

PERSONNEL/ADMINISTRATIVE AFFAIRS COMMITTEE

SEPTEMBER 9, 2026

A meeting of the Personnel/Administrative Affairs Committee was held Wednesday, September 9, 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.

The roll call was taken with 4 members of the Personnel/Administrative Affairs Committee present:

Vice-Chairman Ben Clemons presided.

Members of the Committee present:      Alderman Derek Thibeault  
Alderman Paula Johnson  
Alderman-at-Large Ben Clemons, Vice Chair  
Alderwoman-at-Large Shoshanna Kelly, Chairwoman (Zoom)

Members not in Attendance:      Alderman Thomas Lopez

Also in Attendance:      Alderman Patricia Klee  
Mayor Jim Donchess  
Steve Bolton, Corporation Counsel  
Lisa Fauteux, Director of Public Works  
Dave Boucher, Superintendent of Wastewater  
Noelle Osborne, Plant Operations Supervisor

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ROLL CALL

PUBLIC COMMENT

COMMUNICATIONS

From:      Lisa Fauteux, Director of Public Works  
Re:      Referral from Board of Aldermen (Ordinance O-26-023)

***There being no objection, Chairwoman Kelly accepted the communication and placed it on file.***

INTERVIEWS

Historic District Commission

Marnie Gordon (new appointment)  
69 Concord Street  
Nashua, NH 03064

Term to Expire: July 16, 2029

APPLICATION TO LICENSE HAWKER'S, PEDDLER'S, ITINERANT VENDOR'S LICENSE – None

APPOINTMENTS BY THE MAYOR

**MOTION BY ALDERMAN THIBEAULT TO RECOMMEND THE FOLLOWING NEW APPOINTMENT TO THE HISTORIC DISTRICT COMMISSION: MARNIE GORDON WITH A TERM TO EXPIRE JULY 16, 2029; AND TO RECOMMEND THE RE-APPOINTMENT OF JOSEPH DUQUETTE TO THE AIRPORT AUTHORITY WITH A TERM TO EXPIRE AUGUST 31, 2031, BY ROLL CALL**

*A viva voce roll call was taken, which resulted as follows:*

Yea:      Alderman Thibeault, Alderman Johnson, Alderman Clemons, Alderwoman Kelly      4

Nay:      0

**MOTION CARRIED**

UNFINISHED BUSINESS - None

NEW BUSINESS – RESOLUTIONS - None

NEW BUSINESS – ORDINANCES

**O-26-023**

Endorser: Mayor Jim Donchess

**INCREASING SEWER USE FEES RATES AND CHARGES**

**MOTION BY ALDERMAN THIBEAULT TO RECOMMEND FINAL PASSAGE, BY ROLL CALL**

*A viva voce roll call was taken, which resulted as follows:*

Yea: Alderman Thibault, Alderman Clemons, Alderwoman Kelly 3

Nay: Alderman Johnson 1

**MOTION CARRIED**

TABLED IN COMMITTEE

**MOTION BY ALDERMAN JOHNSON TO REMOVE FROM THE TABLE O-26-002, BY ROLL CALL**

*A viva voce roll call was taken, which resulted as follows:*

Yea: Alderman Thibault, Alderman Johnson, Alderman Clemons, Alderwoman Kelly 4

Nay: 0

**MOTION CARRIED**

**O-26-002**

Endorsers: Alderman Paula Johnson  
Alderman-at-Large Ben Clemons  
Alderman Tim Sennott

**ALLOWING ELECTRONIC PUBLIC COMMENT FOR PEOPLE WITH WALKING DISABILITIES**

**MOTION BY ALDERMAN THIBEAULT TO RECOMMEND FINAL PASSAGE**

**MOTION BY ALDERMAN JOHNSON TO TABLE, BY ROLL CALL**

*A viva voce roll call was taken, which resulted as follows:*

Yea: Alderman Thibault, Alderman Johnson, Alderman Clemons, Alderwoman Kelly 4

Nay: 0

**MOTION CARRIED**

**O-26-004**

Endorsers: Alderwoman-at-Large Shoshanna Kelly  
Alderwoman Vengerflutta Smith  
Alderman Tim Sennott  
Alderman Thomas Lopez

**REPEALING THE PROHIBITION ON CAMPING ON PUBLIC PROPERTY**

**O-26-005**

Endorsers: Alderwoman-at-Large Shoshanna Kelly  
Alderman Tim Sennott

Alderman Thomas Lopez

**REPEALING THE PROHIBITION ON CAMPERS AND RECREATIONAL VEHICLES ON PUBLIC PROPERTY**

PUBLIC COMMENT

GENERAL DISCUSSION

REMARKS BY THE ALDERMEN

ADJOURNMENT

**MOTION BY ALDERWOMAN KELLY TO ADJOURN, BY ROLL CALL**

*A viva voce roll call was taken, which resulted as follows:*

Yea: Alderman Thibeault, Alderman Johnson, Alderman Clemons, Alderwoman Kelly 4

Nay: 0

**MOTION CARRIED**

The meeting was declared closed at 8:56 p.m.

