categories: **New Ranking Criteria amended by the CIC February 5, 2025**

Criteria	Considerations	5 – High Priority	3 – Medium Priority	1 – Low Priority
Urgency	Does delay pose risks to safety, compliance, or major cost increases?	Critical safety/legal risk; must proceed ASAP.	Moderate urgency; delay may increase costs or inconvenience.	No immediate risk; no harm from delay.
Project Readiness	Are designs, permits, and cost estimates done? Are implementation barriers low?	Fully planned with feasibility studies, cost estimates, and execution strategy.	Some documentation; missing key elements.	No documentation or feasibility plan.
Economic Impact	Are funding sources secured? Type? Is the project cost-effective in the long run?	Outside funding availability, high ROI, cost-efficient.	Moderate cost and funding potential.	High cost, low ROI, limited funding.
Environmental Impact	Does the project advance climate goals, improve efficiency, or integrate renewables?	Significant sustainability benefits, emissions reductions, resilience improvements.	Neutral impact or minor sustainability benefits.	Negative environmental effects, regulatory risks.
Social Impact	Does the project improve underserved areas, transit access, or public amenities?	Strong public benefits, improves equity and accessibility.	Some benefits, minor accessibility/equity gains.	No public benefit, worsens accessibility/equity.
Interdependencies	Does the project need another project to be completed first? Does it coordinate with long-term planning?	Fully aligned with other projects, dependencies secured.	Can move forward independently but benefits from others.	Relies on unapproved/unfunded projects.
Operations & Maintenance	Will this project create long-term operational costs that exceed benefits?	Low lifecycle costs, minimal maintenance needs.	Moderate operational burden.	High future maintenance costs, unsustainable.

Following the scoring each project against the seven criteria above, those individual criteria scores are then weighted to develop a final project score, as shown below.

Criteria	Weight (%)	Score (1-5)	Weighted Score (Score x Weight)
Urgency	25%	*1-5*	*Score x 0.25*
Project Readiness	20%	*1-5*	*Score x 0.20*
Economic Impact	15%	*1-5*	*Score x 0.15*
Environmental Impact	10%	*1-5*	*Score x 0.10*
Social Impact	10%	*1-5*	*Score x 0.10*
Interdependencies	10%	*1-5*	*Score x 0.10*
Operations & Maintenance	10%	*1-5*	*Score x 0.10*
Total	**100%**	**N/A**	**Sum of weighted scores, rounded to two decimal places**

Projects are then ranked by their weighted scores and assigned a ranking number.

FY 2027 – 2032 CAPITAL IMPROVEMENT PROJECTS

I. Airport Authority

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
15 / 125 4.17 / 5	**Acquire Land – 81 Pine St**	**FY 31**	**$ 27,778**

Detailed Score Breakdown by Scoring Criteria

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
4.33	4.17	4.67	3.50	4.17	4.00	3.83

Purchase land in RPZ (Runway Protection Zone) (81 Pine Hill Rd).
The project will be completed utilizing 90% FAA Grant Share ($500,000), 5% NHDOT Share ($27,778) and 5% Airport Sponsor (City Share) ($27,778).

Alignment with Master Plan Goals and Capital Planning Best Practices Protection of Public Health, Safety, and Welfare
Status of Request w/ CIC Existing/Carry-Over/Partially Funded Previously
Eisenhower Matrix Quadrant Urgent & Important
Capital Cost Notes (if applicable) Total project cost: $555,556 / FAA share: $500,000 / NHDOT share: $27,778 / Airport Sponsor (City of Nashua) share: $27,778
Project Location Notes (Assessor's Map/Lot or Address Details) 81 Pine Hill Rd

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
8 / 125 4.30 / 5	**Airfield Pavement Maintenance, Marking and/or Drainage**	**FY 28, FY 30, and FY 32**	**$ 24,999**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
4.20	4.40	5.00	3.40	3.80	4.60	4.40

This project will provide necessary maintenance for airfield pavement, such as crack sealing, marking and/or drainage repairs. Pavement maintenance is critical for the safety and utility of the airport. This project will be completed utilizing 90% FAA Grant Share ($150,000), 5% NHDOT Share ($8,333) and 5% Airport Sponsor (City Share) ($8,333), for each year in the request for a total of: 90% FAA Grant Share ($450,000), 5% NHDOT Share (24,999), and 5% Airport Sponsor (City Share) ($24,999).

Alignment with Master Plan Goals and Capital Planning Best Practices Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC Existing/Carry-Over/Partially Funded Previously
Eisenhower Matrix Quadrant Urgent & Important
Capital Cost Notes (if applicable) Total project cost: $192,647 / FAA Grant Share: $173,383 / NH DOT Share: $9,632 / Airport Sponsor (City of Nashua Share): $9,632 per year
Project Location Notes (Assessor's Map/Lot or Address Details) Nashua Municipal Airport

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
27 / 125 4.07 / 5	**Construct Service Roadway (adjacent to RR Tracks)**	**FY 32**	**$ 25,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.60	4.20	5.00	3.40	3.80	4.40	4.20

This project will construct a service road along the RR Tracks, inside the existing perimeter fence. This project will be completed utilizing 90% FAA Grant Share ($450,000), 5% NHDOT Share ($25,000) and 5% Airport Sponsor (City of Nashua) Share ($25,000).

