mmears@somersworth.com	https://www.somersworth.com/development-services
Economic Development	Economic Development Manager	Robin Comstock	603-692-9516	rcomstock@somersworth.com	https://www.somersworth.com/economic-development
Finance	Deputy City Manager/ Director of Finance	Scott A. Smith	603-692-9504	ssmith@somersworth.com	https://www.somersworth.com/finance
Fire	Fire Chief	George D. Kramlinger	603-692-3457	gkramlinger@somersworth.com	https://www.somersworth.com/fire
Highway Division	tbd	Michael Bobinsky	603-692-4266	mbobinsky@somersworth.com	tbd
Human Resources	Human Resources Manager	Linda Corriveau	603-692-9529	lcorriveau@somersworth.com	https://www.somersworth.com/human-resources
Parks & Recreation	Recreation Supervisor	Kristen Davenport	603-692-9508	kdavenport@somersworth.com	https://www.somersworth.com/parks-recreation
Planning Office	Director of Planning & Community Development	Michelle Mears	603-692-9517	mmears@somersworth.com	https://www.somersworth.com/planning-office
Police	Police Chief	David Kretschmar	603-692-3131	dkretschmar@somersworth.com	https://www.somersworth.com/police
Public Works & Utilities	PWD Director	Michael Bobinsky	603-692-4266, ext. 1	mbobinsky@somersworth.com	tbd
Somersworth Public Library	tbd	Michelle Baker	603-692-4587	mbaker@somersworth.com	https://www.somersworth.com/somersworth-public-library
Tax Collector	City Tax Collector	Jessica Veino	603-692-9515	jveino@somersworth.com	https://www.somersworth.com/tax-collector
Water / Wastewater Utilities	Water Clerk	Karla Baxter	603-692-9523	kbaxter@somersworth.com	https://www.somersworth.com/water-wastewater-utilities

TOWN OF SOUTH BERWICK, MAINE

TOWN OF SOUTH BERWICK, MAINE

History

Settled in 1631, South Berwick is located on the Salmon Falls River, a tidal estuary that guided Maine's earliest settlers to build a water powered sawmill that became one of the first in America. South Berwick is a vibrant community of residences and small businesses. It is a walkable village with retail shops and restaurants. Many of the buildings and homes downtown are listed on the National Register of Historic Places, including Berwick Academy, the oldest educational institution, which was founded in 1791.

Geography and Demographics

South Berwick comprises 35 square miles, with 70 miles of road. The Town is on the fringes of the expanding Boston/Southern New Hampshire Metropolitan area which has brought many jobs within commuting distance of the Town. South Berwick has a population of 7,467 in 2020, according to the U.S. Census. From 2015-2019, the total percent of civilian labor force age +16 was 73.1 percent.

Comprehensive Plan

The Comprehensive Plan for South Berwick was last updated in 2006. The community population has grown by 50% since 1980.

The 2006 Comprehensive Plan is available on the [Comprehensive Plan Committee's](#) portion of the town's website.

Transportation

The mean travel time for workers aged +16 in 2015-2019 was 31.0 minutes, which is higher than the national, state, and county average. Route 236 is a primary highway providing quick and direct access to I-95 at Kittery. Route 91 leads to the beaches at York and U.S. Route 1 areas. Inland areas,

the Maine Turnpike, and New Hampshire are readily accessible via Route 4. Amtrak service from Boston, MA to Brunswick, ME is available with stops next door in Dover, NH and Wells, ME.

Air travel is available at several airports all within 1 hour's drive: Portsmouth International Airport at Pease, Manchester-Boston International, Portland Jetport and Boston Logan International. The area is attractive from a "Work, Live, Play" perspective due to its proximity to the ocean, ski mountains and natural environment.. The Portsmouth International Airport has daily service with carriers such as Skybus, Allegiant and Pan Am Clipper. The Manchester Boston Regional Airport is a one-hour drive with service through a variety of major airlines. The Jetport interchange off of the turnpike provides a 40 minute hassle free drive to the Portland Jetport. Logan Airport in Boston can be reached in approximately 75 minutes (if traffic is good) for overseas connections. This area, with its proximity to the ocean, ski areas, the woods in our own backyards and Portland, Portsmouth and Boston, is in an enviable position.

Economic Development

Firms which employ South Berwick residents include: Liberty Mutual, Pratt and Whitney, Maine Health, York Hospital, Wentworth & Hannaford, Douglass Hospital Portsmouth Naval Shipyard. There is an expanding local job market in consulting, engineering, real estate, and construction.

Town of South Berwick
180 Main Street
South Berwick, ME 03908
Phone: 207-384-3001
Website: <https://www.southberwickmaine.org/>
Directory: https://www.southberwickmaine.org/town_directory/index.php

Departments	Position Title	Contact	Telephone	Email	Website
Assessing	Assessing Agent	Verna Sharpe	207-384-3010	vsharpe@sbmaine.us	https://southberwickmaine.org/departments/assessing/index.php
Code Enforcement	Code Enforcement Officer	Joseph E. Rousselle	207-384-3011	jrousselle@sbmaine.us	https://southberwickmaine.org/departments/code_enforcement/index.php
Finance	Finance Director, Assistant Town Manager	Jennifer Janelle	207-384-3007	jjanelle@sbmaine.us	https://southberwickmaine.org/departments/finance/index.php
Library	Library Director	Lee Shaw	207-384-3308	lshaw@berwicklibrary.org	https://southberwickmaine.org/departments/library/index.php
Planning	Planning Director	Joe Rousselle	207-384-3011	jrousselle@sbmaine.us	https://southberwickmaine.org/departments/planning/index.php
Police Department	Chief Of Police	Dana Lajoie	207-384-2254	dlajoie@sbgpd.us	https://southberwickmaine.org/departments/police/index.php
Public Works	Director	Jay Redimarker	207-384-3015	jredimarker@sbwaine.us	https://southberwickmaine.org/departments/public_works/index.php
Recreation	Recreation Director	Sharon Brassard	207-384-3306	sbrassard@sbmaine.us	https://southberwickmaine.org/departments/recreation/index.php
Social Services	Social Services Director	Karen Estee	207-384-3040	kestee@sbmaine.us	https://southberwickmaine.org/departments/social_services/index.php
Tax Collection	Deputy Tax Collector	Heather Stanley	207-384-3036	hstanley@sbmaine.us	https://www.southberwickmaine.org/departments/tax_collector.php
Town Clerk	Town Clerk	Barbara Bennett, CCM	207-384-3001	bbennett@sbmaine.us	https://southberwickmaine.org/departments/town_clerk/index.php
Town Manager	Town Manager	Jennifer Janelle	207-384-3015	jjanelle@sbmaine.us	https://southberwickmaine.org/departments/town_manager/index.php
Human Resources	HR Director	Heather Stanley	207-384-3013	hstanley@sbmaine.us	https://southberwickmaine.org/departments/finance/index.php

TOWN OF YORK, MAINE



History

York is located approximately 40 miles south of Portland and 60 miles north of Boston. York was incorporated on November 22, 1652 and is the second oldest town in Maine. The oldest is Kittery, incorporated only two days earlier.

Geography and Demographics

According to the latest census estimate, the population of York, Maine is 13,723. The land area is 54.67 square miles¹.

Comprehensive Plan

As of Spring 2021, the Comprehensive Plan is undergoing an update process and community stakeholder engagement is underway. The prior Comprehensive Plan is dated 2018.

Transportation

According to the U.S. Census, the mean travel time to work for workers 16+ from 2015-2019 is 25.7 minutes.

According to the Comprehensive Plan, the transportation network in an around York is largely oriented in a north-south direction running parallel to the oceanfront. The transportation network is automobile oriented, lacks rail service and only has limited seasonal bus service.

The Maine Turnpike begins in York. An alternate to paying the tolls for motorists is U.S. Route 1, also known as Blue Star Memorial Highway which provides a parallel route through the town.

Economic Development

The median household income (in 2019 dollars for 2015-2019) was \$99,333 (U.S. Census data).

The local economy for the York region is strongly tied to tourism much of which is seasonal with highest peaks throughout the summer months into the fall.

According to the Town's Comprehensive Plan, tourism is a critical component of York's economic base and has been so for more than 100 years. Expanding the number of tourists beyond the summer peak season is an opportunity for the community.

York Town Hall

186 York Street

York, Maine 03909

Phone: 207-363-1000

Website: <http://www.yorkmaine.org/>

Business Hours: Monday – Friday 8:00 a.m. – 4:30 p.m.

Regular Planning Board Meetings are typically held on the 2nd and 4th Thursdays of every month at the York Public Library and are televised live on Time-Warner Cable's Public Channel 132 and streamed on Town Hall Streams.

¹ Maine An Encyclopedia – York. <https://maineencyclopedia.com/york/> Retrieved April 24, 2021.