Alderman Derek Thibeault  
Committee Clerk



# Division of Public Works

City of Nashua, New Hampshire



**Sewer User Fees Presentation**  
**September 2026**

# Wastewater

## Overview

- Foot Print – 28 Acres
- Collects and treats wastewater
- Delivers clean, clear effluent into the Merrimack River
- Services approximately 89,000 residents in the City of Nashua
- Also services Hudson, Merrimack and Tyngsboro, MA



# Wastewater

## Wastewater Facility

- Design Flow = 16 million gallons per day
- Average Flow = 12 million gallons per day
- Peak Flow = 110 million gallons per day
- Total Septage = 800,000 gallons per year



# Wastewater

## Collection System

- 446 Miles – Total for Collection System
  - Sanitary, Storm and Combined
- 12 Pump Stations
- 9 Combined Sewer Overflow Structures
- 8 Siphon Chambers



## Wastewater Projects

**Pump Station Phase II Upgrade  
Total Cost \$6M**

Upgrades performed at seven Pump Stations



# Wastewater



New platforms, valves piping and fresh paint

**Drywell Valve and Pipe Replacement  
Total Cost \$7M**

## Wastewater Facility Projects

# Wastewater

- Fire Alarm Upgrade – Total Cost **\$1.5M**
- Gas Monitoring System Upgrade – Total Cost **\$401K**
- Loading Dock and Tank Coating – Total Cost **\$110K**



# Wastewater

## Current Projects

### **SCADA System Upgrade**

Construction Phase 2026

**Estimated Total Cost \$280K**

**Includes:** Software, Hardware and Security Upgrades to the facility's real time data collection, monitoring and control system

### **Phase I Upgrades**

Construction Phase 2027

**Estimated Total Cost \$13M**

**Includes:** Major gate replacements and tank repairs throughout the Facility, flow meter replacements and chemical pump replacements, stormwater improvements, and pump building improvements.

## Future Capital Project



**Class A Biosolids**  
**Estimated Total Cost \$40M**

# Wastewater



## Ongoing Capital Projects

# Wastewater

- Consent Decree Operation Expenditures
- Inflow and Infiltration
- Annual Stormwater Management/Abatement
- Merrimack River Levee Rehabilitation
- CSO Flooding

## Permits

- NPDES (EPA)
- NH SQC (NHDES)
- Air (NHDES)
- AST (NHDES)
- UST (NHDES)
- Multi Sector General Permit (EPA)
- MS4/ NPDES Phase II (EPA)
- Hazardous Waste SQG Certification (NHDES)
- Hazardous Waste RCRA (NHDES/ EPA)

# Wastewater



## Governing Documents

- Collection System O&M (CMOM/ NPDES)
- Long Term Control Plan/ Integrated Plan (CMOM/ NPDES/ MS4)
- Consent Decree (NPDES)
- Post Construction Monitoring Plan (NPDES)
- Storm Water Management Plan (MS4)
- Illicit Discharge Detection and Elimination (IDDE) Program (MS4)
- NOI (MS4/ MSGP)
- SWPPP (MSGP)
- SPCC (AST/UST)

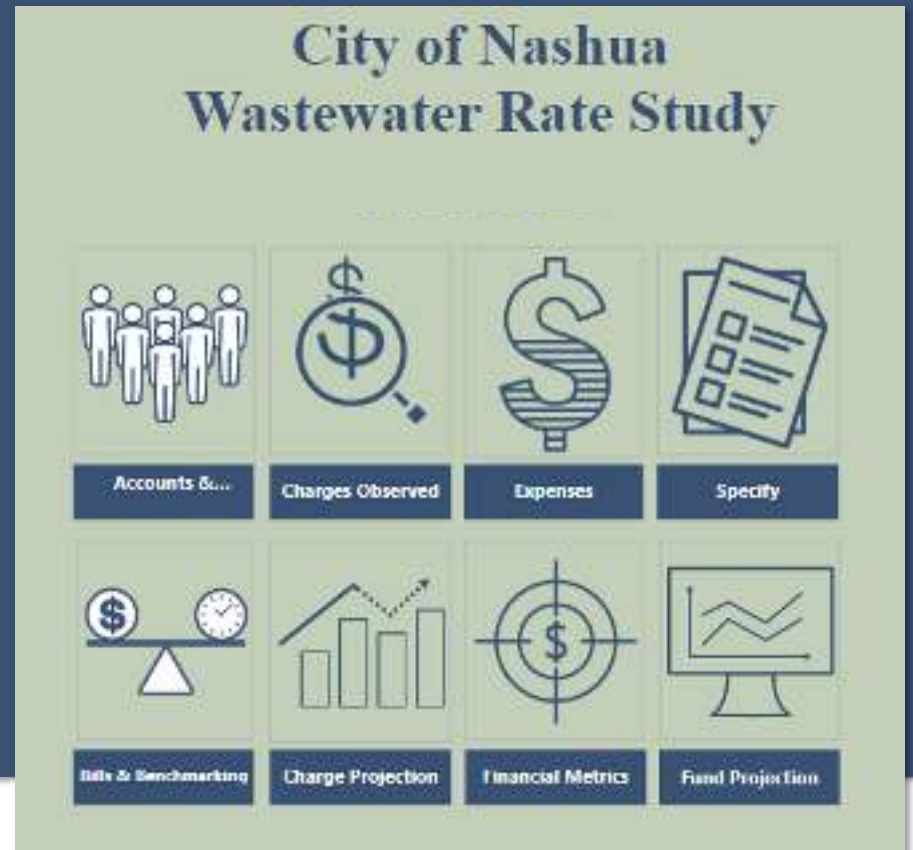
# Wastewater



**Hazen**

# Nashua Wastewater Rate Study Update

September 2026



# Agenda

- Model Purpose & Function
- Data Sources
- Projected Wastewater Expenses & Capital Projects
- FY27-FY29 Proposed Wastewater Rate Increases