Alignment with Master Plan Goals and Capital Planning Best Practices Protection of Public Health, Safety, and Welfare
Status of Request w/ CIC New Project Request
Eisenhower Matrix Quadrant Urgent & Important
Capital Cost Notes (if applicable) Total project cost: $500,000 / NHDOT Share: $25,000 / Airport Sponsor (City of Nashua) Share: $25,000
Project Location Notes (Assessor's Map/Lot or Address Details) Nashua Municipal Airport - East Side along perimeter fence

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
29 / 125 4.07 / 5	**Construct Terminal Building**	**FY 27**	**$ 65,789**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.83	4.33	4.83	3.50	3.67	3.83	4.17

This project will be funded utilizing 95% Bipartisan Infrastructure Law grant money ($2,500,000), 2.5% NHDOT Share ($65,789) and 2.5% Airport Sponsor Share ($65,789).

Alignment with Master Plan Goals and Capital Planning Best Practices Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC Existing/Carry-Over/Partially Funded Previously
Eisenhower Matrix Quadrant Urgent & Important
Capital Cost Notes (if applicable) Total project cost = $2,631,578 / 95% BIL Grant Share = $2,500,000 / 2.5% NHDOT Share = $65,789 / 2.5% Airport Sponsor (City Share) = $65,789
Project Location Notes (Assessor's Map/Lot or Address Details) Nashua Municipal Airport

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
10 / 125 4.29 / 5	**Design and Construct Replacement Air Traffic Control Tower (BIL funded 100%)**	**FY 27**	**$ 0**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
4.00	4.40	5.00	3.60	4.00	4.60	4.40

This project will be completed utilizing 100% Bipartisan Infrastructure Law grant money ($18,500,000). This project will NOT require a matching City of Nashua Share

Alignment with Master Plan Goals and Capital Planning Best Practices Protection of Public Health, Safety, and Welfare
Status of Request w/ CIC Existing/Carry-Over/Partially Funded Previously
Eisenhower Matrix Quadrant Urgent & Important
Capital Cost Notes (if applicable) Total project cost = $15,500,000 / Bipartisan Infrastructure Law Grant Share = $15,500,000 / Airport Sponsor (City Share) = $0.0
Project Location Notes (Assessor's Map/Lot or Address Details)
Nashua Municipal Airport - 79 Perimeter Road

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
18 / 125 4.11 / 5	**Obstruction Removal (on former Flynn / Early property and/or MALSR area)**	**FY 29**	**$ 13,889**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.60	4.60	4.60	3.20	4.00	4.40	4.40

This project will remove obstructions (tree removal) from the property described as L Pine Hill Road, E-50. This project will be completed utilizing 90% FAA Grant Share ($250,000), 5% NHDOT Share ($13,889) and Airport Sponsor Share ($13,889).
Alignment with Master Plan Goals and Capital Planning Best Practices Protection of Public Health, Safety, and Welfare
Status of Request w/ CIC New Project Request
Eisenhower Matrix Quadrant Urgent & Important
Capital Cost Notes (if applicable) Total project cost: $277,778 / FAA share: $250,000 / NHDOT share: $13,889 / Airport Sponsor (City of Nashua) share: $13,889
Project Location Notes (Assessor's Map/Lot or Address Details) Nashua Municipal Airport - L Pine Hill Rd, E-50 and MALSR area

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
22 / 125 4.09 / 5	**Perimeter/Wildlife Fence – Phase I (Design, Permit, Bid)**	**FY 29**	**$ 17,500**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance

3.60	4.20	5.00	3.60	3.80	4.40	4.20

This perimeter/wildlife fence will provide security/protection for the area surrounding the MALSR (Medium Intensity Approach Lighting System with Runway Alignment Indicator Lights). This project will be completed utilizing 90% FAA Grant Share ($315,000), 5% NHDOT Share ($17,500) and 5% Airport Sponsor (City of Nashua) Share ($17,500).

Alignment with Master Plan Goals and Capital Planning Best Practices Protection of Public Health, Safety, and Welfare
Status of Request w/ CIC New Project Request
Eisenhower Matrix Quadrant Urgent & Important
Capital Cost Notes (if applicable) Total design cost: $350,000 / NHDOT share: $17,500 / Airport Sponsor (City of Nashua) share: $17,500
Project Location Notes (Assessor's Map/Lot or Address Details) Nashua Municipal Airport

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
23 / 125 4.09 / 5	**Perimeter/Wildlife Fence – Phase 2**	**FY 30**	**$ 27,778**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.60	4.20	5.00	3.60	3.80	4.40	4.20

This perimeter/wildlife fence will provide security/protection for the area surrounding the MALSR (Medium Intensity Approach Lighting System with Runway Alignment Indicator Lights). This construction project will be completed utilizing 90% FAA Grant Share ($500,000), 5% NHDOT Share ($27,778) and 5% Airport Sponsor (City of Nashua) Share ($27,778).

Alignment with Master Plan Goals and Capital Planning Best Practices Protection of Public Health, Safety, and Welfare
Status of Request w/ CIC New Project Request
Eisenhower Matrix Quadrant Important, but Less Urgent
Capital Cost Notes (if applicable) Total project cost: $555,556 / FAA Share: $500,000 / NHDOT Share: $27,778 / Airport Sponsor (City of Nashua) Share: $27,778
Project Location Notes (Assessor's Map/Lot or Address Details) Nashua Municipal Airport – MALSR

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
3 / 125 4.59 / 5	**Purchase SRE: Rotary Broom, Blower and Chassis**	**FY 27**	**$ 38,889**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
4.17	5.00	5.00	4.00	4.00	5.00	5.00

