



**REGIONAL
COORDINATION
COUNCIL**
For Community Transportation
Safe, accessible & affordable mobility for all

Notice of meeting

Who: Greater Nashua Regional Coordination Council
for Community Transportation (RCC7)
When: **Thursday, September 24th, 2026, at 10 am**
Where: NRPC Conference Room, 30 Temple Street, Suite 310, Nashua, NH, 03060. If you
are unable to attend in-person, you may participate remotely through [Zoom](#):
Meeting ID: 886 9364 0466
Passcode: RCC7

Agenda

1. Call to Order & Introductions
2. Approval of August 2026 meeting minutes (Attachment 1) **Action Item**
3. Follow-up from August meeting
4. October – 4th Annual NH Community Transportation Month
5. NHDOT Proposal to SCC realignment of Regional Coordination Councils to County boundaries – (Attachment 2) Discussion
6. Regional Mobility Management update
7. Member & Community Concerns, News and Outreach Opportunities
8. Other Business
9. Adjournment

Next Meeting: TBD

Refreshments will be provided.



Draft Minutes: Greater Nashua Regional Coordination Council for Community Transportation (RCC7)

Thursday, August 27, 2026, 10 am, Public Meeting with Zoom Option

Attendees:

Mike Apfelberg, United Way of Greater Nashua* (Zoom)
Bill Ayer, Voices of Major Drive*
Carol Brooks, SVTC*
Sara Ceaser, United Way of Greater Nashua*
Sandra Delosa, Town of Merrimack Welfare Department* (Zoom)
MaryAnn Gamache, Greater Nashua Mental Health*
Janet Langdell, SVTC, Chairperson*
Jim Leach, Harbor Care (Zoom)
Andrea May, Harbor Care (Zoom)
Kerry Miller, NTS, Vice-Chair*
Thayna Miquelino, Lamprey Health
Rocky Morelli, Opportunity Networks*
Teri Palmer, Manchester Transit Authority
Angelique Pandolph, Easterseals NH*
Don Paré, Gate City Bike Coop*
Deb Ritcey, Granite State Independent Living*
Carole Totzkay, Retired NHHS (Zoom)
Marina Vaz, Conservation Law Foundation*
James Wilkie, Caregivers*

NRPC Staff:

Donna Marceau, Regional Mobility Manager
Matt Waitkins, MPO Coordinator, Secretary*
Emma Rearick, Transportation Planner
Salem Quinn, Admin./Comms. Coordinator

*Denotes RCC7 Voting Member

1. **Call to order:** Langdell called the meeting to order at 10:01 am. Introductions were made.
2. **Approval of minutes** (Attachment 1)
 - **Motion by Pandolph: To approve June 25, 2026, Greater Nashua Regional Coordination Council for Community Transportation (RCC7) meeting minutes, as presented.** Second by Ayer. A roll call vote was conducted. **Motion adopted** with Vaz abstaining.
3. **Follow-up from June meeting** (Attachment 2).
 - a. **RCC7 FY27 Meeting Schedule:** Langdell discussed the RCC7 meeting schedule, specifically potentially going to be every other month. If the RCC7 adjusts its meeting schedule, we'd want to keep meetings aligned with SCC meetings. The SCC restarted their meetings at every other month in September as opposed to anticipated August date. Given the items on the SCC's agenda, Langdell recommends that RCC7 continue to meet monthly until the end of the calendar year. It probably won't meet in December. If the RCC7 goes to an every-other-month meeting schedule, it wouldn't happen until 2027. There was a consensus for this meeting schedule plan. There was encouragement to attend the SCC meetings, and we'll email out the Zoom information.
 - b. **3rd Annual Greater Nashua Community Transportation Hero:** email nominations to Janet Langdell (RCC7 Chair) by September 29th.



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- c. **Community Transportation Needs Assessment (CTNA) Report is Now Available:** Full report is published, as is the recording of the meeting where it was discussed (links in the packet).
 - d. **RCC7 FY26 End-Of-Year 5310 RCC Funding Report:** report in the packet outlining the breakdown of funding. Came in under budget, which will roll over to FY27, but will expire if not used by June 30, 2027. Region 7 will see a decrease in funding; Region 8 will also see a reduction in their allocation of FTA 5310 RCC FY28-2 cycle by NHDOT..
4. **NHDOT Proposal to SCC realignment of Regional Coordination Councils to County boundaries -** (Attachment 3) emails, memos, and proposals regarding the realignment are in the packet. The SCC will discuss the realignment at their Sept 3rd meeting and plans to vote on it at their November Meeting on the 5th. Waitkins discussed how notifications and reactions to this change occurred chronologically. Pandolph weighed in to ask some clarifying questions and get a better understanding of RPC concerns with realignment. Ritcey, also an SCC voting member, has also been collecting information from the different RCCs. A request for questions that can be brought to the September SCC meeting where the realignment will be discussed. Langdell was curious as to what is driving this change proposed by NHDOT. Extensive discussion occurred regarding the NHDOT proposal and the best ways to serve communities in need with transportation. Everyone was again encouraged to attend the September SCC meeting. Consensus was that Langdell and Waitkins would summarize RCC7's questions and discussion, and send that information to the SCC prior to the Sept 3rd meeting.
5. **Community Transportation Network updates**
- a. **NTS technology and service updates:** Miller gave an update on the NTS Transit App with live bus tracking. There is a free and a paid version. The paid version shows all locations. The free version only shows locations near your current location. Google Maps transit directions will also show real-time buses. The paid app costs \$5 per month or \$25 per year. If you make less than \$30K per year, you can get the paid version for free; you just need to reach out. More information is on their website - <https://nashuanh.gov/456/CityBus>
 - b. **Lowell Regional Transit Authority – Nashua service connection (LRTA Route 19):** This free service provides fixed route bus service between the Pheasant Lane Mall and Lowell with. Still waiting to hear when it will officially come over the border to Nashua. Advertisement is mostly word of mouth. There are no promotions from LRTA.
 - c. **NRPC – MPO NHDOT changes proposed for FTA 5304/5305 planning programs:** Waitkins gave an update regarding the NHDOT proposed changes. They are considering changing their solicitation process. They propose to use some of the funding for an SCC secretary. It would also go towards a statewide coordinated plan instead of any locally coordinated plans done now at the regional level. And some of the funding would go towards statewide transit studies. Comes to \$115,000 out of \$165,000 each year. The other \$50K would be distributed to the 4 rural RPCs for transit-specific items. This was discussed at the Regional Planning Commissions (RPC) Directors meeting. NHDOT will have the final say, but RPCs can comment.
 - d. **NRPC – MPO 5311(f) – Keene to Peterborough to Nashua service:** Waitkins shared that NHDOT put out a request for proposals over a year ago. Also, Keene to Concord was part of the RFP, but the provider can only do Keene to Nashua. The provider is reviewing the contract. Keene to Peterborough to Exit 8 with the potential for extra stops. It is not a