TOWN OF YORK, MAINE

Departments	Position Title	Contact	Telephone	Email	Website
Town Manager's Office	Town Manager	Stephen H. Burns	207-363-1000, ext. 6021	sburns@yorkmaine.org	https://www.yorkmaine.org/155/Town-Managers-Office
Town Clerk/Tax Collector	Town Clerk/Tax Collector	Lynn Osgood	207-363-1003, ext. 6072	townclerk@yorkmaine.org	https://www.yorkmaine.org/154/Town-Clerk-Tax-Collector
Code Enforcement	Director, LHO, CRS Coordinator	Amber Harrison	207-363-1002	aharrison@yorkmaine.org	https://www.yorkmaine.org/149/Code-Enforcement
Tax Assessor	Tax Assessor	Rick Mace, MCA	207-363-, ext. 6061	assessor@yorkmaine.org	https://www.yorkmaine.org/152/Tax-Assessor
Finance	Finance Director	Wendy Anderson	207-363-1004, ext. 6024	wanderson@yorkmaine.org	https://www.yorkmaine.org/200/Finance
Human Resources	Director of Human Resources	Kathryn Danylik-Lagasse	207-363-1000, ext. 6032	klagasse@yorkmaine.org	https://www.yorkmaine.org/205/Human-Resources
Parks & Recreation	Department Director	Robin Cogger	207-363-1040	rcogger@yorkmaine.org	https://www.yorkparksandrec.org/
Planning	Planning Director	Dylan Smith	207-363-1000, ext. 6042	dsmith@yorkmaine.org	https://www.yorkmaine.org/162/Planning
Town of York Police Department	Chief of Police	Charles J. Szeniewski	207-363-1031	cszeniewski@yorkpolice.org	https://www.yorkmaine.org/CivicAlerts.aspx?AID=164
Public Works	Director of Public Works	Dean A. Lessard, P.E.	207-363-1010	dlessard@yorkmaine.org	http://yorkpublicworks.org/
School Department	Superintendent of Schools	Lou Goscinski	207-363-3403	lgoscinski@yorkschoos.org	https://www.yorkschoos.org/
Beach Fire	Fire Chief	David Bridges	207-363-1014	ybfire@yorkmaine.org	http://www.ybfire.org/
Village Fire	Fire Chief	Chris Balentine	207-363-10115	cbalentine@yorkmaine.org	http://yorkvillagefire.com/
General Assistance Program	Family Services Manager	Janie Sweeney	207-363-5504	jsweeney@yorkmaine.org	https://www.yorkmaine.org/157/General-Assistance-Program
York Public Library	Executive Director	Michelle Sampson	207-363-2818	info@yorkpubliclibrary.org	https://yorkpubliclibrary.org/services/

ROCKINGHAM PLANNING COMMISSION



About

The [Rockingham Planning Commission](#) is one of nine regional planning commissions in New Hampshire established by RSA 36:46. The Commission's region consists of twenty-seven communities within Rockingham County, including Portsmouth. Operating as a regional government organization, the Commission serves in an advisory role to local governments in order to promote coordinated planning, orderly growth, efficient land use, transportation access and environmental protection.

The Rockingham Planning Commission has provided several services to the Portsmouth community such as general planning technical assistance, transportation planning, GIS assistance, and hazard mitigation planning.

Transportation

The [Transportation Improvement Program \(TIP\)](#) is prepared by staff of the Rockingham Planning Commission and is reviewed and endorsed by the Technical Advisory (TAC). Final TIP endorsement is received from the Planning Commission acting as the MPO Policy Committee which is the designated MPO for the Portsmouth urbanized area and a portion of the Greater Boston urbanized area in New Hampshire.

The [2021-2024 TIP](#) is available on the RPC website.

Another useful resource is the [2021 – 2024 List of Statewide Programs and Projects](#) where funding is available.

The [2021 – 2024 List of Regional Programs and Projects](#) is also available on the RPC website.

ROCKINGHAM PLANNING COMMISSION

Rockingham Planning Commission

156 Water St, Exeter, New Hampshire 03833
Phone: 603-778-0885
Hours: Monday to Friday 8 am – 4:30 PM

[Meeting times](#) and [Contacts](#) for the planning commission are also available on the RPC website.

Position Title	Contact	Telephone	Email	Website
Executive Director	Tim Roache	603-658-0518	troache@therpc.org	https://www.therpc.org/
Assistant Director	David Walker	603-658-0514	dwalker@therpc.org	https://www.therpc.org/
Senior Transportation Planner	Scott Bogle	603-658-0515	sbogle@therpc.org	https://www.therpc.org/
Senior Planner	Jennifer Rowden	603-658-0521	jrowden@therpc.org	https://www.therpc.org/
Regional Planner	Madeleine Dilonno	603-658-0522	mdilonno@therpc.org	https://www.therpc.org/

SOUTHERN MAINE PLANNING & DEVELOPMENT COMMISSION



SMPDC
SOUTHERN MAINE PLANNING & DEVELOPMENT COMMISSION

About

[Southern Maine Planning and Development Commission \(SMPDC\)](#) is a non-partisan, non-profit agency that cultivates thriving, sustainable communities and strengthens local governments by leading planning and economic development for 39 towns in Southern Maine.

Founded in 1964 in response to an identified need for a coordinated effort for economic development and resource management, SMPDC has been providing economic development, housing, transportation, and environmental planning to the municipalities in the region for over forty-seven years.

SMPDC provides primary staff support to the [Kittery Area Comprehensive Transportation System \(KACTS\)](#) which is the Metropolitan Planning Organization (MPO) for the Maine portion of the Portsmouth and Dover-Rochester, New Hampshire urbanized areas.

An MPO is a committee, along with support staff, responsible for planning and programming Federally funded transportation projects within a designated “Metropolitan Area.” In the case of the KACTS MPO, this area includes York, Kittery, Eliot, South Berwick, and Berwick. The Transportation Improvement Plan (TIP) is a capital improvement program developed every two years in cooperation with the Maine Department of Transportation. This program results in a prioritized list of transportation projects that are submitted for federal, state and local funding, such as road resurfacing and reconstruction. Candidate projects are submitted by the member communities and ranked through a technical scoring/project prioritization process¹.

¹ “Kittery Area Comprehensive Transportation System,” Southern Maine Planning & Development Commission, <https://smpdc.org/kacts>.

SOUTHERN MAINE PLANNING & DEVELOPMENT COMMISSION

Southern Maine Planning and Development Commission

110 Main Street, Suite 1400; Saco, ME 04072

Phone: 207-571-7065

Website: <https://smpdc.org/>

Staff Directory: <https://smpdc.org/staff>

Position Title	Contact	Telephone	Email	Website
Executive Director	Paul Schumacher	207-571-7065	pschumacher@smpdc.org	https://smpdc.org
Economic and Community Development Director	Chuck Morgan	207-571-7065	cmorgan@smpdc.org	https://smpdc.org/
Director of Land Use and Planning	Lee Jay Feldman	207-571-7068	ljfeldman@smpdc.org	https://smpdc.org/
Transportation Director	Stephanie Carver	207-571-7065	scarver@smpdc.org	https://smpdc.org/
Senior Planner and Coastal Resilience Coordinator	Abbie Sherwin	207-571-7065	asherwin@smpdc.org	https://smpdc.org/
Sustainability Coordinator	Karina Graeter	207-571-7065	kgraeter@smpdc.org	https://smpdc.org/
Community Planner and Outreach Specialist	Raegan Young	207-571-7065	ryoung@smpdc.org	https://smpdc.org/

STRAFFORD REGIONAL PLANNING COMMISSION



About

The [Strafford Regional Planning Commission \(SRPC\)](#) serves in an advisory role to local governments and community organizations. The Strafford Regional Planning Commissions work solely to advise and assist the Strafford region by providing technical studies, data analysis, collection, and interpretation, and cohesion with state agencies and community groups in order to make informed decisions for the benefit of their constituents. The SRPC also operates the [Strafford Metropolitan Planning Organization \(SMPO\)](#) that allocates federal transportation funds to SMPO communities for the construction of transportation infrastructure.

The Strafford Regional Planning Commission is composed of eighteen municipalities including all thirteen in Strafford County, three in Rockingham County, and two in Carroll County. Its mission is to assure that the region is responsive to the needs of its residents through cooperative actions with municipalities and federal and state agencies, through the implementation of regional plans, and through local planning assistance. Together these actions foster sustainable development and improve the quality of life in the region. The Commission's professional staff provide transportation, land use, economic development, hazard mitigation, water, public health, and natural resource planning services; geographic information services (GIS); data collection and analysis; facilitation; and project management¹.

Mission

Strafford Regional Planning Commission's mission is to ensure that the region is responsive to the needs of its residents through cooperation with the federal and state agencies and its member municipalities, through the implementation of its policies and plans, and through the provision of local planning assistance. These actions foster sustainable development and improve the quality of life in the region. Sustainable development balances economic progress with environmental protection and community well-being².

Strategic Plan

The [Strategic Plan](#) is intended to provide a high-level strategic roadmap for the next five years. The plan will reflect upon historical and current mandates that define SRPC, as well as, the mission, vision, values, and current programs and operational realities. These various factors, in combination with progress toward implementation of our Regional Plan and evolving planning issues, shape SRPC's role within the region over the next few years.

¹ "Administrative Overview," Strafford Regional Planning Commission, accessed August 18, 2021, <http://www.strafford.org/admin/admin.php>.

² Ibid.

STRAFFORD REGIONAL PLANNING COMMISSION

This document can serve several functions. Very simply, the descriptive overview may be useful to new staff, Commissioners, stakeholders, and the public who are seeking a better basic understanding of the agency. As an articulation of strategic priorities, it can be help employees align their efforts where they will make the most impact and help guide the development of scopes of work to better address agency and member community needs. Lastly, it provides a benchmark against which all Commission progress may be compared through time³.

Strafford Regional Planning Commission

150 Wakefield Street, Suite 12
Rochester, New Hampshire 03867

Phone: (603) 994-3500
Website: <http://www.strafford.org/>
Office Hours: Monday – Friday 8:30 am – 5 pm
Staff Contact: <http://www.strafford.org/admin/staff.php>

Position Title	Contact	Telephone	Email	Website
Executive Director	Jen Czysz	(603) 994-3500 ext. 100	jczysz@strafford.org	http://strafford.org/
Principal Regional Planner	Kyle Pimental	(603) 994-3500 ext. 101	kpimental@strafford.org	http://strafford.org/
Communications and Outreach Planner	Shayna Sylvia	(603) 994-3500 ext. 104	ssylvia@strafford.org	http://strafford.org/
Senior Transportation Planner	Colin Lentz	(603) 994-3500 ext. 102	clentz@strafford.org	http://strafford.org/
Senior Regional Planner	James Burdin	(603) 994-3500 ext. 103	jburdin@strafford.org	http://strafford.org/

³ Ibid.