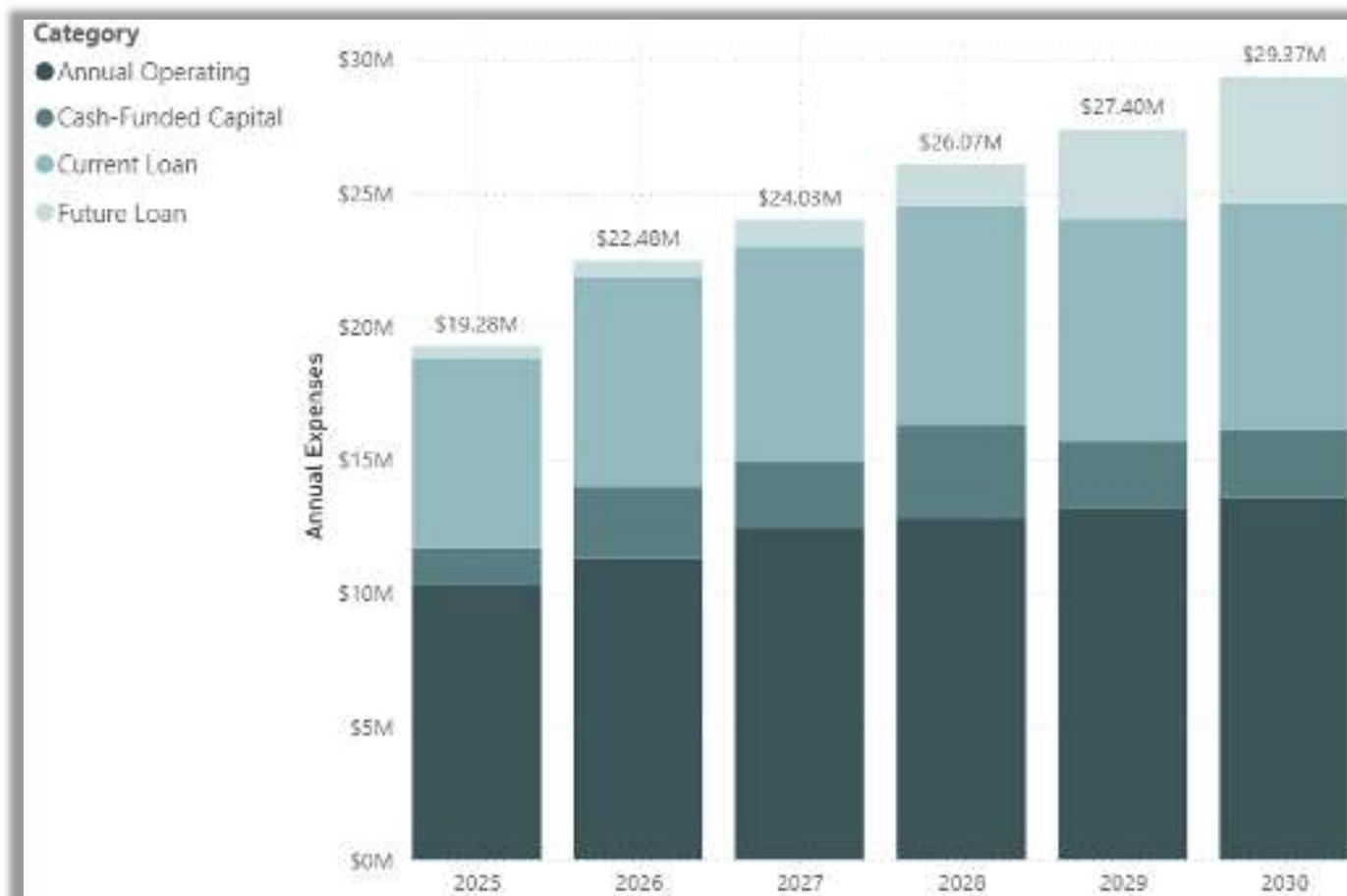
## Background

- A financial model to inform **equitable, fiscally responsible, and defensible** rates and built using
  - Historical usage and billing data
  - Historic financial information received from data requests
  - Planned capital improvements and future loans
- The model is based on an **excel spreadsheet** and uses **Power BI** visualizations
  - The excel is a living document intended to be updated each year

# Data Sources

- Usage Data for Fiscal Year 2025
- Fiscal Year 2025 Actual Revenue and Expenses
- Ordinance with CY24, CY25, CY26 Sewer Rate Increases
- FY2025-2030 Capital Requests
- Latest Debt Service Schedule
- Updated Operating & Capital Equipment Reserve Fund Balance