This project will replace the current broom, blower and chassis in use. This piece of SRE (Snow Removal Equipment) is critical for snow removal and for the safety and utility of the airport during snow removal operations. This project will be completed utilizing 90% FAA Grant Share ($700,000), 5% NHDOT Share ($38,889) and Airport Sponsor (City Share) ($38,889).
Alignment with Master Plan Goals and Capital Planning Best Practices Protection of Public Health, Safety, and Welfare
Status of Request w/ CIC Existing/Carry-Over/Partially Funded Previously
Eisenhower Matrix Quadrant Urgent & Important
Capital Cost Notes (if applicable) Total project cost = $777,778 / 90% FAA Grant Share = $700,000 / 5% NHDOT Share = $38,889 / 5% Airport Sponsor (City Share) = $38,889
Project Location Notes (Assessor's Map/Lot or Address Details) Nashua Airport 93 Perimeter Road

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
24 / 125 4.09 / 5	**Purchase Snow Removal Equipment (SRE) 1-ton truck w/snowplow, dump body, and hopper/spreader**	**FY 32**	**$ 27,778**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.60	4.20	5.00	3.60	3.80	4.40	4.20

This project will purchase a new piece of SRE, a 1-Ton truck, w/snowplow, dump body and hopper/spreader. This project will be funded utilizing 90% FAA Grant Share ($500,000), 5% NHDOT Share ($27,778) and 5% Airport Sponsor (City of Nashua) Share ($27,778).

Alignment with Master Plan Goals and Capital Planning Best Practices Protection of Public Health, Safety, and Welfare
Status of Request w/ CIC New Project Request
Eisenhower Matrix Quadrant Important, but Less Urgent
Capital Cost Notes (if applicable) Total project cost: $555,556 / FAA Grant Share: $500,000 / NHDOT Share: $27,778 / Airport Sponsor (City of Nashua) Share: $27,778
Project Location Notes (Assessor's Map/Lot or Address Details) Nashua Municipal Airport

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
7 / 125 4.32 / 5	**Reconstruct Apron H – Phase 1**	**FY 27**	**$ 19,444**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
4.67	4.50	5.00	3.33	3.67	4.17	3.83

This project (Phase I - design, permit, bid) will reconstruct the 'Hotel' Ramp. The ramp is currently in poor condition and the pavement has exceeded its useful life expectancy. This project, Phase I, will be completed utilizing 90% FAA Grant Share ($350,000), 5% NHDOT Share ($19,444) and 5% Airport Sponsor (City Share) ($19,444).

Alignment with Master Plan Goals and Capital Planning Best Practices Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC Existing/Carry-Over/Partially Funded Previously
Eisenhower Matrix Quadrant Urgent & Important
Capital Cost Notes (if applicable) Total project cost = $388,888 / FAA Grant Share = $350,000 / NHDOT Share = $19,444 / Airport Sponsor (City Share) = $19,444
Project Location Notes (Assessor's Map/Lot or Address Details) Nashua Municipal Airport - 'H' Ramp

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
25 / 125 4.09 / 5	**Reconstruct Apron H Ramp – Phase 2**	**FY 28**	**$ 220,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.60	4.20	5.00	3.60	3.80	4.40	4.20

This project (Phase II - Construction) will reconstruct the 'Hotel' Ramp. The ramp is currently in poor condition and the pavement has exceeded its useful life expectancy. This project, Phase II, will be completed utilizing 90% FAA Grant Share ($3,960,000), 5% NHDOT Share ($220,000) and 5% Airport Sponsor (City Share) ($220,000).

Alignment with Master Plan Goals and Capital Planning Best Practices Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC Existing/Carry-Over/Partially Funded Previously
Eisenhower Matrix Quadrant Urgent & Important
Capital Cost Notes (if applicable) Total project cost: $4,400,000 / FAA share: $3,960,000 / NHDOT share: $220,000 / Airport Sponsor (City of Nashua) share: $220,000
Project Location Notes (Assessor's Map/Lot or Address Details) Nashua Municipal Airport - 'H' Ramp

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
6 / 125 4.35 / 5	**Relocate AWOS/SAWS**	**FY 27**	**$ 517,518***

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
4.00	5.00	5.00	3.00	4.00	5.00	4.00

This request was previously submitted and approved as two separate projects, site relocation & design, and construction. This is a revised request combining the two projects.

This project will relocate the AWOS (Automated Weather Observation System)/SAWS (Stand-Alone Weather Sensors) to a more suitable location at the airport. In its current location, it is obstructed by the air traffic control tower and is also preventing further development of much-needed revenue-generating large corporate hangars. This project will be completed utilizing a 100% Airport Sponsor (City of Nashua Share) ($517,518). *

*This project has been determined to be a FAA Reimbursable Expense (95%). Upon completion of this project, the FAA and NHDOT will reimburse the Airport Sponsor (City of Nashua) 95% ($491,642). After the 95% reimbursement, the Airport Sponsor (City of Nashua) Share will be only $25,876.

Alignment with Master Plan Goals and Capital Planning Best Practices Protection of Public Health, Safety, and Welfare
Status of Request w/ CIC Existing/Carry-Over/Partially Funded Previously
Eisenhower Matrix Quadrant Urgent & Important
Capital Cost Notes (if applicable) FAA Reimbursable Agreement, Total project cost: $517,518 / Initial Airport Sponsor (City of Nashua Share): $517,518 / FAA and NHDOT will reimburse the Airport Sponsor (City of Nashua): $491,642 upon completion of the project. At the conclusion, the Airport Sponsor (City of Nashua Share) will be only $25,876.
Project Location Notes (Assessor's Map/Lot or Address Details) Nashua Municipal Airport

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
5 / 125 4.38 / 5	**Replace or Remove Hazard Beacons**	**FY 27**	**$ 7,895**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.33	5.00	5.00	4.00	4.00	5.00	5.00

This project will replace or remove existing Hazard Beacons that will have exceeded their useful life. This project will be completed utilizing 95% BIL Grant Share ($300,000), 5% NHDOT Share ($7,895) and 5% Airport Sponsor (City Share) ($7,895).