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commuter service; there would be two trips per day. They are waiting for it to be signed before promoting it. Potentially will begin in October 2026.

- e. **RMM – implementation of Opioid Abatement Community Grant rides program:** Marceau, with help from NRPC, received an Opioid Abatement Grant:
https://nashuarpc.org/planning_services/opioid_abatement_community_grant_program.php \$38K over two years. This funding will go towards rides, mileage, and admin funding residents of the Greater Nashua region who are in opioid recovery programs. It will help them access appointments needed to support their recovery.. Please spread the word. Marceau has attended many events, is working on a press release for media coverage, and she already did a plug on the radio. She will email it out to Town welfare agencies too. Questions asked about the application process and if there were any time frames (i.e. number of days in advance to schedule a needed ride). Marceau stated The rides will get done ASAP – maybe even same day!
- 6. **LCTP Goals Subcommittee Update (Attachment 4):** Miller gave a quick update from the LCTP Subcommittee. Members have been attending other RCC meetings, and the meeting information for those is in the packet, as anyone is invited to attend them. There will be more of an update from the Subcommittee at the next meeting.
- 7. **Member & Community Concerns, News and Outreach Opportunities:** Ceasar mentioned a few events coming up for United Way: Fundraiser Pub Crawl on September 12th, Fundraising Pickleball Tournament on September 19th, Breakfast Meeting on September 25th at Southern NH Health for Social Workers and the like who work with low-income clients who are targets for online scams. They also offer classes at the Y for education regarding online safety. They are also collecting shoe donations until the end of the day on September 1st, and another shoe drive in November and December. The coat drive is also starting September 1st (taking snow pants this year!).
- 8. **Other Business:** None presented.
- 9. **Meeting adjourned** at 11:58 am.

The next meeting is Thursday, September 24, 2026.

Respectfully submitted by Salem Quinn, Administrative/Communications Coordinator, NRPC



This summary was emailed to the SCC
on 9/2/26 at approx. 10am.

Greater Nashua Regional Coordination Council ~ RCC7	
To:	Chuck Saia, SCC Chairperson Fred Butler, NHDOT Public Transportation Administrator
From:	Janet Langdell, RCC7 Chairperson Matt Waitkins, RCC7 Lead Agency Representative
CC:	SCC Members
Date:	8/29/26
Re:	NHDOT Proposal to Realign RCC Boundaries to County Boundaries

The Greater Nashua Regional Coordination Council (RCC7) met on Thursday August 27th. At that well attended meeting, members and attendees discussed the NHDOT proposal to realign coordination council boundaries to conform to existing county boundaries. Two SCC members who also represent their agencies on the Greater Nashua Coordination Council were present in-person at this meeting. RCC7 understands that this proposal has yet to be discussed by the full State Coordinating Council (SCC), which has statutory authority to establish regional council boundaries.

The following is a summary of RCC7 questions and observations. We hope that the SCC will take these questions and concerns into consideration during their deliberations regarding this proposal. To our knowledge realignment of existing RCC boundaries is a new topic for the SCC.

1. What prompted this county-based realignment proposal? Is this being presented in anticipation of future funding through the DHHS managed Federal Rural Transformation Health (RHT) grant? Did this stem from some findings from the recently published Statewide Community Transportation Needs Assessment (CTNA) study? Is it simply to reduce data management tasks at NHDOT? What is the supporting documentation for this proposal?
2. Is this proposal part of a larger, more long-term, and as yet to be articulated vision that addresses NH's goal to "improve the coordination, capacity, accessibility, quality, and sustainability of mobility options throughout the State of New Hampshire" and promotes one doorway for all the federal and state funding that supports community transportation? Perhaps similar to the Vermont model?
3. Has NHDOT reached out to leadership in each of the State's 10 counties for their input and potential engagement?