The New Hampshire Department of Transportation is a state agency which is responsible for planning, developing, and maintaining New Hampshire’s transportation network to provide safe and convenient movement throughout the state by means of a system of highways, railroads, air service, mass transit, and other practicable modes of transportation, as well as perform any regulation of transportation activities required by law.

The New Hampshire State Infrastructure Bank (SIB) leverages state and federal funds to finance multi-modal and intermodal transportation projects which advance economic development and local transportation needs. The New Hampshire SIB serves as a revolving loan program to finance eligible state and local transportation projects whereby the loan repayments then create a stream of revenue for new transportation projects. The majority of federal resources are allocated to the states through an annual apportionment outlined in the FAST Act by which funding for projects is contingent on the successful application of specific projects. The second major source of revenue from the federal government is through congressional earmarks, which are not subject to as many limitations as apportionments and may be moved between fiscal years based on project schedules.

The New Hampshire DOT is required to have a plan with the list of intended projects, dates, and costs of construction for the next 10 years and must be approved by the governor bi-annually. Projects listed in the plan, except for projects which are solely for infrastructure preservation, are prioritized on a DOT methodology that examines the certainty of a project relative to its scope, cost, constructability, permitability, and public support, provided it has a preliminary design, environmental evaluation, public participation process, and available and adequate funding.

The 2021-2024 New Hampshire DOT Statewide Transportation Improvement Plan and approved amendments can be found at the [NH DOT's STIP webpage](#).

More about the state's 10-year transportation improvement program methodology can be found in the [New Hampshire State Statutes, Chapter 20 Transportation](#), Title 240:3.

The [Active Construction Projects](#) is a list of projects, their costs, vendor, and other details which may give a better understanding of the typical approved projects.

New Hampshire Department of Transportation
John O. Morton Building
PO Box 483 | 7 Hazen Drive, Concord, NH 03302-0483
Phone: 603-271-3734
Hours: 8:00 am – 4:00 pm
Website: <https://www.dot.nh.gov/>
Directory: <https://www.nh.gov/dot/contactus/index.htm>

Position Title	Contact	Telephone	Email	Website
Commissioner	Victoria Sheehan	603-271-1484	jennifer.d.lane@dot.nh.gov	https://www.dot.nh.gov/
Assistant Commissioner & Chief Engineer	William Cass	603-271-1484	jennifer.d.lane@dot.nh.gov	https://www.dot.nh.gov/
Deputy Commissioner	Andre J. Briere	603-271-1484	jennifer.d.lane@dot.nh.gov	https://www.dot.nh.gov/
Director of Aeronautics, Rail and Transit	Patrick C. Herlihy	603-271-1484	jennifer.d.lane@dot.nh.gov	https://www.dot.nh.gov/
Director of Operations	Dave Rodrigue	603-271-1484	jennifer.d.lane@dot.nh.gov	https://www.dot.nh.gov/
Director of Policy and Administration	Fran Buczynski	603-271-1484	jennifer.d.lane@dot.nh.gov	https://www.dot.nh.gov/
Executive Office, Administrative Assistant (*all email correspondence to go through Jennifer Lane)	Jennifer Lane	603-271-1484	jennifer.d.lane@dot.nh.gov	https://www.dot.nh.gov/
Director of Project Development	Peter Stamnas	603-271-1484	jennifer.d.lane@dot.nh.gov	https://www.dot.nh.gov/
Senior Planner	Lucy St. John	603-271-1484	jennifer.d.lane@dot.nh.gov	https://www.dot.nh.gov/



History

President Dwight D. Eisenhower signed the Federal Highway Act on June 29, 1956, thus paving the way for creation of America's Interstate highway system that today connects people nationwide via a 42,795-mile network of roads.

In 1972, the Maine Department of Transportation was established by the Maine State Legislature. Maine DOT retained the Maine State Highway Commission's responsibilities for highways and bridges, but it assumed added responsibilities for air, rail, public transportation, ports and marine transportation, including operation of the Maine State Ferry Service.

In 1991, Maine voters decided not to widen the Maine Turnpike and to establish the Maine Sensible Transportation Policy Act, significantly changing the way Maine DOT approaches major capital improvement projects. The Act provides grass-roots advisory group input in the Department's process for planning future transportation improvements and places additional emphasis on the examination of non-highway alternatives for solving transportation problems¹.

About

The Maine Department of Transportation (Maine DOT) is a cabinet-level state agency with primary responsibility for statewide transportation by all modes of travel. Maine DOT employs approximately 1,800 people and expends or disburses more that \$675 million per year, including federal, state, and local funds .

Funding

The organization operates under the Commissioner, with four bureaus which work together to facilitate Maine DOT projects ranging from bridge and highway construction to highway rehabilitation, to multimodal projects like pedestrian paths, ferries, and ship docks. Maine DOT expends or disburses more than \$675 million per year, including federal, state, and local funds.

As federally required, Maine DOT prepares a [Statewide Transportation Improvement Program \(STIP\)](#) for a four-year scope of capital improvements to transportation systems which can be found on the Maine.gov website².

¹ "History of Maine DOT," Maine.gov, accessed August 18, 2021, <https://www.maine.gov/mdot/about/history/>.
² "About Maine DOT," Maine.gov, accessed August 18, 2021, <https://www.maine.gov/mdot/about/>.

Mailing address: 16 SHS, Augusta, ME 04333-0016
Phone: 207-624-3000
Hours: 7:30 am – 4:30 pm
Website: <https://www.maine.gov/mdot/>
Directory: <https://www.maine.gov/mdot/about/bureaus/>

Departments	Position Title	Contact	Telephone	Email	Website
Maine Department of Transportation	Director of Public Outreach and Planning	Dale Doughty	207-624-3557	dale.doughty@maine.gov	https://www.maine.gov/mdot/
Maine Department of Transportation	Director of Planning	Jennifer Langland	207-624-3400	Jennifer.Langland@maine.gov	https://www.maine.gov/mdot/
Maine Department of Transportation	Active Transportation Planner	Patrick Adams	207-624-3311	patrick.adams@maine.gov	https://www.maine.gov/mdot/

MAINE TURNPIKE AUTHORITY



TOC

1

2

3

4

5

6

History

In 1941, the Maine State Legislature created the independent state agency known as the Maine Turnpike Authority to construct a highway from Kittery to Fort Kent. At that time, it was the largest construction project in Maine. The survey, design and securing of finances for the first, 45-mile, four-lane divided highway took five years to complete, and the construction another two years.

The Maine Turnpike Authority leveraged revenue bonds for highway construction. It was an innovative, landmark use of bonds (\$20 million) to roadway construction without using state or federal funds, and debt was repaid from toll revenues. This provided a national model for how states and municipalities fund major infrastructure projects today.¹

Operations

The Maine Turnpike Authority does not receive money from state or federal tax dollars. The MTA sells bonds to finance projects and is responsible for turnpike construction, operations, and maintenance.

The Maine Turnpike Authority's 2021 Capital Program includes \$44 million towards new construction projects that include: reconstruction of the Exit 45 Interchange, bridge repairs, demolition of the old York toll plaza, pavement rehabilitation, and the southbound off-ramp improvements at Exit 32.

The [MTA Draft Capital Investments Plan 2022-2025](#) can be viewed on the turnpike website.

More information on their financial reports can be found on the [Investor Relations](#) portion of the turnpike website.

Maine Turnpike Authority
2360 Congress Street
Portland, ME 04102
Phone: 207-871-7771
Website: <https://www.mainturnpike.com/>
2021 Board Meeting Schedule: All meetings are Thursdays at 9:00 am

Departments	Position Title	Contact	Telephone	Email	Website
Maine Turnpike Authority	Public Outreach Manager and Legislative Liaison	Erin Courtney	207-871-7771	ecourtney@mainturnpike.com	https://www.mainturnpike.com/

¹ "Maine Turnpike," [Maineturnpike.com](https://www.mainturnpike.com/About-MTA/History.aspx), accessed August 18, 2021, <https://www.mainturnpike.com/About-MTA/History.aspx>.

PEASE DEVELOPMENT AUTHORITY



TOC

1

2

3

4

5

6

About

Pease Air Force Base was transferred from military to civilian control in 1991. The Tradeport, Portsmouth International Airport at Pease, the Division of Ports and Harbors and the Pease Golf Course are all managed by the Pease Development Authority (PDA) along with its seven-member board of directors. The PDA is an independent state agency with combined annual revenues in excess of \$15 million. Its mission is to be an economic engine for New Hampshire's Seacoast Region. The Tradeport includes multiple transportation connections including air, highways, railways and sea. It is adjacent to Interstate 95 and located 50 miles from Boston, Portland and Manchester, NH. As a former Strategic Air Command (SAC) base, the Pease runway measures 11,321 feet (over 2 miles) making it one of the longest on the eastern seaboard and capable of accommodating the world's largest aircraft. It served as an alternative landing site for all NASA space shuttles. The airport terminal has U.S Customs and Border Patrol agents on-site and the New Hampshire Air National Guard maintains a fleet of KC-135 aircraft and an arrival/departure point for military transport.

Land Use Rules and Regulations

Land use controls, environmental protection, and construction projects are administered by the Engineering Pease Engineering Department. The goal is to comply with applicable laws and ordinances while ensuring Pease facilities are suitable for their intended uses. Details regarding the [land use guidance and environmental regulations](#) are available on the engineering and development portion of the Pease website.