Alignment with Master Plan Goals and Capital Planning Best Practices Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC Existing/Carry-Over/Partially Funded Previously
Eisenhower Matrix Quadrant Important, but Less Urgent
Capital Cost Notes (if applicable) Total project cost = $315,790 / 95% BIL Grant Share = $300,000 / 2.5% NHDOT Share = $7,895 / 2.5% Airport Sponsor (City Share) = $7,895
Project Location Notes (Assessor's Map/Lot or Address Details) Various locations on and surrounding Nashua Municipal Airport

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
2 / 125 4.73 / 5	**Runway Pavement Maintenance and Marking (crack fill and marking)**	**FY 27**	**$ 6,645**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
4.33	5.00	5.00	4.00	5.00	5.00	5.00

This project had been previously submitted, but the description and scope of work has been modified. The Runway has developed a centerline crack (6,000' in length). This project will remove all rubber from the runway, route & fill the centerline crack, and the runway will be remarked. The project will be completed utilizing 95% FAA Grant Share ($252,491), 2.5% NHDOT Share ($6,645) and 2.5% Airport Sponsor (City Share) ($6,645).

Alignment with Master Plan Goals and Capital Planning Best Practices Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC Existing/Carry-Over/Partially Funded Previously
Eisenhower Matrix Quadrant Urgent & Important
Capital Cost Notes (if applicable) Total project cost: $265,781 / 95% FAA Grant Share: $252,491 / 2.5% NHDOT Share: $6,645 / 5% City of Nashua Share: $6,645
Project Location Notes (Assessor's Map/Lot or Address Details) Nashua Municipal Airport - Runway 14/23

II. Fire Rescue

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
1 / 125 4.75 / 5	**Deferred Maintenance Program**	**FY 27 – FY 31**	**$ 875,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
5.00	4.67	4.67	4.00	5.00	4.67	5.00

In 2021, Nashua Fire Rescue contracted with Emergency Services Consulting Incorporated to create a Master-Plan for Nashua Fire Rescue. Within this plan one of the highest priorities identified was that, "Nashua Fire Rescue should plan for significant investment in fire station maintenance and renovation in the coming years." We continue to work hard using a watchful eye and sound judgment to prioritize how we maintain our aging systems in the eight (8) facilities that range in age from 130 years to 8 years old.

It is imperative we begin to appropriately fund a deferred maintenance line within the Fire Department Budget. This line has remained level funded for several years and actually was reduced to $40,000 in FY21. We have not been able to keep pace with the costs associated with the necessary maintenance of our facilities due to both inflation and the increased age of our facilities.

Our recently conducted Building Condition Assessment Study shows current deficiencies across all of our facilities total approximately 14.5 million dollars. A significant portion of these deficiencies are related to building controls and HVAC systems. Repairing HVAC systems is just one aspect of facility maintenance. With HVAC repairs consuming the majority of the department's maintenance budget, it doesn't leave room for other needs such as doors, windows, roofs, and electrical and plumbing needs. We would ask that this line item be increased to$175,000 to more accurately reflect the reality of today's costs while improving our ability to properly maintain our facilities.

Alignment with Master Plan Goals and Capital Planning Best Practices Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC Existing/Carry-Over/Partially Funded Previously
Eisenhower Matrix Quadrant Urgent & Important

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
13 / 125 4.24 / 5	**New Fire Station – Station 5**	**FY 27 – FY 29**	**$ 32,500,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
4.33	4.00	4.17	4.00	4.83	4.33	4.17

Nashua Fire Rescue is requesting funding for the replacement of the Airport Fire Station (Station 5). The station was built in 1961 and was setup for use by a single Engine Company. Sixty-four years later the building still houses a single engine company with four firefighters per shift and protects the largest geographic fire district in the city. This station protects the Boire Field area, and the Amherst Street and Broad street corridors west of the Everett Turnpike.

Hazards in this district include 2 public Elementary Schools, 1 public high school, 1 charter middle/ high school, numerous large scale multistory residential complexes as well as large scale retail development and light industry.

Page 1 of the 2021 Fire Department Master Plan done by ESCI states the following:

Fire department infrastructure will require significant financial investments in the coming years. While the city has done a good job maintaining and replacing the apparatus in its fleet, four of the six fire stations are more than 40-years-old. Many of these fire stations have outlived their useful life and some are no longer located in the optimal location to meet the current service demands in the City of Nashua. Consideration should be given to relocating some of these stations as they come due for renovation.

The Fire Department is in the final stages of a building condition assessment study being performed by Meng Analysis of Seattle Washington. The initial indications from the study shows that the known deficiencies for the station and the infrastructure may exceed $2,185,000 and the general summary states the following:

The aging two-story Station 5 is nearing the end of its physical and functional life. Roofing is at end of life, thermal insulation is minimal, and interior finishes are in poor condition and contain hazardous materials, see also the separate hazardous materials report. The facility is also not ADA compliant. Functionally inadequate, the station also

lacks many modern fire station operational and living quarters necessities and amenities. Some of these deficiencies include private dorm rooms, limited restrooms, dedicated decon room and bunker gear rooms, and undersized kitchen/dining/day room. This station is a great candidate for a replacement where modern fire station best practices can be applied.