4. What level of efficiencies, anticipated savings, and improved utilization of resources would this realignment provide the NH Community Transportation Network? Would it improve more equitable funding at the customer-centered service level? Does this realignment open the door to increased competition and potentially provider service area modifications? How would this realignment impact available funding through NHDOT?
5. How does NHDOT envision that this realignment will address unmet needs, services and priorities that have been identified by the current RCCs, create funding, and decrease administrative oversight and responsibilities?
6. How do other states of comparable size and governmental structure address regional and local level data analysis for community transportation needs and outcomes?
7. What is the proposed implementation timeline should the proposal move forward? Does NHDOT and the SCC have additional resources to support the myriad of tasks required to successfully implement this level of change?
8. Should the proposal move forward, how will success or failure be measured over time? What are the outcome measures?
9. If public awareness and the potential for accessing county funding are primary concerns, has the SCC considered other strategies to promote cross-regional collaborations to access county funding and to strengthen existing strategies such as Keep NH Moving as the statewide public-facing access point for community transportation resources?
10. As the NH Community Transportation Network has evolved, the Regional Planning Commissions are important stakeholders in that network. Some RPCs also serve as lead agencies for their RCCs. What is the collective response from the State's nine Regional Planning Commissions? How closely do current RPC boundaries align with RCC boundaries?
11. If some regions are enlarged by county realignment, is there funding available to support the additional administrative and staff costs incurred by a lead agency? This is especially important to consider given the proposed increase of councils from 8 to 10 regions.
12. The SCC in collaboration with NHDOT has implemented other strategies to improve the coordination, capacity, accessibility, quality, and sustainability of mobility options throughout the State of New Hampshire. These strategies include the RCCs, the Statewide Mobility Management Network and the SCC Strategic Workplan. How would the proposed realignment dovetail with and support these strategies and in particular the SCC's established workplan goals? It seems that the lack of forward movement on the SCC's stated workplan goals should be addressed as many of these goals include some of the "pros" outlined in the realignment proposal without adding the extra burdens of a total reorganization at the regional level.

13. What plans are being moved forward to empower the Statewide Mobility Manager to function as an effective liaison with and for the SCC? Can this position evolve to include a role as an ex-officio SCC member that serves as the SCC secretary and manages the Keep NH Moving one-stop hub for consumer assistance? Together, how can we all help improve the services available to community members through the Regional Mobility Manager network? Not all ride needs are hospital or healthcare based so to rely on “hospital-based mobility navigators” creates a wider gap in service accessibility for the general public.
14. We understand that geographic miles of travel are an operational concern for consumers and transportation providers, but let’s not forget that population size and potential number of consumers needing assistance is an important variable to consider when looking at individual regional mobility manager service areas.
15. A great many conversations have occurred about DHHS’s Medicaid transportation and CTNA findings about nonemergency medical transportation (NEMT). How can the SCC with all its representative groups, NHDOT, RCCs and RPCs work together more effectively and consistently, including at the regional level, to better engage with the area healthcare systems so that customer-centered nonemergency medical transportation needs are met? How can we build on the successful cross-region models such as the collaborations between Region 8 and Regions 5 and 10?

Memo

Attachment 2

Greater Nashua Regional Coordination Council ~ RCC7	
To:	RCC7 Members and Attendees
From:	Janet Langdell, SVTC M&PM, RCC7 Chair
CC:	
Date:	9/15/26
Re:	State Coordinating Council (SCC) update on NHDOT Proposal to Realign RCC Boundaries

At the August 27th RCC7 meeting, the council had a lively discussion about NHDOT's Proposal to realign RCC regions along county boundaries. As directed by the group, Langdell and Waitkins submitted a summary of RCC7 concerns and questions to the SCC in advance of the 9/3 meeting. As requested below by the SCC, we will continue that discussion given the "new"/additional information shared by the SCC.

The SCC discussed this topic at their 9/3/26 meeting and subsequently distributed a follow-up email on 9/14/26 to the regional council chairs and regional mobility managers.

The following is an excerpt from 9/14/26 email from Steve Workman, SCC Secretary

3. Proposed RCC Boundary Realignment

On August 3, Fred Butler sent an email to RCC chairs, SCC Council, and regional mobility managers with a DOT proposal to realign the regional boundaries to match county boundary lines. The incorrectly stated that SCC leadership had endorsed the proposal. This was an unintentional miscommunication with no ill intent, and we clarified that leadership had not yet endorsed this proposal but was willing to put the proposal on the September agenda followed by future action. The expectation was that SCC would begin the discussion at the September meeting, allow time for additional feedback/questions from the regions and leadership to process that input, and ultimately hold a vote anticipated for the November meeting.

The following summarizes where we are in this process currently, and supporting documents:

- Several RCC representatives and other stakeholders submitted written feedback prior to the 9/3 SCC. SCC did conduct a limited, initial discussion during its meeting. These will be included with any additional feedback sent to SCC. Please note that we are not providing a summary of the feedback already received or the meeting discussion at this time. We would like each RCC to evaluate the proposal and supporting information on its

own merits and through the individual lens of each RCC. SCC will complete and share a macro-level analysis and summary of all feedback received prior to holding any votes.

- SCC members and other stakeholders agreed that we did not yet have enough feedback from the regions, etc. to take action on the proposal. Attendees were told that SCC Secretary, Steve Workman would reach out with a formal request to RCC Chairs to continue discussion with their respective councils and provide written feedback to the SCC by end of month, and that SCC leadership would use this information in October to better evaluate the proposal, identify unanswered questions, explore hybrid options that might exist, etc. This process would culminate in a recommendation(s) and possible vote(s) for action at the November SCC meeting.
- During the SCC discussion it was confirmed that there would be a future vote on the DOT proposal, but that potential hybrid options that don't make changes to all RCCs could be explored.
- For ease of access and to make sure everyone is responding to the same information, I have attached the PDF "RCC Boundary Realignment Discussion". This includes the SCC-RCC Boundary Realignment Discussion Guide, the original DOT proposal, and 9/3 document Fred put together with justification for the proposal, historical context, and how the proposal would be implemented if adopted.