## Projected Expenses

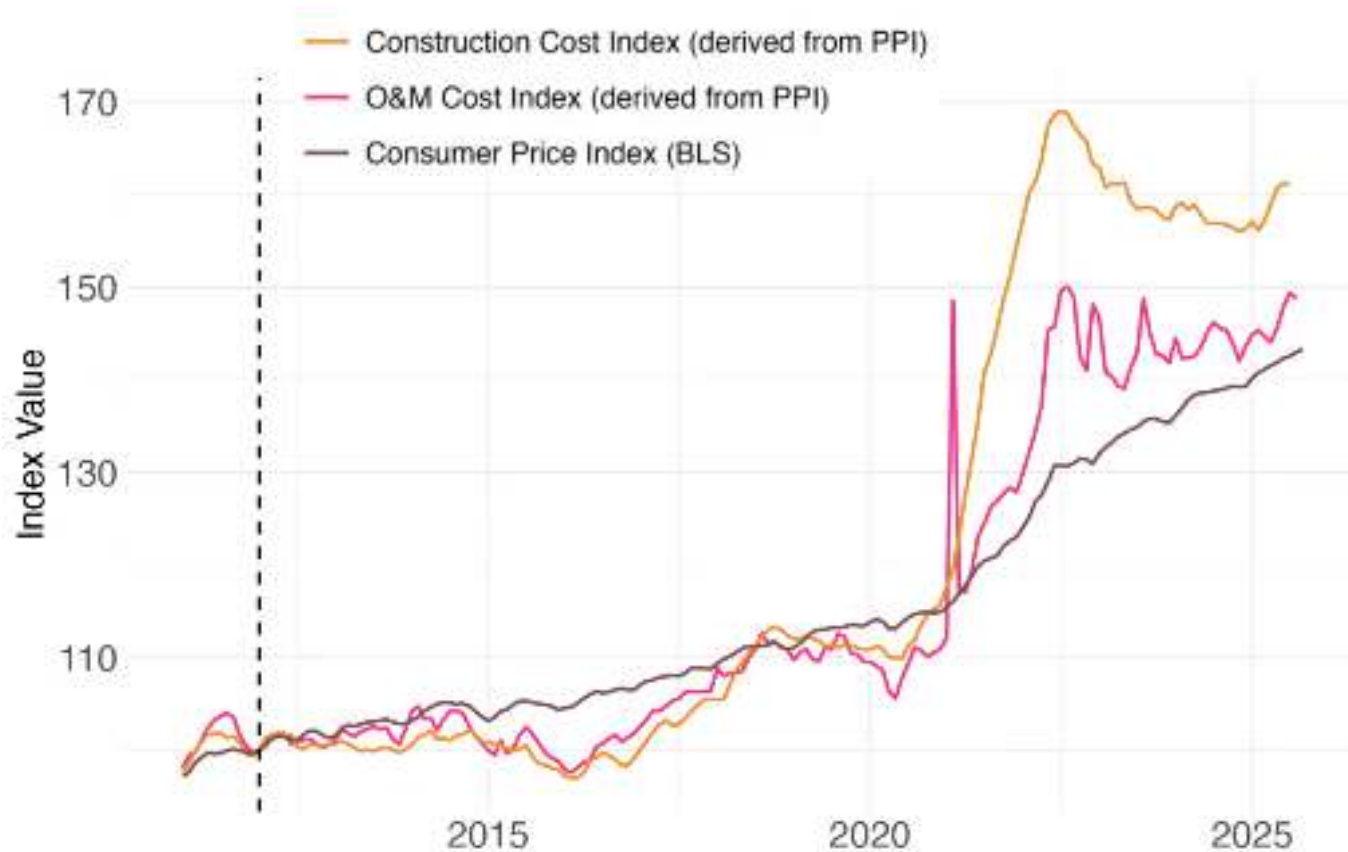


# Projected Expenses

## Ongoing and Planned Programs and Capital Projects

- Phase 1 WWTP Upgrades
- WW Maintenance Facility
- Sludge Storage Tank Upgrade
- Consent Decree Operational Expenditures
- Inflow and Infiltration
- Annual Stormwater Management/Abatement
- Merrimack River Levee Rehabilitation
- CSO Flooding
- Class A Biosolids

# Market Impacts on Cost Escalation



## Average Annual Cost Escalation (2021-2026)

- CPI = 4.4%
- O&M = 6.1%
- Capital = 8.0%

[Accounting for Inflation in Water and Wastewater Capital Planning | Environmental Finance Center](#)