The 2021 Fire Department Master Plan also shows response times in the Northwest quadrant of the city exceed the Standard of NFPA 1710. NFPA 1710: *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*, serves as a national consensus standard for career fire department performance, operations, and safety.

While the exact location of a new station is not known, relocating the station closer to Charron Ave and relocating the Ladder Company from Amherst Street to a new Station 5 will allow us to better meet the NFPA 1710 Standard. When Engine 5 is on an Emergency call and an additional call occurs in this district the next apparatus to respond is from the Amherst Street Station. The Amherst Street Station is located near the top of Library Hill in the Downtown section of the city. This adds several more minutes to the response time in this district. Having the additional fire company in the same station will reduce the response time when simultaneous or additional calls occur in this district. This will then allow us to relocate the Ladder Company from the Lake Street Station to the East Hollis Street Station, Downtown. This results in better location and utilization of the departments 3 Ladder Companies.

The construction of a new station will also incorporate another need for the City and that is a dedicated Emergency Operations Center (EOC), and a permanent home for the City's Emergency Management Office. The Emergency management Office is currently operating out of a storage room at our Fire Alarm Dispatch Center. Having a dedicated EOC will put all of the City agencies under one roof during times of an emergency and will allow for a back-up dispatch center if the primary center was to go down for any reason.

As demands for our services continue to increase, development in this fire district continues to increase, and with the known cost of the deficiencies at the current station, it is time to replace this building. Changing the station location and relocating the ladder truck from Amherst Street to the new station would not require any additional staffing. This would improve response times and provide a better utilization of our existing resources. The Board of Alderman recognize this need and have already provided $100,000 in funding for a feasibility study. We are currently working through the study and are planning to present the results in the spring of 2026. This would allow us to receive funding for the site plan and building design phase for FY2027-FY2028 and then move to funding for the construction phase in FY2029.

Alignment with Master Plan Goals and Capital Planning Best Practices Planning for Increased Service Demand
Status of Request w/ CIC Old Request (not funded)
Eisenhower Matrix Quadrant Urgent & Important

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
4 / 125 4.53 / 5	**Replace HVAC Equipment and Building Controls**	**FY 27 – FY 31**	**$ 7,500,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
4.83	4.33	4.33	4.50	4.50	4.50	4.50

Nashua Fire Rescue is requesting funding to replace all HVAC Equipment and building controls in all of our facilities. This is a carry-over request from last year. Nashua Fire Rescue has completed an extensive building condition

assessment study by Meng Analysis of Seattle Washington. The results of this study show that most of our buildings HVAC systems are at end of life and no longer function as designed. In the past year we have had to replace the heating system at our Fire Alarm Dispatch Center, a boiler at our East Hollis Street Station, the second floor AC system at our Conant Road Fire Station, and failed AC systems at our Spit Brook Road Station. We have also made countless repairs on other systems in an attempt to just keep them operating. As of November, we have already spent our entire HVAC Budget.

The ESCI Nashua Fire Rescue Master Plan, completed in 2021 states that “Fire department infrastructure will require significant financial investments in the coming years”. One of the most significant investments currently needed is replacement of our HVAC systems and an improvement in our indoor air quality.

Indoor air quality testing, Hazardous material testing and lead paint testing was performed at our four facilities that were built prior to1978. All four locations tested positive for lead and asbestos containing compounds. Indoor air quality showed readings above permissible levels of VOC’s (volatile organic compounds) in all locations. The American Lung Association reports the following regarding exposure to elevated levels of VOC’s:

“Breathing VOCs can cause health issues such as eye, nose, and throat irritation, headaches, nausea, dizziness, and difficulty breathing. Long-term exposure can damage the liver, kidneys, and central nervous system, and some VOCs are linked to cancer. They may worsen symptoms for people with asthma and COPD”.

The detailed facility assessment shows that in several of the stations due to failed building controls, there is no air exchange provided. This means that no outside or fresh air is brought into the building. Per the mechanical code based on occupancy type, number of occupants and the size of the buildings a certain number of air changes per hour (ACH) are required. In the Fire Alarm Dispatch Center, Station 1, and Station 6 there is no outside air entering the building. The system just keeps circulating the same stale air throughout the space.

Replacing all of our HVAC equipment and building controls and having them properly balanced to perform the correct air exchange will result in a safer and healthier environment for our members. It will also result in significant energy savings to the city. The executive summary report from Meng Analysis (page 6) shows the excessive energy use in our facilities, with the smaller and older facilities being the least efficient. New and efficient systems will also fall in line with the City of Nashua’s Master Plan to cut municipal greenhouse gas emissions. Replacing these systems is an important step to providing a healthy and safe environment for the men and women that protect this community. This project cost totals 7.5 million dollars and would be a phased project over 5 years. The request is for 1.5 million per year for the 5-year period. A schedule of the proposed work over the 5 years is attached to this request .

Alignment with Master Plan Goals and Capital Planning Best Practices Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC New Project Request
Eisenhower Matrix Quadrant Urgent & Important
Project Location Notes (Assessor's Map/Lot or Address Details) 177 Lake Street, 38 lake Street, 70 East Hollis Street, 15 Amherst Street, 2 Conant Road, 124 Spit Brook Road, 101 Pine Hill Road

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
33 3.99 / 5	**Relocation of Fire Training Facility**	**FY 27**	**$ 1,980,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
4.50	4.00	3.33	3.83	4.17	3.83	3.83

Nashua Fire Rescue has had its own training facility at the Nashua landfill for decades. It is located in an area just west of the main entrance and office building. The area is approximately 1.5 acres in size, and it houses our 3-story live-fire training building, storage containers and other training props. This area is also in the municipal water system

with fire hydrants which are required by NFPA to perform live fire training. This facility allows us to train members while on duty and keep all of our resources within the city limits. If this facility did not exist, the next closest would be located in Concord.