SCC leadership requests that all RCC Chairs discuss the DOT proposal with their councils and provide written feedback to the SCC by October 2. We recognize and appreciate in advance that this timeline may not align with your regular RCC meeting schedule and require you to use alternate methods to collect and submit feedback by Oct 2. If you still require more time, please reach out to me on behalf of SCC leadership so we can discuss.

~ End of Excerpt ~

Included below are the documents referenced in the Workman/SCC email.

NOTE: The last document entitled "Proposed Realignment of RCCs to County Based Boundaries" by Fred Butler, NHDOT, dated 9/3/26 was not provided in the Sept. SCC meeting packet and appears to have been shared only with SCC members at the time of the 9/3/26 meeting.



State Coordinating Council for Community Transportation

Charles J. Saia, Chair • Gene Patnode, Vice Chair • Steve Workman, Secretary • Deborah Ritcey, Treasurer

Regional Coordination Council Boundary Realignment Discussion Guide

To prepare for the SCC discussion about a potential realignment of RCC boundaries we are providing some context and an outline of the process that leadership will undertake to discuss and ultimately hold a council vote on any proposed recommendations. The FAQs below seek to clarify some general questions/comments that have been made since Fred released the DOT proposal at the beginning of August. It is our hope that through this clarification, the council and all stakeholders can agree to engage in an open and honest discussion as we have countless times in the past when a sensitive issue that requires change comes before the council.

FAQs

Did the SCC Leadership endorse the DOT proposal?

No, the proposal that Fred circulated stated in error that leadership had endorsed it. We agreed to begin discussion about realignment in general and that the specific DOT proposal would be part of that discussion. It was an honest mistake and was overlooked during a revision from a previous draft. Fred and leadership have done their best to correct the record, and in no way was the intention to circumvent the SCC Council or RCC feedback. While the release of the DOT proposal caused some initial confusion and concern, leadership appreciates that Fred/DOT invested time in crafting its proposal. It is often difficult to start a big conversation from a blank canvas; especially with diverse perspectives. We encourage all to view the proposal as a starting point, not the final word on potential changes.

Have changes to RCC Boundaries been made before?

This is not the first time that changes to the RCC boundaries have been contemplated or made based on changing variables such as funding, alignment with other boundary lines, more effective or new ways to deliver transportation and mobility management services, addressing systemic gaps in transportation services (deserts), etc. Unlike political (geographic) boundaries established for states, towns, counties which are fixed and rarely changed, the RCC boundaries serve an administrative function to ensure effective service delivery and all that goes into it. For those that have previously wondered, a past change to the original boundaries (and number of RCCs) is why they are currently oddly numbered (1,2,3,4,5,7,8, and 10).

Why is this issue coming up now?

The need to evaluate the current boundaries was first raised during the lengthy planning process to establish and then implement the MM Network through the SCC and RCCs. While the primary focus was on this, SCC Leadership and DOT were also creating a parallel list of items that should be examined in the future to improve service delivery, coordination, sustainability, revitalize SCC and RCC mission and operations, etc. It wasn't long after implementation started that potential changes to the boundaries were being informally discussed in the field. This was initially motivated by the recognition that the geographic size of Region 1 reduced the ability to effectively provide mobility services across the region – specifically mobility management. These conversations expanded to include other regions in acknowledgement that some providers were already operating outside their region or that certain providers might expand their service area because operationally it made sense and there was need. These were simply preliminary, informal discussions like countless others aimed at improving service delivery with no expectations except that the SCC would elevate this topic for broad discussion at some point in the future.

Recognizing that change can be challenging and often requires significant work, subsequent leadership teams and the DOT have adopted a gradual approach that typically advances one or two major changes per fiscal year. This isn't a rule, but an attempt to balance our collective workloads, change fatigue, and the evolving needs of the residents we serve. Leadership and DOT felt that now was the time to start the boundary discussion and because of its potential complexities determined to do this at its first meeting of the new year. This also allows more time post any decisions made to address any logistics that must be in place before the next funding cycle, July 1, 2027.

New Hampshire envisions an integrated system of safe, reliable, and sustainable transportation options that allow residents to maintain independence and participate in work and community life no matter their age or ability.

Will the SCC hold a standalone vote on the DOT Proposal?

It is premature to determine specific votes at this juncture, but the process will address the DOT proposal that was duly submitted by an agency member of the council. As explained above, RCC boundary alignment has been on a list of topics to be discussed. Leadership has determined that it will move forward with a discussion about potential realignment and subsequent vote(s) at the end of that process even if some or all the DOT proposal is eliminated.

Process & Anticipated Timeline

The following is the initial process plan subject to change as it unfolds.

- 1. Kick-off discussion during September 3, 2026 SCC meeting**
- 2. Request for additional written feedback from each RCC through its chair.**
 - Over the past year we have been working to improve communication and the working relationship between the RCCs and the SCC. This includes direct communication between SCC leadership and RCC Leadership as promised at our meeting with RCC chairs last December. RCC Chairs are encouraged to schedule any necessary meetings with their councils and to send feedback from their members and collective discussions.
 - Please send all feedback by September 30, 2026 to SCC Secretary, Steve Workman steve@transportnh.org
- 3. SCC Leadership review and preparation – October**
 - SCC will review feedback received from the RCCs and develop a proposal for consideration by the full council.
 - If leadership determines that any workshops or outreach are required these will be done during October.
- 4. Final SCC Discussion and vote during the November 5, 2026 meeting**
- 5. Implementation tasks as needed – November on**

SCC 9/3/26 Agenda Note: This proposal was submitted by Fred Butler to SCC Leadership, but was not endorsed by leadership. Please refer to the SCC Discussion Guide for an explanation about this and how SCC will structure discussions on this proposal and the RCC boundary realignment in general.