Pease International
Administrative Office: 55 International Drive
New Hampshire 03801
Hours: Monday – Friday 7:30 AM - 4:30 PM
Phone: (603) 433-6088
Website: <https://peasedev.org/>

Departments	Position Title	Contact	Telephone	Email	Website
Pease Development Authority	Executive Director	Paul Brean	603-766-9230	p.brean@peasedev.org	https://peasedev.org
PDA Division of Ports & Harbors	Director	Geno Marconi	603-436-8500	g.marconi@peasedev.org	https://peasedev.org

COOPERATIVE ALLIANCE SEACOAST TRANSPORTATION (COAST)



COAST was formed in the early 1980s out of a broad community interest in improving mass transportation options in southeastern New Hampshire. In the early 2000s, COAST underwent a massive transformation as it grew in nearly all measures (staff, passenger trips, vehicle miles, etc.) by triple digit percentages. In 2012, COAST initiated the new Clipper Connection service, reintroducing a public transit option for employees at the PNS for the first time since the mid-1980s.

COAST has existing relationships with many of the towns within this communications and coordination manual, including New Hampshire Department of Transportation, Strafford Regional Planning Commission, and PNS. [Communities Represented by Our Board of Directors](#) | [COAST Bus - NH](#)

COAST bus services extend to New Hampshire towns of Dover, Farmington, Newington, Portsmouth/Pease, Rochester, and Somerworth as well as Maine towns of Berwick, Eliot, Kittery, and South Berwick. The COAST bus schedule can be found at [Bus Routes & Map](#) | [COAST Bus - New Hampshire](#). COAST bus services also connect to other transportation authorities including the C&J Trailways in Dover, Durham, and Portsmouth, the Downeaster Amtrak rail service from Dover/Durham/Exeter to destinations in Maine, and Greyhound bus services in Downtown Portsmouth.

Administrative Office: 6 Sumner Drive, Dover, NH 03820
Hours: 9:00 AM - 4:00 PM, Monday - Friday
Phone: (603) 743-5777
Website: [Public Transportation For The NH Seacoast](#) | [COAST Bus](#)

Position Title	Contact	Telephone	Email
Executive Director	Rad Nichols	603-743-5777, ext. 100	rnichols@coastbus.org
Director of Operations	Michael Williams	603-743-5777, ext. 101	mwilliams@coastbus.org
Regional Mobility Manager	Jeff Donald	603-743-5777, ext. 120	info@communityrides.org
Director of Finance	Margot Doering	603-743-5777, ext. 102	mdoering@coastbus.org

YORK COUNTY COMMUNITY ACTION CORPORATION (YCCAC)



About

The York County Community Action Corporation (YCCAC) was incorporated in 1965 in response to the Economic Opportunity Act of 1964. The 1964 Economic Opportunity Act was designed to mobilize the human and financial resources of the nation to combat poverty in the United States.

The mission of YCCAC is to alleviate the effects of poverty, attack its underlying causes, and to promote the dignity and self-sufficiency of the people of York County, Maine. YCCAC delivers community services to people to people from all circumstances including those in times of transition or adversity.

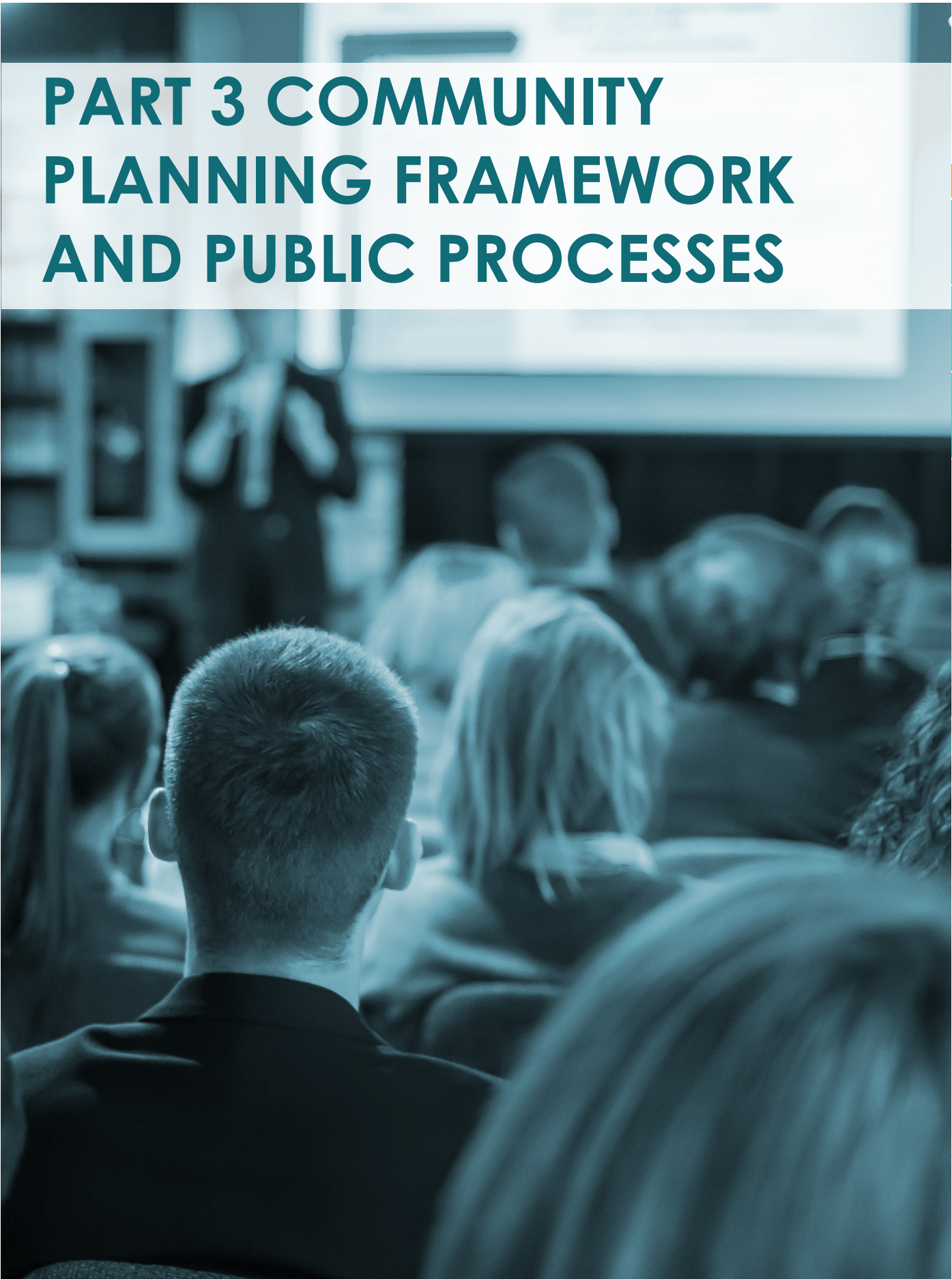
The YCCAC services include:

- Children and Family Services
 - Head Start and Early Head Start
 - Women, Infants, Children (WIC). WIC services pregnant women, infants, and children from birth to age 5 offering one-on-one health and nutrition counseling and breastfeeding support.
- Medical, Dental and Behavioral Health
- Homeownership and Repair
 - Homebuyer education classes
 - Foreclosure prevention
 - Home repair grants
 - Pre and Post-Purchase Counselling
- Economic Opportunity
 - York County Cash
 - Free Tax Preparation
 - Community Outreach
- Heat, Energy, and Fuel
 - Home Energy Assistance Program
 - Weatherization Program
 - Electricity Lifeline Program
 - Energy Crisis Intervention
 - Central Heating Improvement
 - Other Energy Services
- Transportation
 - Several transportation programs include local rides, the Volunteer Driver Program, Connect to Cancer Care, Sanford Transit, Shoreline Explorer, and Wave. Transportation services are provided to York County residents that require transportation to medical appointments and who have no alternative options.

Position Title	Contact	Telephone	Email
Executive Director	Barbara Crider	207-324-5762	Barbara.Crider@yccac.org
Deputy Director	Carter Friend	207-324-5762	Carter.Friend@yccac.org
Transportation Director	Tom Reinauer	207-324-5762	Tom.Reinauer@yccac.org

6 Spruce Street
Sanford, ME 04073
Phone: (207) 324-5762
Website: <https://yccac.org>

TOC
1
2
3
4
5
6



TOC
1
2
3
4
5
6

COMMUNITY PLANNING FRAMEWORK AND PUBLIC PROCESS

TOC
1
2
3
4
5
6

I. State Planning Framework

State of Maine – Growth Management Enabling Legislation

Maine's Growth Management Act (Title 30-A, Chapter 187: Planning and Land Use Regulation) establishes in each municipality of the State, local comprehensive planning and land use management to guide future development. The legislative purpose of the Act is to:

- Encourage municipalities to identify the tools and resources to effectively plan for and manage future development within their jurisdictions with a maximum of local initiative and flexibility.
- Encourage local land use ordinances, tools, and policies based on local comprehensive plans.
- Regional considerations are to be incorporated into local planning and decision-making to ensure consideration of regional needs and the regional impact of development.
- Provide for continued direct state regulation of development proposals that occur in areas of statewide concern, that directly impact natural resources of statewide significance or that by their scale or nature otherwise affect vital state interests.
- Encourage the widest possible involvement by the citizens of each municipality in all aspects of the planning and implementation process, to ensure that the plans developed by municipalities have the benefit of citizen input; and
- Encourage the development and implementation of multi-municipal growth management programs.