Public works has identified a parcel of land at the landfill to relocate our training facility. It would move from its current location to an area at the rear of the landfill adjacent to Teak Drive. This is a larger parcel than we currently have, and it will allow us room to expand our training needs as the Fire Service has transitioned from just fighting fires to an all-hazards agency.

This project will include necessary site work to pour concrete pads for the construction of a new live-fire training building, and placement of a mobile classroom (pending further approval), and the construction of an emergency vehicle-only access connection to Teak Drive.

Other infrastructure needs are as follows:

- Extension of the water main from Teak Drive to the site with the addition of 2 fire hydrants (NFPA Code requirement).
- Need to run power into the site for the portable classroom and SCBA compressor and fill station.
- Installation of a septic system.
- Installation of a perimeter fence and gate to properly secure the site.
- Installation of site lighting.
- Installation of propane UST to provide heat for the classroom.

The required funding is $2,000,000 of FY2026 monies and will be coordinated with the DPW garage project timing; However, these are separate independent projects

Alignment With Master Plan Goals and Capital Planning Best Practices Protection of Public Health, Safety, and Welfare
Status of Request w/ CIC New Project Request
Eisenhower Matrix Quadrant Urgent & Important
Capital Cost Notes (if applicable)
Includes new structure, site work and pad requirements as well as placement of portable classroom, utilities and septic system. Includes design and engineering fees. Road Access construction to be performed by others utilizing separate budget.
Project Location Notes (Assessor's Map/Lot or Address Details)
848 West Hollis Street unused portion of landfill adjacent to Teak Drive.

III. Police Department

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
44 / 125 3.81 / 5	**Replacement of Parking Lot at Nashua PD**	**FY 27**	**$ 2,160,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
4.80	3.67	3.17	3.50	3.50	3.50	3.50

1. Project Overview

This proposal outlines the plan to replace the existing parking lot at the Nashua Police Department (NPD) located at 28 Officer James Roche Drive. The current parking lot has deteriorated over time due to heavy use, weather conditions, and age. This replacement project aims to improve safety, accessibility, and functionality for officers, staff, and the public. Additionally, this upgrade will enhance the overall appearance of the facility, improve traffic flow, and ensure compliance with current safety standards.

2. Purpose & Need

The current parking lot at the NPD is in poor condition, with significant damage including cracks, potholes, uneven surfaces, and poor drainage. These conditions present safety risks to both pedestrians and vehicles, particularly in adverse weather conditions. Furthermore, the layout no longer meets the growing demands of the department, such as accommodating more vehicles and providing proper access to emergency vehicles.

Replacing the parking lot will:

- Enhance safety by eliminating hazards like potholes and uneven surfaces.
- Improve the appearance and functionality of the facility.
- Support the growing needs of the police department, including future staff, vehicles, and equipment.
- Increase the accessibility and ease of movement for both staff and the public.
- Address drainage and environmental concerns, minimizing water runoff and improving stormwater management.

3. Scope of Work

The scope of the parking lot replacement will include the following:

1. **Site Assessment and Survey:**
    - Conduct an in-depth assessment of the existing parking lot and surrounding areas.
    - Evaluate drainage systems, utilities, and access points to ensure the new design meets all regulatory requirements.
2. **Design and Engineering:**
    - Create a new parking lot design that includes:
        - Improved layout for traffic flow and parking spaces.
        - Enhanced pedestrian walkways and ADA-compliant spaces.
        - New stormwater drainage systems.
        - Landscaping and lighting improvements.
3. **Demolition and Removal:**
    - Remove the existing damaged parking lot surface and sub-base.
    - Dispose of debris and prepare the site for new construction.
4. **Construction and Paving:**
    - Rebuild the foundation and sub-base with proper materials to ensure long-term durability.
    - Apply a new asphalt surface that meets municipal standards and is built to withstand the weight of emergency vehicles and regular traffic.
5. **Line Striping and Signage:**
    - Re-mark parking spaces, fire lanes, ADA spaces, and traffic flow patterns.
    - Install appropriate signage for safety and direction.
6. **Drainage and Environmental Management:**
    - Install an updated stormwater management system, including drains, retention areas, or permeable materials as needed to reduce runoff and comply with local environmental regulations.
7. **Lighting and Security:**
    - Upgrade or install new LED lighting to ensure sufficient visibility at night.
    - Enhance security features, including surveillance camera installations where necessary.

4. Benefits of the Project

- **Improved Safety:** The new parking lot will address current hazards, ensuring safer movement for both staff and the public.
- **Increased Capacity:** The redesigned lot will accommodate more vehicles and provide easier access for emergency vehicles.

- **Enhanced Aesthetics:** A well-designed, modern parking lot will improve the appearance of the Nashua Police Department building and make the surrounding area more inviting.
- **Environmental Responsibility:** The project will incorporate sustainable practices, including improved drainage and potentially using permeable materials to reduce runoff.

5. Funding Source and Recommendations
The total estimated cost of the project is in excess of $1.5M, which will be funded through the city's Capital Improvement Plan (CIP). The project is recommended for approval based on the need for urgent repairs, the long-term benefits, and the alignment with city infrastructure goals.