Proposed Realignment of RCCs to County-Based Boundaries

NH State Coordinating Council, August 2026

Purpose

The [SCC](#) is planning a vote to decide whether New Hampshire's current 8 Regional Coordinating Councils (RCCs) should be realigned to match the state's 10 counties. This document outlines key pros and cons, as well as the rationale behind the recommended path forward. Discussion is planned for the September 2026 SCC meeting, with a vote planned for November's meeting.

Note: Fred Butler, NHDOT, created this to document known considerations for initial discussion purposes. There may be other important considerations; stakeholders are encouraged to attend the September 2026 SCC meeting to provide additional input.

Pros of Moving to 10 County-Based RCCs

Improved Public Clarity

Current RCC boundaries were drawn to reflect estimated hospital catchment areas circa 1997—catchment areas that were never perfect and that are constantly morphing as new hospitals/medical complexes spring up. Residents generally know their county, making it easier for customers to identify the correct RCC and mobility manager. This simplifies outreach, referrals, and customer navigation. Customers should be the primary consideration.

Potential for Stronger County Engagement

County delegations may be more inclined to invest in and advocate for transportation services when RCC boundaries are aligned with county governance structures.

Better Alignment with Future Outreach Plans

Because public-facing RCC materials are currently minimal—and a major statewide media campaign is planned—realigning now avoids costly rebranding after public awareness has increased...with or without an infusion of Rural Health Transformation funding to that end.

Flexibility Will Be Maintained

Mobility managers can be part-time or shared across counties/RCCs as is done now. This significantly reduces the cost impact of adding two additional RCCs. For example, Belknap and Merrimack Counties (and any other two counties) can still be governed as a single RCC/Mobility Manager provided both counties approve such an arrangement.

Bonus: Streamlined Funding Allocation

Census data is provided at the county level, eliminating the need to manually allocate town-level data into current RCC regions. This will simplify long-term 5310 formula distribution and reduce administrative overhead. While this generally only currently affects NHDOT when calculating regional allocations, it could affect other state agencies in the future.

Cons of Moving to 10 County-Based RCCs**Transition Disruption**

Existing RCCs have established relationships, service patterns, and collaborative networks that would be disrupted during the change. The level of effort needed to effect the transition will be substantial.

Increased Administrative Load

More RCCs mean more councils, likely resulting in more meetings and more quorum requirements. Even with volunteer participation, coordination demands will increase. Inter-county (inter-RCC) coordination agreements will likely increase.

Risk of Fragmentation in Service Delivery

Realignment may require new coordination agreements for cross-county routes or shared programs.

Short-Term Complexity

New boundaries will require updates to internal documentation, partner directories, planning processes, and mobility manager routing—though this is mitigated by the current low level of public-facing materials.

SCC Leadership's Recommendation**Proceed with realigning RCCs to match the 10 county boundaries.**

Implementing this change now positions the state to:

- Launch future public outreach with a simpler, intuitive, county-based framework.
- Standardize data handling and funding formulas.
- Enable counties to play a more active role in mobility coordination.
- Avoid a far more disruptive realignment after public branding has taken hold.

The question comes down to: A decade from now and beyond, what boundaries will make the most sense? SCC's leadership is hard-pressed to assert the answer is the current boundaries. Yes, there will be headaches as we make the transition, but the short-term strife should not dictate the long-term goal of optimizing the RCCs based on what makes sense for customers.

Proposed Realignment of RCCs to County-Based Boundaries

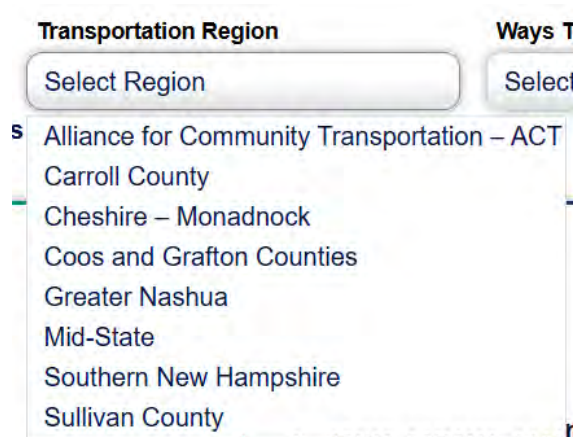
Fred Butler, NHDOT, 9/3/26

Why am I pushing for a vote to realign the RCC boundaries to be county-based? It comes down to two things:

- Customers
- Coordination

Customers first

You never get a 2nd chance to make a 1st impression, as they say. Here's an example up front—Picture a customer using the [Keep NH Moving](#) website for the first time based on seeing these options:



Transportation Region	Ways To Travel
Select Region	Select
Alliance for Community Transportation – ACT	
Carroll County	
Cheshire – Monadnock	
Coos and Grafton Counties	
Greater Nashua	
Mid-State	
Southern New Hampshire	
Sullivan County	

It is an arbitrary listing that few folks other than those 100 or so who are deeply entrenched in the world of RCCs would have a shot of deciphering. “ACT” is a region? I/we also know it as Region 10, but that isn’t helpful either. Southeast? Still unclear.

Customers would, on the other hand, generally immediately identify with the county. The current network may make sense to folks around the RCC/SCC tables, and there’s certainly merit as to how they evolved to the 8 RCCs that currently exist, but it simply doesn’t make sense to customers, as further evidenced by the CTNA and how its data was primarily based on counties.

Question: What county is Wakefield in?

A: Carroll

Question: What region from the list above covers Carroll County?

A: Carroll County (RCC2)

Question: What RCC is Wakefield in?

A: 10

Question: How would you (anyone outside of RCC10) describe RCC10?

