AD HOC JOINT COMMITTEE ON CAPITAL EXPENDITURES AND DEBT SERVICE PLANNING

April 30, 2026

A meeting of the Ad Hoc Joint Committee on Capital Expenditures and Debt Service Planning was held Thursday, April 30, 2026, at 7:00 p.m. in the aldermanic chamber, and duly noticed in two places, including the City's website, in accordance with the requirements of RSA 91-A:2 II.

Let's start the meeting by taking a roll call attendance. If you are participating via Zoom, please state your presence, reason for not attending the meeting in person, and whether there is anyone in the room with you during this meeting, which is required under the Right-To-Know Law.

The roll call was taken with 5 members of the Ad Hoc Joint Committee present:

Mayor James Donchess, Chairman, presided.

Members of the Committee present:	Alderman-at-Large Lori Wilshire Alderman Patricia Klee Tim Cummings, Administrative Services Director Matt Sullivan, Community Development Director Lisa Fauteux, Public Works Director Mayor Jim Donchess
Members of the Committee absent:	Alderman-at-Large Ben Clemons Alderman-at-Large Shoshanna Kelly
Also in Attendance:	Alderman Richard A. Dowd Alderman Paula Johnson Steve Buxton, Fire Chief Dawn Enwright, CFO Tim Cummings, Administrative Services Director

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ROLL CALL

DISCUSSION

- Fire

President Wilshire recognized Fire Chief Steve Buxton.

ADJOURNMENT

MOTION BY ALDERMAN KLEE TO ADJOURN
MOTION CARRIED

The meeting was declared adjourned at 7:49 p.m.

Tm Cummings, Administrative Services Director
Committee Clerk

Nashua Fire Rescue

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Dear Members of the Board of Aldermen,

At the request of Alderwoman Klee during the recent Ad Hoc Committee on Capital Planning meeting, I am providing a summary of Nashua Fire Rescue's capital priorities for the next five to ten years. This plan represents a strategic, data-driven roadmap focused on maintaining operational effectiveness, ensuring firefighter and public safety, and making responsible long-term investments in our infrastructure.

A recent Facility Condition Assessment identified over $14 million in immediate deficiencies and nearly $29 million in long-term needs across our system. While our facilities have been maintained, they are aging and increasingly strained by rising call volume, evolving service demands, and modern safety standards. This plan reflects a proactive approach to addressing those challenges.

Our top priority is the replacement of the Pine Hill Road Fire Station, which serves one of the largest and busiest areas of the city. This project will improve response times, enhance coverage, and provide critical space for emergency management, communications, and coordinated response operations.

The second priority is the relocation and modernization of our training grounds. Our current facility, in use since the 1980s, no longer meets operational needs. A new facility will restore and expand training capabilities while maintaining in-city readiness and improving firefighter safety.

We are also advancing a five-year HVAC capital plan to address aging systems across multiple stations. These upgrades are essential to improving air quality, energy efficiency, and overall working conditions.

In addition, we must continue addressing deferred maintenance across our facilities. While less visible, these investments are critical to preserving infrastructure and preventing more costly failures.

Looking ahead, the renovation of Station 1, our oldest facility, represents the next major project following completion of Pine Hill. This work will address significant structural, environmental, and operational deficiencies.

These priorities are not isolated requests—they are part of a coordinated strategy supported by the City's master plan and Facility Condition Assessment, both of which have been presented to and endorsed by the Board of Aldermen and the Board of Fire Commission.

This roadmap provides a clear path forward to properly invest in and maintain the critical infrastructure that supports emergency services in Nashua.

By following this plan, we position our department and our city to continue delivering the high level of service our community expects in a thoughtful and fiscally responsible manner.

Thank you for your continued leadership and support. Attached are the bullet points from my presentation for your review.