6. Conclusion
The replacement of the Nashua Police Department's parking lot is a critical project that will address both immediate and long-term concerns regarding safety, capacity, and functionality. It is vital to begin work on this project as soon as possible to ensure that the department can continue its important work without the hindrance of a deteriorating parking facility.

We respectfully request approval of this proposal and allocation of the necessary funds for the successful completion of this project.

Alignment with Master Plan Goals and Capital Planning Best Practices Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC Old Request (not funded)
Eisenhower Matrix Quadrant Important, but Less Urgent

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
58 / 125 3.67 / 5	**Improving Body Camera Technology and Infrastructure**	**FY 27 – FY 31**	**$ 3,750,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.80	4.17	3.00	2.50	4.67	3.67	3.50

Description

The Nashua Police Department submits this Capital Improvement Proposal requesting funding to upgrade the Department's body-worn camera (BWC) system and supporting digital evidence infrastructure. The Department has utilized body-worn cameras for several years, and the program has proven invaluable in strengthening transparency, enhancing officer accountability, improving evidence collection, and fostering trust between the Department and the community. However, the current system is now approaching the end of its contract. Current systems are better able to meet operational demands and keeping pace with evolving technology, industry standards, and legal requirements.

Modern policing relies heavily on high-quality digital evidence. Advances in camera resolution, low-light performance, audio clarity, automated video tagging, metadata capture, and cloud-based evidence management have significantly expanded the capabilities of contemporary BWC systems. Upgrading the BWC program will provide the Department with a reliable and future-ready platform that aligns with current national best practices. A modern system will improve evidentiary outcomes for investigations and court proceedings by capturing clearer, more consistent video and audio. Enhanced automation, such as automatic activation triggers, streamlined upload processes, and improved data retention tools will reduce the burden placed on officers and staff, allowing more time to be dedicated to core policing responsibilities. Updated infrastructure will also ensure secure and compliant storage of digital evidence, meeting the expectations of the public, prosecutors, and state and federal oversight authorities.

Body-worn cameras play a critical role in documenting police and community interactions, providing an objective record that helps resolve complaints, clarify complex incidents, and reinforce public confidence in the Department's operations. Investing in modern technology demonstrates the City of Nashua's proactive approach to responsible governance, risk reduction, and public safety enhancement.

The proposed project includes acquisition of next-generation body-worn cameras, related docking and charging stations, upgraded evidence management infrastructure, licensing, cloud or hybrid storage solutions, and the necessary implementation, training, and integration services. This investment will provide long-term operational stability and ensure the Nashua Police Department can continue delivering effective, transparent, and professional law enforcement services.

For these reasons, the Nashua Police Department requests capital funding to modernize its body-worn camera system and supporting infrastructure. This upgrade is essential to maintaining operational readiness, strengthening community trust, ensuring the integrity of digital evidence, and keeping pace with the technological expectations of modern policing.

Alignment with Master Plan Goals and Capital Planning Best Practices, Protection of Public Health, Safety, and Welfare
Status of Request w/ CIC New Project Request
Eisenhower Matrix Quadrant Important, but Less Urgent

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
55 / 125 3.72 / 5	**Upgrade Detention Facility Prisoner Cell Area**	**FY 27**	**$ 1,425,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
4.00	4.17	3.33	3.17	3.50	3.50	3.67

I. Introduction

The Nashua Police Department, located at 28 Officer James Roche Drive in Nashua, NH, was constructed in 1979. Since its inception, the prisoner cell area has experienced minimal updates, resulting in several areas in need of modernization and repair to meet current safety, security, and operational standards.

This proposal seeks approval for a capital improvement project aimed at upgrading the prisoner cell area. The objective is to enhance the safety and security of both detainees and staff, improve compliance with state and federal regulations, and address aging infrastructure to support the evolving needs of the department.

II. Background

The current prisoner cell area was designed and built in 1979 and has been in continuous service since then. Over the years, normal wear and tear, as well as advances in security technology and best practices, have created a pressing need for significant upgrades. Several key issues have been identified:

- **Outdated Security Systems**: Current surveillance and monitoring systems are outdated, with limited coverage in key areas, and do not meet modern standards for prisoner monitoring.
- **Aging Infrastructure**: The building's plumbing, ventilation, and electrical systems show signs of deterioration. These issues compromise the overall safety and operational efficiency of the facility.
- **Limited Accessibility**: The prisoner cell area does not fully comply with current ADA (Americans with Disabilities Act) requirements, making it difficult to accommodate detainees with disabilities.
- **Inadequate Detention Equipment**: The existing furniture and fixtures in the cells have not been updated in decades, and the materials used may not meet modern safety standards.
- **Health and Sanitation Concerns**: The current layout and design do not facilitate easy cleaning or proper sanitation, contributing to the potential for hygiene-related issues.

III. Goals and Objectives

The goal of this capital improvement proposal is to renovate and modernize the prisoner cell area to improve safety, security, functionality, and compliance with regulatory standards. The following specific objectives are outlined:

1. **Upgrade Security Systems**
    - Install state-of-the-art surveillance cameras, motion detectors, and remote monitoring systems.
    - Implement electronic locks and biometric access control systems for enhanced security.
2. **Improve Infrastructure**
    - Replace outdated plumbing, and electrical systems to ensure compliance with safety codes and improve energy efficiency.
    - Address issues related to drainage, ventilation, and air quality to maintain a safe and comfortable environment for both staff and detainees.
3. **ADA Compliance**
    - Modify existing cell designs and detention areas to meet current ADA accessibility standards.
    - Ensure proper accommodations for detainees with disabilities, including easy access to restroom facilities and appropriate seating.
4. **Enhance Detention Equipment and Safety**
    - Replace old furniture, including beds, toilets, and sinks, with durable, modern, and vandal-resistant materials.
    - Install anti-ligature fixtures and other safety features to minimize risks associated with prisoner self-harm.
5. **Upgrade Sanitation and Health Standards**
    - Install easily cleanable and durable finishes for walls, floors, and fixtures.
    - Improve sanitation systems to ensure proper waste removal and reduce health risks.
6. **Energy Efficiency and Sustainability**
    - Integrate energy-efficient lighting, heating, and cooling systems to reduce operating costs and environmental impact.
    - Utilize sustainable materials where possible to minimize the carbon footprint of the project.