A: Seacoast? "Alliance for Community Transportation" isn't descriptive. Maybe something like: "Seacoast communities roughly aligned with eastern Rockingham County, all of Strafford, and two towns in Carroll County?"

Coordination...including across funding sources

I would advocate that other fragmented boundaries likewise adopt county-based boundaries. Neither the (9) RPC boundaries, (13) public healthcare network boundaries, nor other such unique boundaries make perfect sense. It may not be worth changing boundaries on an individual basis, but from a systems perspective, may this change pave the way for those others to likewise consider a county-based approach. Kudos to NH's Aging & Disability Resource Centers ([ADRCs](#)) and Bureau of Aging & Adult Services ([BAAS](#)) for adopting the county-based approach already. For starters, imagine RCC reps consistently being at the same table of those partners. Let us join them; there's strength in numbers as we all strive to coordinate various funding sources at the state level. The county-based delineation marks the only common boundary that would make sense for all such funding sources. That, presumably, played no small role in why Impact Consulting used county boundaries extensively in the 2025-26 Community Transportation Needs Assessment ([CTNA](#)).

No boundaries are or ever will be perfect. However, the borders should survive changes in travel patterns, new medical facilities, etc. There will always be a need for cross-boundary coordination, regardless of the boundaries. While the boundaries have changed at least twice already since their implementation roughly 20 years ago, demonstrating that it's possible, it's unlikely a county-based network would need to ever be amended again. Yet a county-based approach would indeed likely require additional MOUs, especially in southern NH. With each passing year, however, regions have been making strides in terms of MOUs between regions.

For example, Hooksett's being in Region 3 (Merrimack County) would require negotiations with Region 8. Both Region 3 and Region 8 have already dealt with similar MOUs. Is there anything unique about Hooksett where an MOU would be an issue? Let's say Manchester and Concord are both absorbed by the Boston UZA as of the next Census: will there be issues to be worked out behind the scenes? Yes. But, having county-based RCCs will survive any such changes while giving customers a known starting point.

The Power of MOUs

It took a single champion, Jack Hutchinson, to work for years for Deerfield to be included in the RCC process. It took a collaboration between RCCs to devise a solution. Additional such solutions are needed. Deerfield is in RCC8 but is served by RCC10-based Ready Rides via an MOU. That's the exact sort of problem-solving the RCCs are there for.

Strafford and Rockingham County RCCs could merge into a single administrative body, as could Belknap-Merrimack Counties. It just takes an MOU. But from a customer's perspective, they will easily recognize their home county. Search by Belknap County? Cindy shows up as the RMM. Search by Merrimack? Cindy still shows up.

I don't mean to downplay short-term challenges. Regions 5, 7, 8, and 10, in particular, will require substantial efforts to implement MOUs due to the new lines drawn. However, I'm confident that we will not look back at a "yes" vote 20 years from now and wish it were a "no" vote.

Now's the time (well, how about in two years?)

I appreciate how disruptive this will be, which is why I'm pushing for it now. Once we start making inroads in promoting the statewide network, not to mention if the Rural Health Transformation (RHT) grant funding is utilized to help promote the RCCs in any fashion, the opportunity likely will have passed as any change will be exponentially more difficult even in five years.

While a vote is needed now, the implementation doesn't have to happen immediately; we can vote now to implement the change as of the SFY30-31 biennium to give us all time to work through the necessary changes, develop the marketing materials, etc.

I liken this to how Boston evolved to have separate North and South Stations. It made perfect sense that the stations were originally built on railroad owners' lands. But, over the years, there were opportunities to connect them and make one cohesive station. Short-term considerations, including funding and politics, took precedence over the long-term ideal of a seamless network at every stage, to the point where the fully developed city likely now makes it entirely unlikely. While it's not an exact parallel, I see the same potential missed opportunity here.

Bonus: Now fast-forward to a world with GTFS flex, which will show on-demand services. There will be no need to develop and maintain custom shapefiles as a county boundary layer will reflect demand-responsive services. Minor consideration, but it's not nothing.

Not the end of the world

I've heard/read many of the concerns presented to date. There are some very real challenges that would need to be addressed. If the vote is shot down, and the boundaries remain the same, it won't be the end of the world; it will just be a missed opportunity in my opinion. But I'll ask folks who are skeptical of the change to bear that in mind as well. Yes, there will be short-term headaches, and even some long-term downsides to county-based boundaries. We'll do what we can to get resources needed to help with the change. But if we vote to align to county boundaries, does anyone think those in the room 20 years from now will regret it and pine for the days of 8 somewhat arbitrary boundaries? I just can't see it.

(To me, this is where it should have started and ended! Other considerations, but that standardization provided by county boundaries rules the day.)

C. Definition of Regions

The Agreement in Principle suggests that the lead agency in each region be the local transit system or coordinated paratransit provider. It recognizes that the precise boundaries of each region will be determined during the implementation phase and goes on to suggest that the nine existing transit operators may form the core service areas.