## Proposed Rate Increases

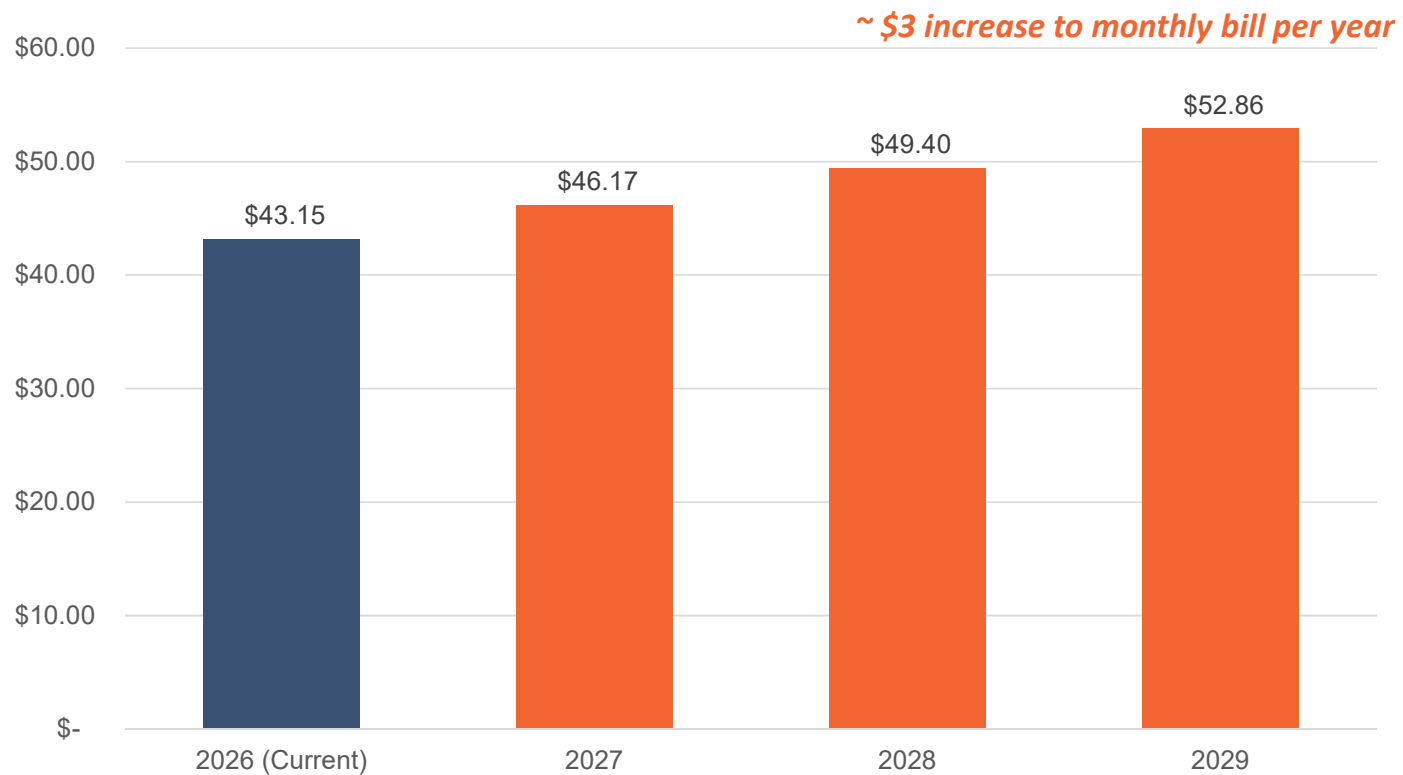
FY27 – FY29

- April 1, 2024 = 15% increase
- January 1, 2025 = 10% increase
- January 1, 2026 = 10% increase
- January 1, 2027 (Proposed) = 7% increase
- January 1, 2028 (Proposed) = 7% increase
- January 1, 2029 (Proposed) = 7% increase



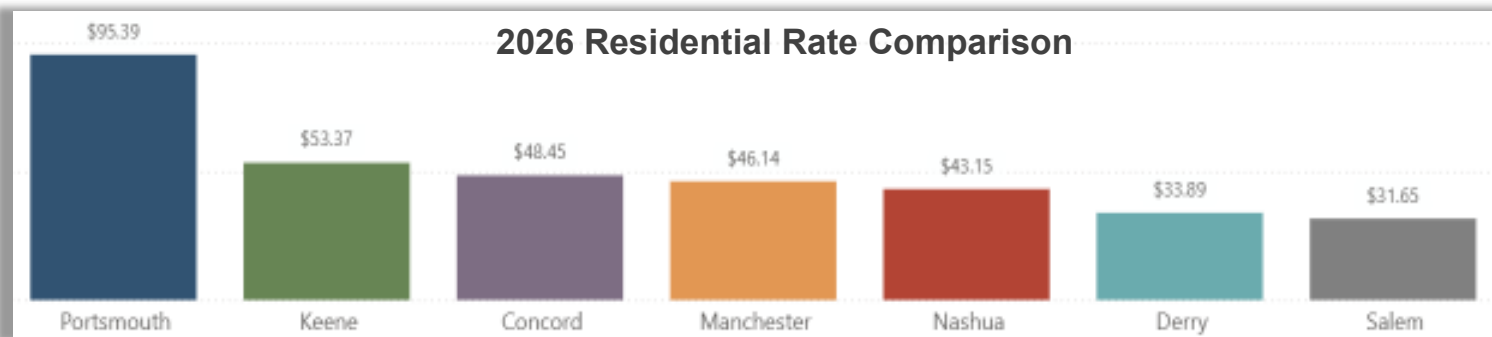
## Proposed Rate Increase Monthly Bill Impact