State of Maine – Growth Management Enabling Legislation Goals

The State goals under Maine's Growth Management Act (Title 30-A, Chapter 187: Planning and Land Use Regulation) were established to provide overall direction and consistency to the planning and regulatory actions of all state and municipal agencies affecting natural resource management, land use, and development. The goals include:

- To encourage orderly growth and development in appropriate areas of each community and region while protecting the State's rural character, making efficient use of public services, and preventing development sprawl;
- To plan for, finance, and develop an efficient system of public facilities and services to accommodate anticipated growth and economic development;
- To encourage and promote affordable, decent housing opportunities for all Maine citizens;
- To protect the quality and manage the quantity of the State's water resources, including lakes, aquifers, great ponds, estuaries, rivers, and coastal areas;
- To protect the State's other critical natural resources, including without limitation, wetlands, wildlife, and fisheries habitat, sand dunes, shorelands, scenic vistas, and unique natural areas;
- To protect the State's marine resources industry, ports, and harbors from incompatible development and to promote access to the shore for

STATE AND LOCAL PLANNING FRAMEWORK

TOC
1
2
3
4
5
6

- commercial fishermen and the public;
- To safeguard the State's agricultural and forest resources from development which threatens those resources;
- To preserve the State's historic and archeological resources;
- To promote and protect the availability of outdoor recreation opportunities for all Maine citizens, including access to surface waters;
- To encourage municipalities to develop policies that assess community needs and environmental effects of municipal regulations, lessen the effect of excessive parking requirements for buildings in downtowns and on main streets and provide for alternative approaches for compliance relating to the reuse of upper floors of building in downtowns and on main streets;
- To encourage municipalities to develop policies that accommodate older adults with aging in place and that encourage the creation of age-friendly communities;
- To encourage municipalities to develop policies that provide for accessory dwelling units;
- To plan for the effect or sea level on buildings, transportation infrastructure, sewage treatment facilities, and other relevant state, regional, municipal, or privately held infrastructure, property, or resources.

State of New Hampshire Enabling Growth Management Legislation

In New Hampshire, growth management is regulated by HB 1260 (Ch. 360, 2008) and New Hampshire Revised Statute 674:22 Growth Management: Timing of Development. The Act requires the adoption of local growth management legislation based on a need or capital infrastructure deficiency established through a study that "shall consider the municipality's projected growth rate and the municipality's need for additional services to accommodate such growth." The Planning Board is to annually assess the municipality's progress towards meeting the identified needs or deficiencies and that the ordinance itself contain a specific termination date¹.

II. Local Government Planning Framework

Local Plans and Development Regulations

Land use planning consists of an organized decision-making process implemented by cities and counties(depending on jurisdiction). It provides for collaboration among key stakeholders throughout the process and encourages citizen participation. Opportunities exist for collaboration between municipalities and military installations in regards to city and county land use.

The following provides information on local government plans and development regulations.

¹<https://www.nh.gov/osi//resource-library/growth-management/index.htm>

STATE AND LOCAL PLANNING FRAMEWORK

Comprehensive Plan

A Comprehensive Plan, also referred to as Master Plan, is an adopted official long-range planning document that guides land use in city or county. A comprehensive plan sets forth goals, policies, and guidelines intended to direct the present and future physical, social, and economic development that occurs within its planning jurisdiction. This guidance is depicted with text, maps, illustrations, and tables. It also includes a unified physical design for the public and private development of land and water².

Land Use Compatibility

The characteristics of different uses or activities that permit them to be located near each other in harmony and without conflict. Some elements affecting compatibility include the intensity of occupancy as measured by dwelling units per acre; floor area ratio; pedestrian or vehicular traffic generated; the volume of goods handled; and such environmental effects as noise, vibration, glare, air pollution, or radiation³.

Zoning

The division of a city or county by legislative regulations into areas, or zones, which specify allowable uses for real property and size restrictions for buildings within these areas. Also, it is a program that implements policies of the Comprehensive Plan or General Plan⁴.

Subdivision

The division or re-division of a lot, tract, or parcel of land by any means into two or more lots, tracts, parcels, or other divisions of land, including changes in existing lot lines for the purpose, whether immediate or future,

of lease, transfer, or ownership, or building or lot development. The term shall include the re-subdivision of land⁵.

Site Plan

A plan drawn to scale depicts land uses and structures proposed for a parcel of land as required by the regulations involved. Its purpose is to show how the intended use relates to the major landscape features, setbacks from abutting uses, proposed grading, walkways, access, and other site development information as related to a proposed development⁶.

Building Codes

The various codes of the city that regulate construction and require building permits, electrical permits, mechanical permits, plumbing permits, and other permits to do work regulated by [city code] pertaining to building and building regulation⁷.

Capital Improvement Plans and Budget

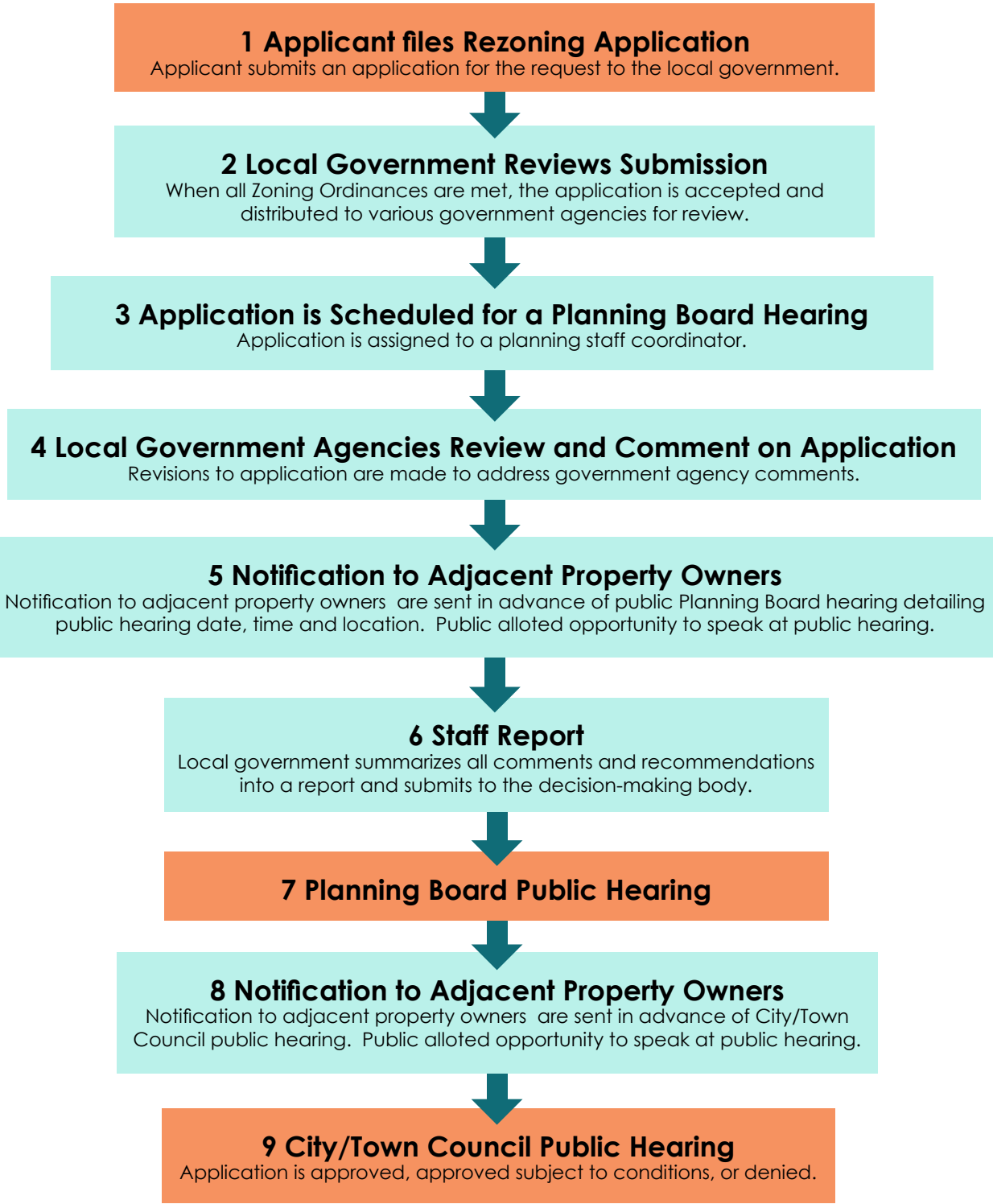
A capital improvement is any building or infrastructure project that will be owned by a governmental unit and purchased or built with direct appropriations from the governmental unit, or with bonds backed by its full faith and credit, or, in whole or in part, with federal or other public funds, or in any combination thereof. The capital improvement budget indicates the financial amount to be expended for each project over a given timeframe including the sources for the revenue⁸.

² "A Planners Dictionary," American Planning Association Planning Advisory Services Report Number 5xx/5xx, April 2004, page 243.
³ Ibid, page 243.
⁴ Ibid, page 458.
⁵ Ibid, page 400.
⁶ Ibid, page 375.
⁷ Ibid, page 2.
⁸ Ibid, page 103.

STATE AND LOCAL PLANNING FRAMEWORK

Example Approval Process for a Rezoning Application

The following diagram depicts the typical steps in the land use process for rezoning applications.



STATE AND LOCAL PLANNING FRAMEWORK

Transportation Plan

A section of the Comprehensive Plan which provides recommendations for expressway, arterial, collector, and local thoroughfares.

Regional Transportation Plan

Metropolitan planning organizations coordinate regional transportation plans to coordinate and plan transportation networks across jurisdictional boundaries.

Public Participation

Public participation is encouraged by city and county government. There are opportunities for public participation for all elements of land use regulations including, the development of Comprehensive Plans, zoning ordinances, land use applications, small area studies, and environmental studies.