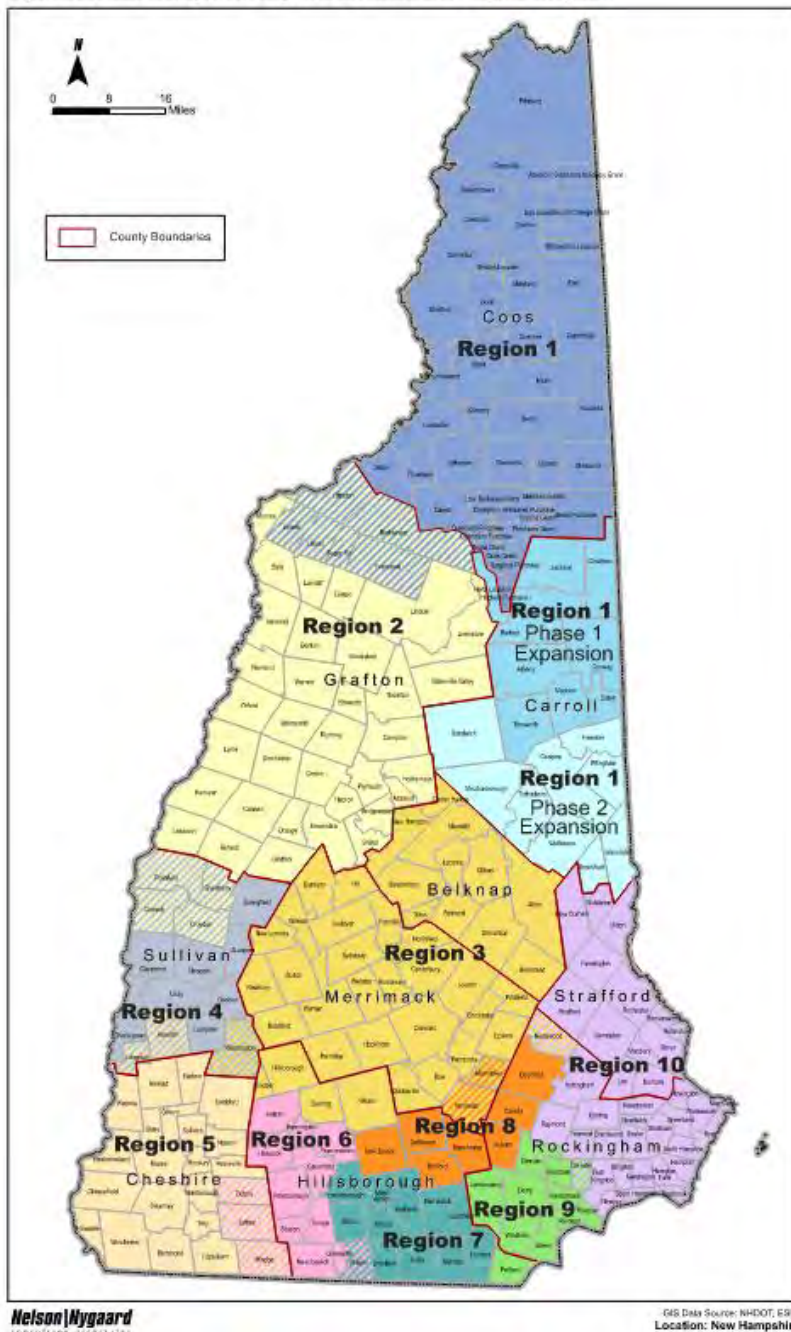
During the process of determining geographic coverage both for human service programs and for transit system service areas, both were mapped on the Office of State Planning geographic information system. It became evident that the programmatic service areas in some instances overlapped extensively while in other instances there were extensive gaps in the service areas. Out of this review, the most logical and consistent geographic coverages appeared to lie along county boundaries.

Further discussion of other potential geographic areas such as regional planning boundaries, community action boundaries and the existing transit area boundaries did not provide any greater level of consistency statewide. In addition, an added benefit exists with the potential use of the county boundaries, as most of the Counties provide some level of financial support for the various human service programs. Human services budget requests are considered individually during the county budget process. It is anticipated that by coordinating these budget requests and showing that the resulting services are being provided in a more efficient and effective manner to county clients, the opportunity for continuing county funding would be enhanced.

Page 23 of “Statewide Coordination of Community Transportation Services”, Governor’s Taskforce on Community Transportation/Nelson-Nygaard, October 2006
Section 2 of 2006 “Statewide Coordination of Community Transportation Services” report, Governor’s Taskforce on Community Transportation, Nelson-Nygaard

(This seems to be well overthought; note the boundaries have changed twice already, with MOUs needed in any case.)

Figure 2-3 New Hampshire Regional Coordination Council Regions



Geographic Regions and Coordination Roles

Consistent with the concept of regionalization, we have divided the state into 10 regions, building upon past/current successes rather than attempting to arbitrarily divide up the state by County, regional planning commission, or human service agency bureau regions. In our analysis, it became apparent that throughout New Hampshire there are some clearly successful and otherwise logical entities that represent solid candidates for potential RTCs. Our plan for regionalization follows the catchment/service areas of some of these services, and otherwise follows community transportation travel patterns.

These boundaries should be viewed as preliminary. Eventually it will be up to the SCC with input from local stakeholders to finalize the regions.

With that as an introduction, we have proposed carving up New Hampshire into 10 regions, as illustrated in Figure 2 on the following page. In many cases, particularly in the less-populated (more northern) parts of the state, regions fall logically along county lines, since the agency operators, consisting of CAP and senior organizations, are chartered along county boundaries and hence are already providing service or receiving funding on

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a county basis. In more densely populated parts of the state, particularly around Manchester, Nashua, Derry-Salem, and the Seacoast, regional divisions relate more closely to the catchment areas of the local transit agency and to the existing population. We have numbered the regions one through ten. Descriptions of the regions and the identification of possible prospective RTC candidates are presented below.