- Assumes 5 CCF per month, 5/8-inch meter



## Rate Comparison

- Average Residential Monthly Bill: assumes 5 CCF per month, 5/8–inch meter

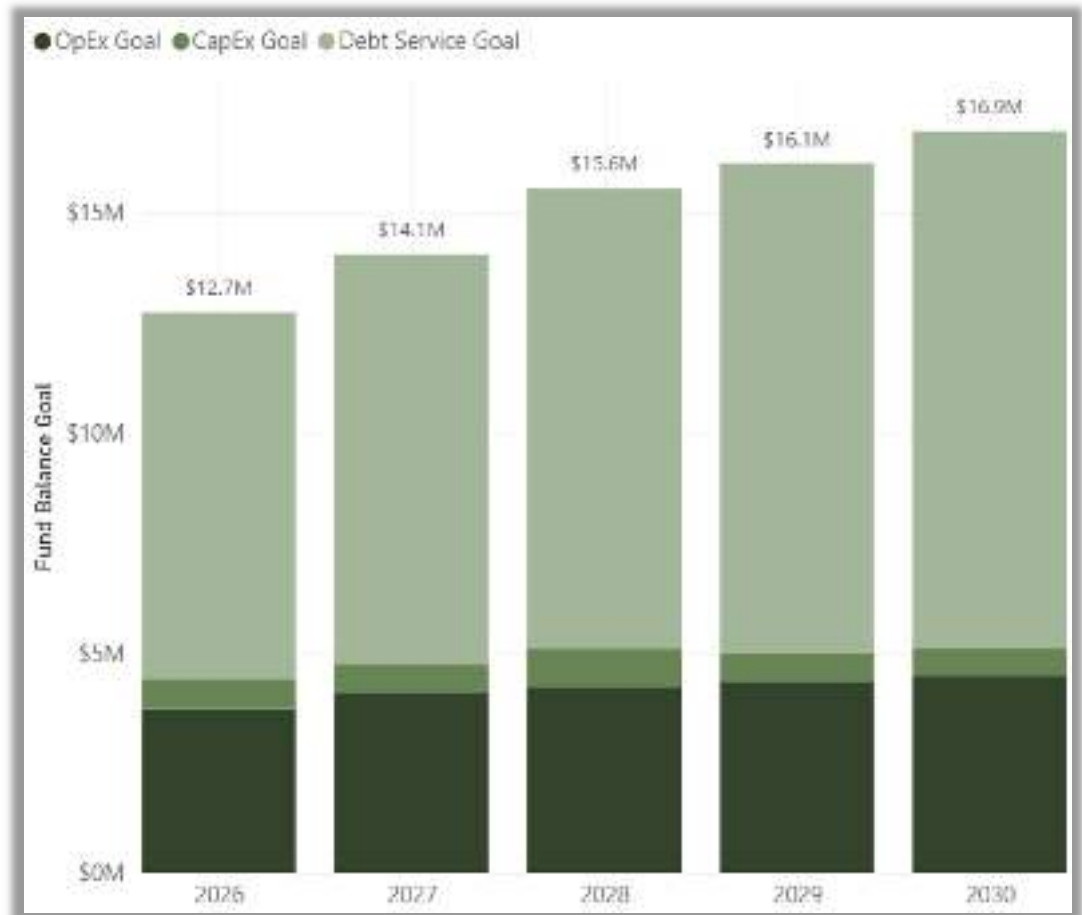


- Manchester has approved **19% annual increase** from 2025 - 2028. This will result in an average residential monthly bill in 2028 of \$65.34 while Nashua's is projected to be \$49.40.
- Concord recently implemented a **16% increase** to sewer rates
- **Affordability Metrics**
  - Rate increase would maintain affordable rates well below the 2% USEPA affordability threshold for lowest quintile income.

## Fund Balance Goal Projections

- Wastewater Fund Balance Goal\*
  - The 7% rate increases ensure the fund balance meets the following goals:
    1. **Operating Expenses (OpEx) Goal**
      - 4 months of Operating Expenses
    2. **Capital Expenses (CapEx) Goal**
      - 25% Capital Expenses
    3. **Debt Service Goal**
      - 1-year of Debt Service