PART 4 MILITARY PLANNING FRAMEWORK



MILITARY PLANNING FRAMEWORK

I. National Defense Planning

National Security Strategy

The National Security Strategy (NSS) is a report that the President has annually transmitted to Congress since 1987. It was mandated by Section 603 of the Goldwater-Nichols Department of Defense Reorganization Act of 1986 (Public Law 99-433). The President sends the NSS to Congress to communicate the executive branch's national security vision to the legislative branch. The NSS addresses all facets of U.S. power needed to achieve the nation's security goals including the United States' international interests, commitments, objectives, and policies, along with defense capabilities necessary to deter threats and implement U.S. security plans.¹

National Defense Strategy

According to the Historian of the Department of Defense, the National Defense Strategy was officially mandated by Congress in Section 941 of the National Defense Authorization Act for FY2017 (Public Law 114-328), and in accordance with the National Security Act of 1947, replacing the Quadrennial Defense Review. The Office of the Secretary of Defense is to prepare and publish the National Defense Strategy every four years. The 2018 National Defense Strategy provides a clear road map for the Department of Defense to meet the challenges posed by a re-emergence of long-term strategic competition with China and Russia. The National Defense Strategy acknowledges an increasingly complex global security environment, characterized by overt challenges to the free and open international order². The [National Defense](#)

[Strategy](#) informs another related document, the National Military Strategy, written by the Joint Chiefs of Staff and signed by its Chairman.

National Defense Authorization Act

U.S. Congress oversees the Department of Defense budget primarily through two bills: National Defense Authorization Act and defense appropriation bills.

The National Defense Authorization Act annually authorizes appropriations and sets forth policies for the Department of Defense and other programs and activities. It does not provide budget authority, which is provided in subsequent appropriations legislation. The FY2021 bill authorizes appropriations for the Department of Defense for:

- Procurement, including aircraft, weapons and tracked combat vehicles, shipbuilding and conversion, and missiles;
- Research, Development, Test, and Evaluation;
- Operation and Maintenance;
- Working Capital Funds;
- Chemical Agents and Munitions Destruction;
- Drug Interdiction and Counter-Drug Activities;
- Defense Inspector General;
- National Defense Sealift Fund;
- Defense Health Program;
- Armed Forces Retirement Home;
- Space Force;
- Overseas Contingency Operations; and
- Military Construction.

¹ "National Security Strategy," Historical Office of The Secretary of Defense, accessed August 16, 2021, <https://history.defense.gov/Historical-Sources/National-Security-Strategy/>.

² "National Defense Strategy," U.S. Department of Defense, accessed August 16, 2021, <https://www.defense.gov/Explore/Spotlight/National-Defense-Strategy/>.

MILITARY PLANNING FRAMEWORK

II. Portsmouth Naval Shipyard Installation Planning

Plans and Programs

One of the largest builders in the world is the United States Department of Defense, which manages millions of acres of land and billions of dollars worth of facilities and infrastructure worldwide. There are 585,000 facilities on more than 4,700 sites worldwide. This expansive footprint of military assets requires master planning for effective operation and to meet mission needs.

Military Master Planning is an analytical process that evaluates present and future physical development of an installation. One of the key resources for this is the Unified Facilities Criteria 2-100-01 Installation Master Planning.

UFC 2-100-01 Installation Master Planning The Unified Facilities Criteria (UFC) system provides planning, design, construction, sustainment, restoration, and modernization criteria for Department of Defense facilities. UFC's provide development regulations comparable to what is found in community zoning ordinances, design guidelines or building codes.

- UFC 2-100-01 Installation Master Planning prescribes that each of the adopted comprehensive strategies listed below be included in an Installation Development Plan (IDP). An IDP provides a road map to achieving a vision for an installation for the next 20 years. It is also referred

The bill also authorizes the FY2021 personnel strengths for active duty and reserve forces and sets forth Policies regarding:

- military personnel;
- acquisition policy and management;
- international programs;
- National Guard and Reserve Force facilities;
- compensation and other personnel benefits;
- health care;
- matters relating to COVID-19 (i.e., coronavirus disease 2019);
- Department of Defense organization and management;
- civilian personnel matters;
- matters relating to foreign nations; and
- strategic programs, space activities, cyber operations, and intelligence matters.³

National Defense Appropriations Act

Annually, the National Defense Authorization Act authorizes [funding levels and provides authorities](#) for U.S. military and other critical defense priorities, ensuring our troops have the training, equipment, and resources they need to carry out their missions. This includes a Defense wide budget and military construction budget.

³ "H.R. 6395 – William M. (Mac) Thornberry National Defense Authorization Act for Fiscal Year 2021," CONGRESS.GOV, accessed August 16, 2021, <https://www.congress.gov/bills/116th-congress/house-bill/6395>.

MILITARY PLANNING FRAMEWORK

TOC
1
2
3
4
5
6

to as a Master Plan. In contrast to the municipal or private sector world, an IDP is comparable to a Comprehensive Plan or General Plan. The IDP prioritizes infrastructure actions and those that directly support the military mission. An IDP is required to be updated every five years. The IDP strategies include:

- Sustainable Planning
- Natural, Historic and Cultural Resources
- Healthy Communities Planning
- Defensible Planning (Anti-Terrorism/Force Protection)
- Capacity Planning
- Area Development Planning
- Network Planning
- Form-based Planning
- Facility Standardization
- Plan Based Programming

Sustainable Planning

Similar to Comprehensive Plans for a municipality, sustainable planning guides installation development. Planners are to implement key principles such as infill development, sustainable landscape elements and energy and water conservation to create compact and sustainable communities that still meet security and safety requirements.

Natural, Historic and Cultural Resources Management

Installations have natural, historic, and cultural resources that must be considered in the planning process. Natural resources include threatened and endangered species, wetlands, habitat areas, forests, undisturbed land, and important viewsheds. Historic and cultural resources may include

historic buildings, structures, objects, districts, landscapes, and archaeological sites, as well as sacred sites to Native American tribes. The State Historic Preservation Office is consulted for the historic preservation issues.

Key resource documents for the Natural, Historic and Cultural Resources Management strategy includes the following reports:

- **Integrated Cultural Resource Management Plan (ICRMP)** – A five-year plan that provides for the management of cultural resources including historically designated buildings and sites per Section 106 of the National Historic Preservation Act. Intent is to maximize beneficial effects on such resources while minimizing adverse effects and impacts to the mission of the installation and its tenants.
- **Integrated Natural Resource Management Plan (ICRMP)** - The Sikes Act requires many military installations within the United States to develop and implement a comprehensive plan for natural resource conservation and management (e.g., fish and wildlife, forestry, land management, outdoor recreation) on the installation. This conservation plan, known as an Integrated Natural Resource Management Plan, or INRMP, focuses on ecosystem-based management with a goal of managing the natural resources to meet stewardship requirements while supporting, and even enhancing, military operations⁴.

⁴ "Integrated Natural Resource Management Plans," U.S. Fish and Aquatic Conservation, accessed August 16, 2021, <https://www.fws.gov/fisheries/military-lands-conservation/integrated-natural-resources-management-plan-INRMPs.html#:~:text=This%20%20conservation%20plan%2C%20known%20as%20an%20Integrated,while%20supporting%2C%20and%20even%20enhancing%2C%20%20military%20operations.>

MILITARY PLANNING FRAMEWORK

TOC
1
2
3
4
5
6

Healthy Community Plan

IDPs contain recommendations for trails and fitness training. Maintenance of regular physical activity and physical fitness is key to military readiness. During IDP visioning sessions and charrettes, key stakeholders to address healthy community planning include representatives from Morale, Welfare, and Recreation.

Capacity Planning

Capacity planning is a process to determine an installation's maximum development capacity based on conformance to the planning vision, goals, and objectives. Master Plans are to leave room for future requirements, which are defined as the difference between existing conditions and future build-out. Capacity should be shown on illustrative plans with areas designated for "future potential growth." Future developable areas may be limited due to required environmental remediation or factors such as sea level rise or increases in wetlands as water levels change.

Defensible Planning

Military installations must be safe and secure in order to operate effectively and efficiently. Two key strategies impact this planning: the Defense Critical Infrastructure Program and antiterrorism design features for military installations and facilities.

Area Development Planning

An Area Development Plan (ADP) represents a specific area on base that is unified by its function or by its architectural character and provides a detailed plan for future

development in that area. An ADP covers a smaller geographic area with greater detail than an IDP, e.g., a Town Center or airfield area within an installation. The scale of an ADP typically allows for more design and development detail at the area site level. An ADP is comparable to a community Small Area Plan or Neighborhood Plan. An ADP analyzes constraints and opportunities, existing facilities, and program requirements.

Network Planning

Linkage systems that span ADP district boundaries include installation-wide utility systems, transportation networks, and parks and open space networks. All installation master plans must plan at both the district scale and the installation scale. Network plans are to consider holistic approaches to energy-efficient development and installation-level resilience measures.

Form Based Planning

Like community form-based zoning ordinances, form-based standards are being promoted as tools to guide development for installations. Form-based standards regulate buildings, including height, street dimensions and landscaping.

Facility Standardization

Facility standardization is comparable to design guidelines and provides consistency across similar building types within an installation.

MILITARY PLANNING FRAMEWORK

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.

MILITARY PLANNING FRAMEWORK

Intergovernmental Service Agreement (IGSA)

Installations are small cities that provide a variety of services which are very similar to what surrounding cities and towns provide. By utilizing IGSA's, installations can partner with outside agencies to take advantage of high quality services and costs that are often more competitive than what more traditional contracting processes can provide. IGSA's can be a cost saving tool that Navy installations should consider before initiating or extending an existing contract. 10 U.S.C. § 2679 "Installation Support Services: Intergovernmental Support Agreements (IGSA)" authorizes the Secretary of the Navy to enter into a sole source IGSA with a State or local government for installation- support services.

Enhanced Use Lease

An Enhanced Use Lease (EUL) on a military installation is a lease to a public or private-sector lessee in exchange for rent, paid in cash and/or in-kind, that is at a minimum equal to the property's fair market value. An example EUL on a military installation is for solar fields or solar covers on parking lots.