- **Region 1** consists of Coos and Carroll Counties, although because Coos and Carroll Counties have their own distinct characteristics and personalities, it may be a good idea to set up two distinct RCCs. Whether they are combined or not, some of the community transportation providers here are the **Tri-County Community Action Program's North Country Transportation (NCT)**, **Gibson Center for Senior Services**, **Northern New Hampshire Mental Health** and **Center for Hope**. It should be noted that Tri-County CAP's NCT is currently providing coordinated service throughout Coos County, and is participating in a transportation coordination effort involving service to/from Littleton, which is in Grafton County. Tri-County CAP has also informed us that they are currently looking into the expansion of NCT to the northern half of Carroll (labeled as the Phase 1 expansion on Figure 2), with the possibility of eventually expanding to the rest of Carroll County (Phase 2 expansion). Note that Tri-County CAP is just beginning this planning, and hence is not sure whether or not NCT service in Carroll County might be operated out of a remote facility there and/or whether Tri-CAP might enter into some strategic partnerships with some/all of the other agency-operators mentioned above.

- **Region 2** includes Grafton County. Two prominent community transportation providers in Grafton County include **Grafton County Senior Citizens Council (GCSCC)** and **Advance Transit**. GCSCC currently has senior center locations in Lebanon, Canaan, Orford, North Haverhill, Plymouth, Bristol, Lincoln and Littleton; each of these locations, with the exception of the senior center in Orford, has at least one vehicle which serves several surrounding towns. GCSCC also has been very active in local fund-raising to supplement Title III funding to cover the cost of senior transportation and transportation for adults with disabilities. With five accessible vans on order, Advance Transit is in the process of implementing an ADA paratransit service.
- **Region 1/Region 2 Overlap** – In Figure 2 there is striped area in the northern portion of Grafton County. Because of the coordination efforts and the trip patterns that tie in this portion of Grafton County with Tri-County CAP, it may be appropriate to assign these towns to Region 1. Whether this happens or not should be based on discussions between the RCCs of these two regions, with a blessing from the SCC.
- **Region 3** covers Belknap and Merrimack Counties, which are currently served by the **Belknap-Merrimack Community Action Program (B-M CAP)** through its Rural Transportation System, Concord Area Transit (CAT), and Central New Hampshire Transportation (CNHT) brokerage. We have also included in Region 3 the four towns of Windsor, Hillsborough, Deering, and Weare in northwestern Hillsborough County based on hospital catchment areas.
- **Region 4** is congruent with Sullivan County. Recently, a group called the Sullivan County **“Community Mobility Project”** Committee has formed to investigate possible collaboration of transportation services. **Community Transportation Services (CTS)** provides demand responsive and deviated fixed route service in the area and sits on the Community Mobility Project Committee.
- **Region 2/Region 4 Overlap.** Based on general trip patterns and hospital catchment areas, it appears that community transportation trips in northern Sullivan County focus on destinations in the Lebanon/Hanover area. Thus, the towns of Plainfield, Grantham, Cornish, and Croydon could be lumped in with Region 2.
- **Region 3/Region 4 Overlap.** Based on hospital catchment areas, there is one town in Sullivan County, Washington, that could be grouped with Region 3.
- **Region 5** includes the entirety of Cheshire County. **Home Healthcare, Hospice, and Community Services (HCS)** currently operates community transportation service out of Keene to towns throughout Cheshire County. The local chapter of the **American Red Cross** also provides community transportation services within the County.

- **Region 4/Region 5 Overlap.** There are two towns in southern Sullivan County, Langdon and Acworth, that could be grouped into Region 5, as many medical trips are taken to Keene.
- **Region 6** includes western Hillsborough County, and focuses on trip-making to destinations in Peterborough. Currently, the only transportation provider of any prominence is **HCS**, which operates two Section 5310 vehicles based in Peterborough.
- **Region 5/Region 6 Overlap.** There are three towns in southwestern Cheshire County, Dublin, Jaffrey, and Rindge, which could be grouped with Region 6, based on hospital catchment areas, i.e., medical trips from these towns would appear to be focused more on Peterborough than Keene.
- **Region 7** is an approximation of the Nashua metropolitan area, and includes 11 towns in south-eastern Hillsborough County. This area is served by public transit in the **City of Nashua**, which provides demand-responsive service in Nahsua, Hudson, and Merrimack.
- **Region 6/Region 7 Overlap.** The town of Mason, in south-central Hillsborough County is included in Region 6, but could just as well be included with Region 7, as medical trips from this town appear to focus on Nashua, based on hospital catchment areas.
- **Region 8** is carved out of Eastern Hillsborough County and Western Rockingham County, and includes the City of Manchester and 6 other towns in the Manchester urban area. The **Manchester Transit Authority** provides service within this area, as does **Easter Seals STS**.
- **Region 3/Region 8 Overlap.** Travel from the towns of Hooksett and Allenstown, in the south-eastern corner of Merrimack County, focus on Manchester. As such, it might be a good idea to split these two towns off from Region 3.
- **Region 9** primarily covers southwestern Stafford, and includes the urban areas of Derry and Salem. This area is soon to be served by the **Cooperative Alliance for Regional Transportation (CART** – an organization that is envisioned to function much like the CNHT brokerage), and is currently served by other transportation providers that focus on human service transportation, the most prominent one being **Easter Seals STS**. Easter Seals STS also recently was awarded the contract to manage CART.

- **Region 10** literally includes Eastern Strafford and Northern and Eastern Rockingham County. **Cooperative Alliance for Seacoast Transportation (COAST)** has a service area that is within (but does not cover the entire) Region 10. COAST has retained a consultant to look into coordination. Other community transportation operators within the region, include **Homemakers of Strafford County, Lamprey Health Care Senior Transportation, Portsmouth Housing Authority, Strafford County Community Action Committee, and Compass Care.**
- **Region 3/Region 10 Overlap.** Based on hospital catchment areas, the town of Northwood in eastern Strafford County could be grouped with Region 3, as it would appear that medical trips from this town focus on Concord.
- **Region 9/Region 10 Overlap.** The town of Danville, while a member of CART, could be grouped with Region 10, based on hospital catchment areas.