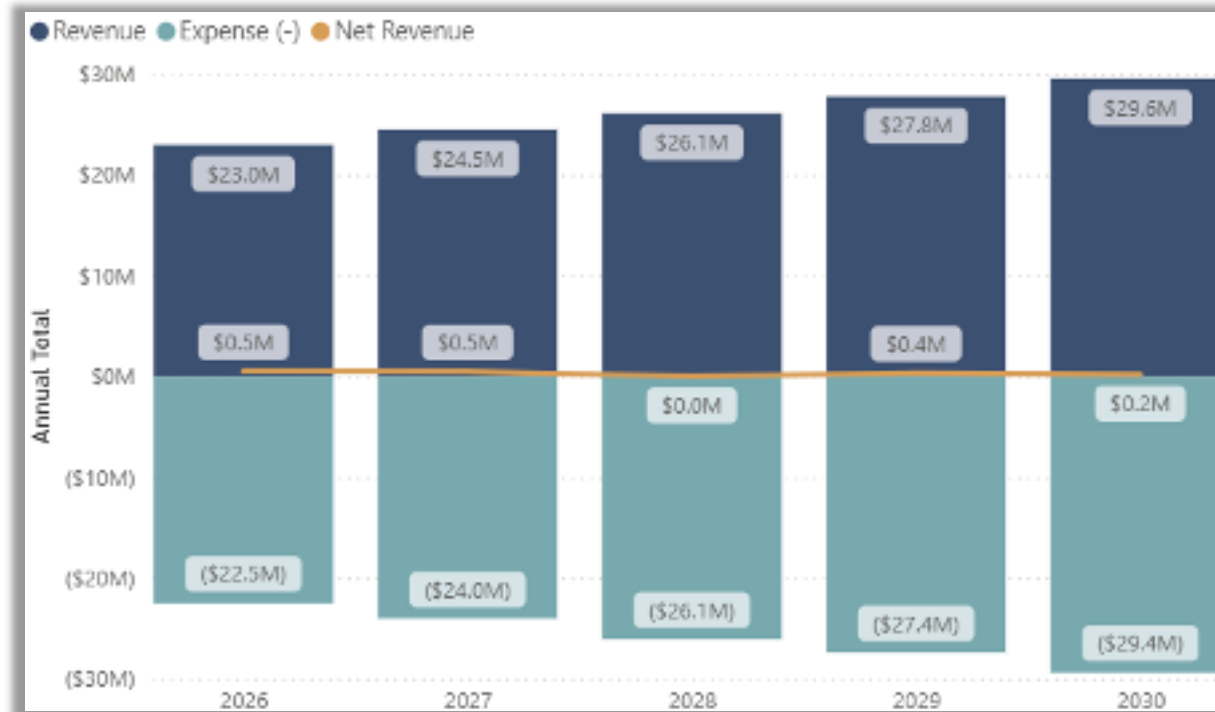
*\*Industry standard goal derived directly from a combination of Government Finance Officers Association (GFOA) best practices, municipal bond covenants, and credit rating agency benchmarks (such as S&P, Moody's, and Fitch)*



# Net Revenue Projections

FY26 – FY30

- Net Revenue
  - Projections with the proposed 7% rate increases indicate **positive net revenue through 2030**