Community Compatible Use Plans (formerly Joint Land Use Studies (JLUS))

A Community Compatible Use Plan, formerly referred to as a Joint Land Use Study (JLUS), represents a community-driven, cooperative, and strategic planning process to protect and preserve military readiness and defense capabilities while supporting continued community growth and economic development. The Town of Kittery & Portsmouth Naval Shipyard JLUS was completed in 2020, which represented a cooperative effort among PNS, surrounding

communities, federal agencies, and other interested parties to:

- Seek ways to reduce traffic congestion and transportation safety issues impacting the Town of Kittery, the Shipyard, and the surrounding region overall;
- Promote community development that is supportive of and compatible with military training, testing, and operational missions;
- Seek ways to reduce impacts of the Shipyard on adjacent community lands, residential neighbors, local waterways, Town services, and businesses and residents;
- Increase public awareness of the military mission and contribution to the regional economy; and
- Protect and preserve military readiness and defense capabilities while supporting symbiotic community economic stability and success.

The [Town of Kittery & Portsmouth Naval Shipyard JLUS](#) is available on the Town of Kittery website.

Military Installation Resilience

Increases in extreme weather events, human-induced hazards, and a global pandemic have shed ample light on risks and vulnerabilities within defense communities. Devastating effects from natural and non-natural disasters have created a rise in billion-dollar disasters impacting communities across the United States, including severe storm, tornado, drought/heatwave, hurricane, and wildfire events. 2020 marked the sixth consecutive year in which the United States experienced 10 or more billion-dollar disaster events.

MILITARY PLANNING FRAMEWORK

TOC
1
2
3
4
5
6

Military installations are far from immune to the devastation of these threats, particularly natural hazards. From Hurricane Michael slamming into Tyndall Air Force Base in Florida in October 2018, to the July 2019 earthquake that hit Naval Air Weapons Station China Lake, California, to the growing threat of flooding at Norfolk Naval Shipyard, Virginia. The effects of these disasters will continue to threaten military operations and readiness and do not stop at the gate.

Defense communities are deserving of specific attention because they are essential to supporting military installations that maintain our national security. Defense communities, whether large or small, are part of a larger network of essential operations, services, and infrastructure necessary for military installations to sustain continued military operations and readiness. Congress and the Department of Defense's recent emphasis on supporting military installation resilience presents significant opportunities for defense communities to improve their own resilience while effectively supporting the broader spectrum of military operations and national security.

Resilience Planning "Inside The Fence"

In recent years, the Department of Defense has placed a growing emphasis on resilience to natural hazards as it relates to impacts on military installations and mission-essential functions. The Department of Defense recognizes the threat that climate hazards pose to our national security and the need for enhanced resilience considerations for military installations. This has led to significant studies and efforts across the military services to better understand the risks they face and what can be done to address them. Many efforts to date have focused on enhancing water and energy resilience, as well as addressing cybersecurity threats.

The military services have some noteworthy resources available to help understand the hazards and impacts climate factors pose to installation operations, infrastructure, and facilities. In accordance with Unified Facilities Criteria (UFC) 2-100-01, Installation Master Planning, and other DoD guidance, Master Development Planners for the Military Services are directed "to consider" climate change in the development of Master Plans and projects. The Navy's Climate Change Installation and Adaptation Resilience Planning Handbook also provides guidance to Navy installation staff, particularly for the element of climate change adaptation involving sea level rise as it stands to impact many Navy bases around the world. The handbook provides the analytical framework, as well as tools and other guidance, to help Navy planners understand how to consider climate change in their plans and projects for installation infrastructure. More specifically, the handbook leads planners through the process of identifying and assessing possible adaptation action alternatives, or methods for adapting to the impacts of climate change. These adaptation measures are intended to improve their installation's resiliency, or capability to anticipate, prepare for, respond to, and recover from significant hazards.

While working with military installations presents an obvious need for sensitivity to classified national security information, their insights are essential in identifying vulnerabilities and needs shared between the community and installation. Working together opens the door for broader, more impactful resilience initiatives and is worth the added layer of consideration that comes with sensitivity to military installation activities that rely on community systems. From the perspective of military installations,

MILITARY PLANNING FRAMEWORK

expanding resilience considerations outside the fence allows for a more holistic and robust assessment of essential community infrastructure and services needed for maintaining mission-essential functions. From the perspective of the community, working with military installations strengthens the influence and reach associated with their resilience planning and funding needs.

Climate Change and National Security Resources - Executive Orders, DoD Directives, DoD Instructions

2021

[Department of Defense Climate Adaptation Plan](#), US Department of Defense, September 1, 2021.

[DoD Climate Assessment Tool](#), US Department of Defense, April 22, 2021.

[DoD Installation Exposure to Climate Change at Home and Abroad](#), US Department of Defense, April 19, 2021.

[Tackling Climate Crisis at Home and Abroad](#), Executive Order 14008 of January 27, 2021.

[Tackling the Climate Crisis](#), US Department of Defense website.

[Advancing Resilience for Defense Communities – A Planning Framework](#), Association of Defense Communities.

2020

[Fiscal Year 2021: Top DoD Management Challenges](#), Inspector General, U.S. Department of Defense, November 2020

[Army Climate Resilience Handbook](#), US Army Corps of Engineers, August 2020

2019

[Research To Improve Installation Infrastructure Resiliency Processes, Systems, And Tools](#), "Strategic Environmental Research and Development Program (SERDP)," Department of Defense.

[Climate Adaptation for DoD Natural Resource Managers](#), Office of the Assistant Secretary of Defense (Sustainment), June 3, 2019.

[Climate Resilience: DoD Needs to Assess Risk and Provide Guidance on Use of Climate Projections in Installation Master Plans and Facilities Designs](#), GAO-19-453, June 2019.

2017

[Climate Change Planning Handbook: Final Report](#), Naval Facilities Engineering Command, January 2017.

2016

[DoD Directive 4715.21: Climate Change Adaptation and Resilience](#), U.S. Department of Defense, 2016.

[Regional Sea Level Scenarios for Coastal Risk Management: Managing the Uncertainty of Future Sea Level Change and Extreme Water Levels for Department of Defense Coastal Sites Worldwide](#), U.S. Department of Defense, 2016.

TOC
1
2
3
4
5
6

PART 5 EXISTING LINES OF COMMUNICATION



EXISTING LINES OF COMMUNICATION, PROTOCOLS, AND PROCEDURES AMONG PNS AND THE SURROUNDING JURISDICTIONS AND STATES

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

Existing lines of communication, protocols, and procedures among PNS and the surrounding jurisdictions and state are depicted in the chart (next page):

Memorandum of Understanding: Southern Maine/Seacoast New Hampshire/Portsmouth Naval Shipyard Communication and Collaboration Partnership

The purpose of the Memorandum of Understanding for the Southern Maine/Seacoast New Hampshire/Portsmouth Naval Shipyard Communication and Collaboration Partnership (MOU) is to establish parameters to encourage permanent long-term communication and collaboration among all the entities represented on the Joint Land Use Study Implementation Committee. Upon completion of a JLUS, many defense communities across the country have entered into a MOU or Memorandum of Agreement (MOA) with the installation to establish a framework to continue addressing a variety of issues and concerns that may arise over time. This organizational structure is intended to go beyond changes in installation Commanding Officer (C/O) and local leadership. A copy of the MOU is included as Appendix A.

TOC
1
2
3
4
5
6

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

Existing Lines of Communications, Protocols, and Procedures ↓	Stakeholders →																			
	Portsmouth Naval Shipyard	Town Of Kittery	City of Portsmouth	City of Dover	Town of Berwick	Town of Eliot	City of Rochester	City of Somersworth	Town of South Berwick	City of Sanford	Town of York	Rockingham Planning Comission	Southern Maine Planning & Development Commission (SMPDC) (Part of SPMDC)	Strafford Regional Planning Commision	New Hampshire Department of Transportation	Maine Department of Transportation	Maine Turnpike Authority	Pease Development Authority	Cooperativ Alliance Seacoast Transportation (COAST)	
SAFETY AND EMERGENCY SERVICES																				
CodeRED 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.	•	•	•																	
Portsmouth Police Department, Portsmouth Fire Department and New Hampshire Department of Homeland Security liaise through the Portsmouth Emergency Management Organization (and EOC command center, as needed)		•	•										•							
Town of Kittery employs a full-time harbormaster (enforces rules of access to water via boats, docks, floats)		•																		
ENVIRONMENTAL - COASTAL RESILIENCY PLANNING																				
Coastal Resiliency Planning collaboration among local area municipalities and SMPDC.		•	•										•							
UTILITY																				
Internet, phone, email and backup emergency communications and center command station for energy companies (Eversource for electrical energy, Unitil for gas, Seabrook 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.		•																		
TRANSPORTATION																				
Portsmouth Public Works interfaces with NH DOT and ME DOT and US DOT for bridge and road projects.	•																			
Kittery interfaces with PNS on roadway projects.	•	•																		
Road capacity and congestion coordination occurs among SMPDC, State Department of Transportation (DOTs), and surrounding communities.	•	•	•	•	•	•	•	•	•	•	•	•	•			•			•	
Portsmouth Public Works interfaces with PanAM Railways for rail related issues.			•																	
PLANNING AND GROWTH + 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 JLUS study	•	•	•													•				
Pease Development Authority Board collaborates economic growth for New Hampshire Seacoast Region	•		•																	
Ongoing partnership with the Portsmouth Housing Authority and other service providers to provide affordable housing.		•																		
CONGRESSIONAL																				
Portsmouth Principles for Legislative Positions - Guiding Principles for City Testimony before NH General Court			•																	
PNS briefs congressional staffers on shipyard issues	•																			

TOC
1
2
3
4
5
6

PART 6 RELEVANT STATE AGENCIES



RELEVANT STATE AGENCIES

MAINE

Departments	Position Title	Contact	Telephone	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