Respectfully,

Steve M. Buxton

Steve M. Buxton
Chief of Department
Nashua Fire Rescue

Nashua Fire Rescue – Capital Priorities Overview (5–10 Year Plan)

Strategic Overview

- Capital plan represents a data-driven, long-term roadmap focused on:
    - Operational effectiveness
    - Firefighter and public safety
    - Fiscal responsibility
- Based on Facility Condition Assessment findings:
    - Over $14 million in immediate deficiencies
    - Nearly $29 million in long-term capital needs
- Conclusion:
    - Infrastructure has been maintained but is aging and under increasing demand
    - Proactive investment is required to sustain service levels

Priority 1: Pine Hill Road Fire Station Replacement ($1.25M – Continued Funding- Estimated to be a $32.5 M construction cost)

- Current station (built 1961) no longer meets operational demands
- Covers largest geographic district, including:
    - Amherst Street
    - Broad Street commercial corridors
- Challenges:
    - Exceeding NFPA response time standards
    - Increased simultaneous call volume
- Key improvements:
    - Addition of second company
    - Relocation of Ladder 1
    - Improved response times and coverage
- Multi-use facility benefits:
    - Dedicated Emergency Operations Center (EOC)
    - Permanent Emergency Management headquarters
    - Expanded Radio Communications Division space
- Modern design features:
    - Separation of clean/dirty operational areas
    - Individual restrooms/showers (privacy & inclusivity)
    - Single-story layout (efficiency & ADA compliance)

Priority 2: Training Grounds Relocation ($900K initial / $1.9M overall)

- Current training site:
    - Located at landfill since mid-to-late 1980s
    - Previously included:
        - Multi-story training building
        - Gas props, vehicle fire props
        - Roof & confined space simulators
    - Capabilities significantly reduced over time
- Current issues:
    - Undersized and shared with Public Works
    - Existing structure nearing end of life
    - High rehabilitation cost (approaching new build cost)
- Strategic approach:
    - Build new, modern facility for similar cost
    - Repurpose usable components from current site
    - Expand training capacity
- New facility capabilities:
    - Multi-story training structures
    - Live fire training props
    - Roof and confined space simulators
    - Dedicated classroom space
    - Decontamination and shower facilities
    - Secure, standalone training environment
- Operational importance:
    - Maintains in-city training capability
    - Avoids reliance on distant facilities (e.g., Concord)
    - Supports:
        - Firefighter safety
        - Operational readiness
        - ISO rating (impacts insurance costs)

Priority 3: Five-Year HVAC Capital Plan ($1.5M annually / $7.5M total)

- System-wide issues:
    - Aging HVAC systems
    - Failing controls
    - Poor air quality
- Planned improvements:
    - Replacement of:
        - Boilers
        - Air handlers
        - Ductwork
    - Installation of modern building controls
    - Enhanced ventilation, especially in PPE storage areas

- Impact:
  - Improves firefighter health and safety
  - Increases energy efficiency
  - Enhances system reliability

Priority 4: Deferred Maintenance ($175K annually / $875K over 5 years)

- Addresses accumulated system-wide issues:
  - Pavement and drainage failures
  - Aging kitchens and bathrooms
  - Broken fixtures and mechanical systems
  - Roofing, ventilation, flooring, and painting
  - Window and door replacement projects
- Key concern:
  - Facilities rely on residential-grade materials not suited for 24/7 operations
- Strategic importance:
  - Prevents escalation into larger, more costly repairs
  - Protects prior and future capital investments

Future Priority: Station 1 Renovation

- Oldest facility (built 1894) with significant deficiencies:
  - Structural issues (apparatus bay floor deterioration)
  - Asbestos and lead abatement required
  - HVAC replacement (air quality concerns)
  - Lack of separation between apparatus and living areas
  - Inadequate PPE storage
- Planned upgrades:
  - Modern living and sleeping quarters
  - Updated bathrooms and facilities
  - Improved energy efficiency and site drainage
  - Enhanced safety, security, and functionality

Closing Points

- Plan reflects a shift from reactive to proactive investment
- Addresses:
  - Aging infrastructure
  - Increased service demand
  - Evolving health and safety standards
- Established priority order:

1. Pine Hill Road Station
2. Training Grounds Relocation
3. HVAC Capital Plan
4. Deferred Maintenance
5. Station 1 Renovation and future projects

- These requests are supported by:
    - City-wide Master Plan
    - Facility Condition Assessment
    - Endorsed by:
        - Board of Aldermen
        - Board of Fire Commission
- Key message:
    - These are not isolated projects, but a coordinated infrastructure strategy
    - Ensures continued delivery of high-quality emergency services
    - Balances operational needs with fiscal responsibility