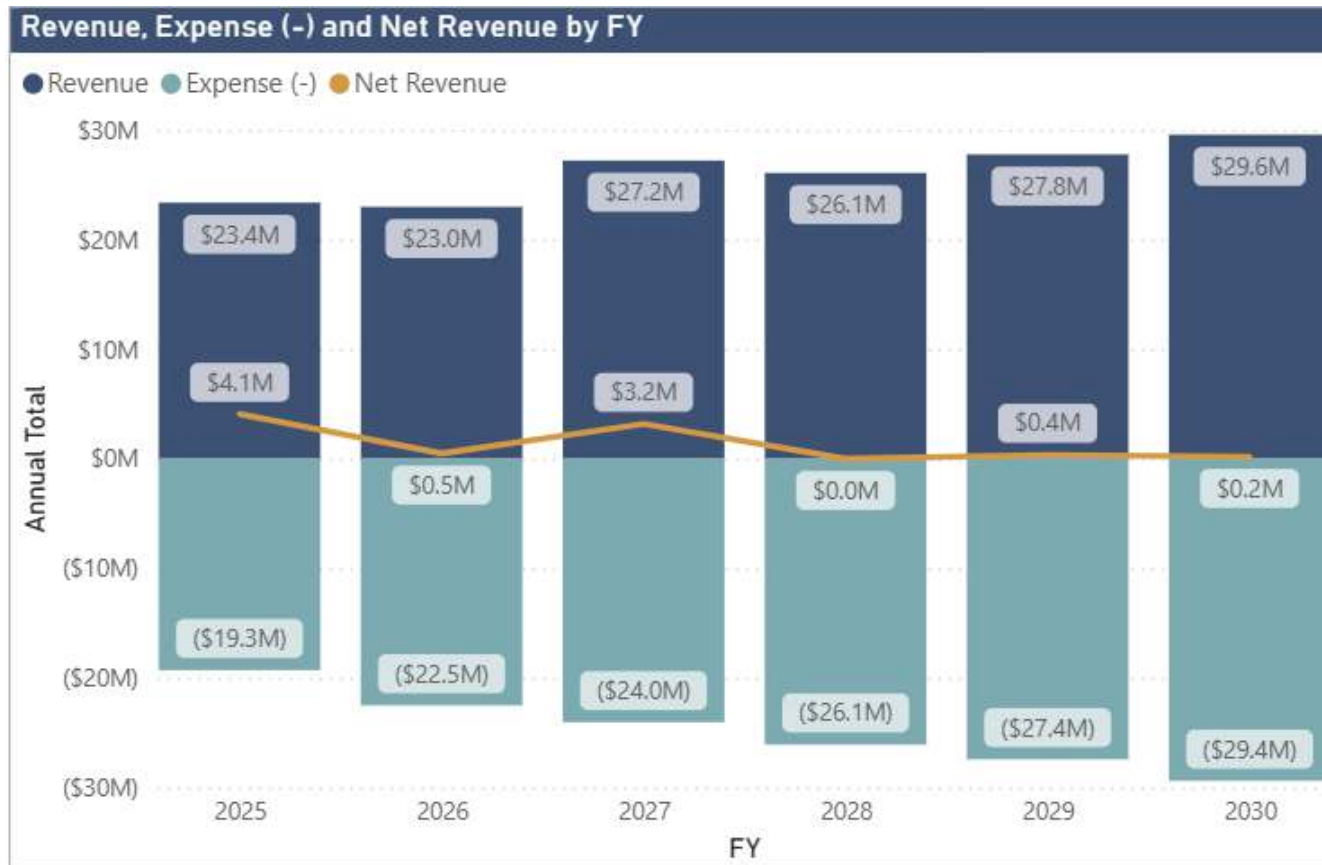


**Thoughts | Comments | Questions**



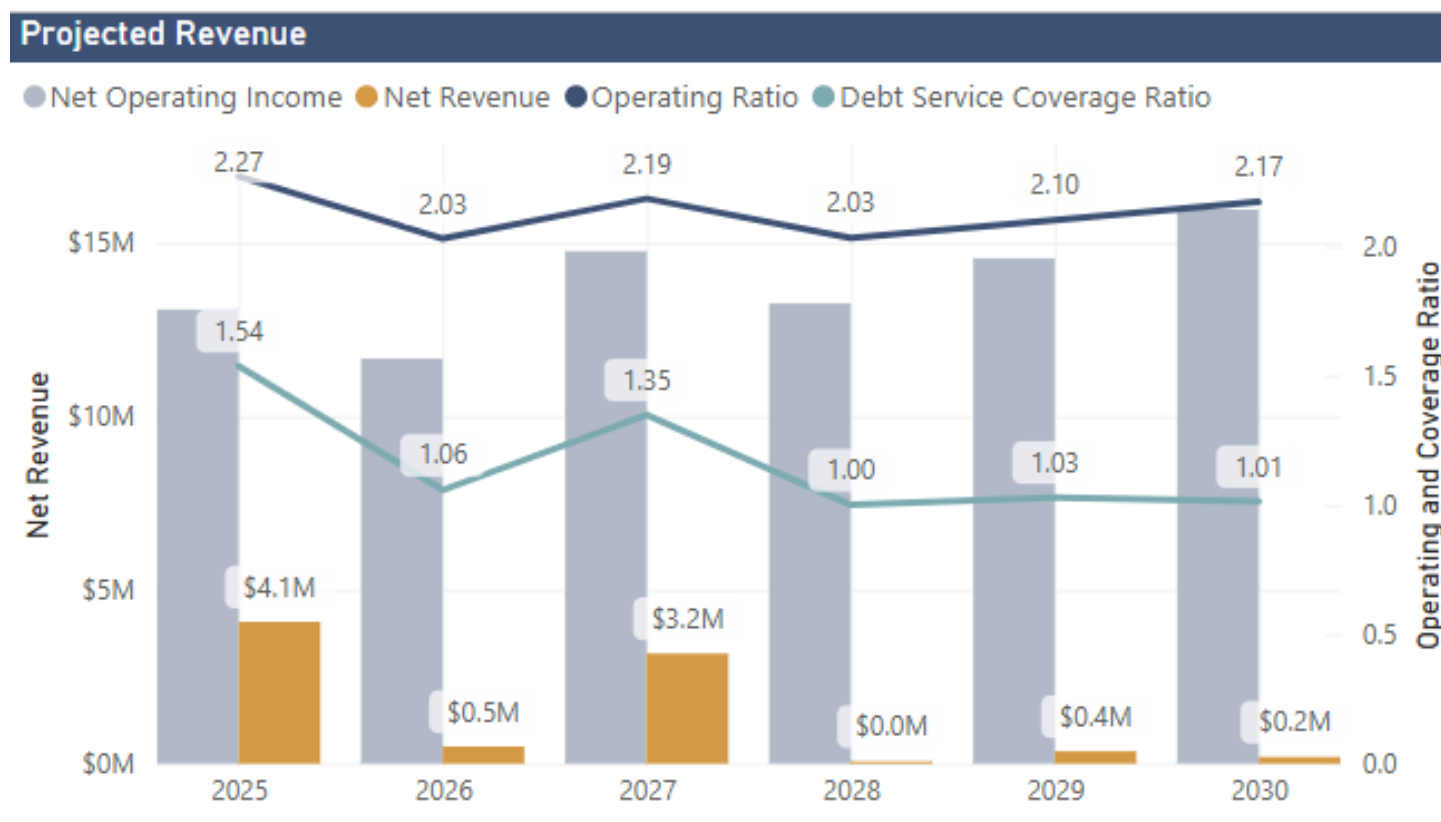
# Net Revenue Projections

Including Unpaid Bills



# Debt Service Coverage Projections

Including Unpaid Bills



## Estimated Future Costs

| Expense Item                                                   | 2026 Estimate |
|----------------------------------------------------------------|---------------|
| WWTP Phase 1 Upgrades                                          | \$13.4M       |
| WW Maintenance Facility                                        | \$14.8M       |
| Secondary Clarifier Upgrade                                    | \$3.3M        |
| Operating Expenses – Wages, Chemicals, Disposal Services, etc. | \$11.9M       |
| Class A Biosolids                                              | \$20.0M       |