Departments	Position Title	Contact	Telephone	Email	Website
Clean Energy New Hampshire	Executive Director	Madeleine Mineua	603-266-4732	Madeleine@cleanenergynh.org	https://www.cleanenergynh.org
New Hampshire Department of Environmental Services	Wetland Specialist	Stepanice M. Giallongo	603-559-1516	stefanice.giallongo@des.nh.gov	https://www.des.nh.gov/
New Hampshire Homeland Security	Director	Jennifer Harper	603-271-2231	jennifer.l.harper@dos.nj.gov	https://www.nh.gov/safety/divisions/hsem/
New Hampshire Public Utilities Commission	Director, Sustainable Energy Division	Karen Crampton	603-271-6012	Karen.cramton@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/
State of New Hampshire Energy Management	NH State Energy Manager	Donal Perrin	603-271-7774	donald.perrin@nh.gov	https://www.nh.gov

APPENDIX A

TOC
1
2
3
4
5
6
A

MEMORANDUM OF UNDERSTANDING

TOC
1
2
3
4
5
6
A

Memorandum of Understanding Southern Maine/Seacoast New Hampshire/Portsmouth Naval Shipyard Communication and Collaboration Partnership

I. **Objective**
This Memorandum of Understanding (MOU) sets out the principles that will guide the activities of the Southern Maine/Seacoast New Hampshire/Portsmouth Naval Shipyard Communication and Collaboration Partnership. This Partnership will work to promote communication and collaboration among local governments, Portsmouth Naval Shipyard, state agencies, federal agencies, and community organizations to better coordinate efforts that may include areas such as: military relations; transportation and land use planning; housing; environmental protection; sustainability and resilience; emergency preparedness; data coordination; funding requests (e.g., grant applications); health care coordination; population forecasting; workforce development; education; community development; economic development; and other issues that may arise.

The Partnership provides actionable recommendations to regional, State and federal leaders on initiatives, programs, and topics that strengthen the role that Portsmouth Naval Shipyard plays in America's defense strategy, the economic health and vitality of the region, and the States of Maine and New Hampshire.

II. **Partnership**
The following organizations/entities are participating in the Partnership and will work together to achieve its objectives.

Portsmouth Naval Shipyard
Town of Kittery
City of Portsmouth
City of Sanford
Town of Berwick
Town of Eliot
Town of York
Rockingham Planning Commission
Southern Maine Planning & Development Commission
Strafford Regional Planning Commission

Other organizations/entities may join the effort at any time, provided they understand and support the mission and objectives of the Partnership.

1

III. **Command Overview**
Portsmouth Naval Shipyard commits to coordinate and provide an annual Command Overview Briefing for the Partnership members (and others) which will cover current and upcoming construction projects, and other subjects of interest to the public.

IV. **Meetings**
Partnership meetings will be held quarterly (one of which will be the Command Overview).

The Chairperson and responsible party for convening and facilitating the meetings will be the Town of Kittery.

Agendas for the quarterly meeting shall be provided by the Chairperson one calendar week prior to the date of the meeting.

The Chairperson shall also be responsible for ensuring meeting minutes are produced and distributed within two weeks after the date of the meeting.

Individual commitments for members and goals of the Partnership will be tracked in the agendas of each meeting.

The establishment of Working Groups to focus on and support Partnership goals and priorities will not be defined by this MOU.

V. **Resources**
Nothing in this MOU shall obligate members to expend financial resources, other monies, or enter into any contracts or other obligations.

VI. **Other**
This MOU is an internal agreement and does not confer any rights upon any individual or other entity. This MOU sets forth mutual goals and approaches. This MOU is not intended to create any rights, benefits, or other responsibilities, either substantive or procedural, nor is it enforceable as law or equity by a party against the U.S., its agencies, its officers, or any other person.

Nothing in the MOU shall be interpreted as limiting, superseding, or otherwise affecting the Parties' normal operations or decisions in carrying out their statutory or regulatory duties. This MOU does not limit or restrict members from participating in similar activities or arrangements with other agencies.

2

VII. **Amendments to this Memorandum of Understanding**
The signatories (or their successors) will review this MOU periodically. Proposed changes will be in writing and shall be subject to approval in any event by the signatories or their successors

VIII. **Terms and Conditions**
This MOU will remain in effect until a majority of the Partnership membership votes to terminate. Any member may terminate its membership in the Partnership by providing written notice to the Partnership of the desired termination date.

IX. **Points of Contact**
To facilitate implementation of this MOU, the following individuals shall serve as Points of Contact (POC):

- a) Portsmouth Naval Shipyard:
Dee-Ann Schussler
Executive Director (Acting)
Seavey Island, Kittery, ME 03904
Email: deann.schussler@navy.mil
Ph: (207) 438-5326
- b) Town of Kittery
Kendra Amaral
Town Manager
200 Rogers Road
Kittery, ME 03904
Email: kamaral@kitteryme.org
Ph: (207) 475-1329
- c) City of Portsmouth
Karen Conard
City Manager
1 Junkins Avenue
Portsmouth, NH 03801
Email: kconard@cityofportsmouth.com
Ph: (603) 610-7201
- d) City of Sanford
Steven R. Buck
City Manager
919 Main Street
Sanford, ME 04073
Email: srbuck@sanfordmaine.org
Ph: (207) 324-9173
- e) Town of Berwick

3

- James Bellissimo
Town Manager
11 Sullivan Street
Berwick, ME 03901
Email: townmanager@berwick.org
Ph: (207) 698-1101, ext. 111
- f) Town of Eliot
Carol Granfield
Interim Town Manager
Email: townmanager@eliotme.org
Ph: (439) 1817, ext. 100
- g) Town of York
Steve Burns
Town Manager
186 York Street
York, ME 03909
Email: sburns@yorkmaine.org
Ph: (207) 363-1000, ext. 6021
- h) Rockingham Planning Commission
Tim Roache
Executive Director
156 Water Street
Exeter, NH 03833
Email: troache@therpc.org
Ph: (603) 658-0518
- i) Southern Maine Planning & Development Commission
Paul Schumacher
Executive Director
110 Main Street, Suite 1400
Saco, ME 04072
Email: pschumacher@smpdc.org
Ph: (207) 571-7065
- j) Strafford Regional Planning Commission
Jen Czyns
Executive Director
Email: jczyns@strafford.org
Ph: (603) 658-0518

X. **IN WITNESS THEREOF**
The Parties hereto have caused this MOU to be executed by their duly authorized representatives.

4

MEMORANDUM OF UNDERSTANDING

TOC

1
2
3
4
5
6
A

Memorandum of Understanding
Southern Maine/Seacoast New Hampshire/Portsmouth Naval Shipyard
Collaboration and Communication Partnership

SIGNATORY:
PORTSMOUTH NAVAL SHIPYARD

DM Schussler Oct 27th, 2021
Dee-Ann Schussler, Executive Director (Acting) Date

5

Memorandum of Understanding
Southern Maine/Seacoast New Hampshire/Portsmouth Naval Shipyard
Communication and Collaboration Partnership

SIGNATORY:
TOWN OF KITTERY

Ka September 27, 2021
Kendra Amaral, Town Manager Date

6

Memorandum of Understanding
Southern Maine/Seacoast New Hampshire/Portsmouth Naval Shipyard
Communication and Collaboration Partnership

SIGNATORY:
CITY OF PORTSMOUTH

KSC 9/2/2021
Karen Conard, City Manager Date

7

Memorandum of Understanding
Southern Maine/Seacoast New Hampshire/Portsmouth Naval Shipyard
Communication and Collaboration Partnership

SIGNATORY:
CITY OF SANFORD

Steven R. Buck 8/26/21
Steven R. Buck, City Manager Date

8

MEMORANDUM OF UNDERSTANDING

TOC

1
2
3
4
5
6
A

Memorandum of Understanding
Southern Maine/Seacoast New Hampshire/Portsmouth Naval Shipyard
Communication and Collaboration Partnership

SIGNATORY:
TOWN OF BERWICK

James P. Bellissimo 9/8/21
James Bellissimo, Town Manager Date

9

Memorandum of Understanding
Southern Maine/Seacoast New Hampshire/Portsmouth Naval Shipyard
Communication and Collaboration Partnership

SIGNATORY:
TOWN OF ELIOT

Carol S. Granfield 9/14/21
Carol Granfield, Interim Town Manager Date

10

Memorandum of Understanding
Southern Maine/Seacoast New Hampshire/Portsmouth Naval Shipyard
Communication and Collaboration Partnership

SIGNATORY:
TOWN OF YORK

Stephen H. Burns 10/9/2021
Stephen H. Burns, Town Manager Date

11

Memorandum of Understanding
Southern Maine/Seacoast New Hampshire/Portsmouth Naval Shipyard
Communication and Collaboration Partnership

SIGNATORY:
ROCKINGHAM PLANNING COMMISSION

Timothy M. Roache 8/30/21
Tim Roache, Executive Director Date

12


MEMORANDUM OF UNDERSTANDING

TOC

- 1
- 2
- 3
- 4
- 5
- 6
- A

Memorandum of Understanding
Southern Maine/Seacoast New Hampshire/Portsmouth Naval Shipyard
Communication and Collaboration Partnership

SIGNATORY:
SOUTHERN MAINE PLANNING & DEVELOPMENT COMMISSION


Paul Schumacher, Executive Director


9/14/21

Date

13

Memorandum of Understanding
Southern Maine/Seacoast New Hampshire/Portsmouth Naval Shipyard
Communication and Collaboration Partnership

SIGNATORY:
STRAFFORD REGIONAL PLANNING COMMISSION


Jen Czysz, Executive Director

9/27/2021

Date

14

TOC

- 1
- 2
- 3
- 4
- 5
- 6
- A