IV. Proposed Scope of Work

The proposed scope of work for the renovation of the prisoner cell area will include the following phases:

1. **Design and Planning Phase (3 months)**
    - Architectural and engineering assessments of the current facility.
    - Coordination with local authorities and compliance checks with state and federal regulations.
    - Development of detailed plans, cost estimates, and schedules.
2. **Construction Phase (6–9 months)**
    - Demolition and removal of outdated infrastructure and equipment.
    - Installation of new security systems, including cameras, locks, and monitoring technology.
    - Replacement of plumbing and electrical.
    - Modification of cell designs to improve accessibility and safety.
    - Installation of new furnishings and materials, including anti-ligature items.
    - Final touch-ups, inspections, and approvals.
3. **Testing and Commissioning (1 month)**
    - Full system tests for security, plumbing, and other essential components.
    - Staff training on new security and operational protocols.
    - Final inspection and regulatory compliance checks.

V. Budget Estimate

A preliminary budget estimate for the proposed upgrades is as follows:

Category	Estimated Cost
Security System Upgrades	$300,000
Infrastructure Repairs and Replacements	$500,000
ADA Compliance and Modifications	$100,000
Detention Equipment and Fixtures	$200,000
Sanitation and Health Upgrades	$150,000
Energy Efficiency and Sustainability	$75,000
Project Management and Contingencies	$100,000
Total Estimated Cost	**$1,425,000**

Note: This is a rough estimate. A more detailed breakdown will be provided once design plans are finalized.

VI. Funding Sources

Funding for this capital improvement project may be sourced through a combination of the following:

- City of Nashua Capital Improvement Budget
- State and Federal Grants for Law Enforcement Infrastructure
- Municipal Bonding (if applicable)
- Private funding or donations (if available)

VII. Timeline

The overall timeline for the proposed improvements is estimated at 10–12 months, with the following breakdown:

- **Design and Planning Phase**: 3 months
- **Construction Phase**: 6–9 months
- **Testing and Commissioning**: 1 month

VIII. Conclusion

The proposed upgrades to the prisoner cell area at the Nashua Police Department are critical to enhancing the safety, security, and operational efficiency of the facility. Modernizing the infrastructure and systems will provide a

safer environment for both detainees and staff, ensure compliance with legal and regulatory standards, and minimize the risk of health and safety incidents.

Approval of this capital improvement proposal will allow the Nashua Police Department to continue its mission of serving and protecting the community while maintaining the highest standards of law enforcement operations.

Alignment with Master Plan Goals and Capital Planning Best Practices Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC Old Request (not funded)
Eisenhower Matrix Quadrant Important, but Less Urgent

IV. Communications Division

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
98 / 125 3.30 / 5	**Motorola Platform Migration Infrastructure Upgrade**	**FY 31**	**$ 9,400,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.00	3.40	3.40	2.60	4.00	3.80	3.20

Planning for the Future
Platform Migration from current dispatch consoles at Police and Fire. MCC7500 to Next Gen AXS
Platform Migration from G Series product line to new virtualized RF Backbone
Migrate from FDMA Trunking to TDMA Trunking
Upgrade End of life Base Stations to D Series, TDMA

Alignment with Master Plan Goals and Capital Planning Best Practices Improving Communication and Coordination
Status of Request w/ CIC Old Request (not funded)
Eisenhower Matrix Quadrant Neither Urgent, nor Important

V. Education

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
80 / 125 3.44 / 5	**Amherst St. Elementary Roof Replacement**	**FY 28**	**$ 1,119,717**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.60	3.70	3.00	3.20	3.70	3.40	3.20

The roof sections at Amherst St. Elementary School were last replaced 25-26 years ago. An assessment by ARM Consultants dated 2-17-95 recommended immediate remedial repairs, which we plan on accomplishing this

summer. These repairs will "buy" us several years of service life, at which point the roof should be replaced. Cost estimate (2025 dollars) is $1,236,000.

Alignment with Master Plan Goals and Capital Planning Best Practices Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC New Project Request
Eisenhower Matrix Quadrant Important, but Less Urgent

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
50 / 125 3.73 / 5	**Bicentennial School Roof Membrane Replacement**	**FY 27**	**$ 1,857,090**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
4.50	3.75	3.17	3.00	3.92	3.67	3.17

The roof membrane at Bicentennial is approaching 30 years of age, is out of warrantee and at the end of service life as evidenced by increasing leaking. A formal assessment was conducted by ARM Consultants in June 2024, which provided life expectancies for the various roof sections. Most of them were in the 1-2 year range. Remedial roof repairs were conducted to address the areas most in need of attention. The current estimated replacement cost for the entire roof is $1,807,090. An additional (estimated) $50,000 is needed for project design and contract administration.

Alignment with Master Plan Goals and Capital Planning Best Practices Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC Old Request (not funded)
Eisenhower Matrix Quadrant Urgent & Important

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
81 / 125 3.43 / 5	**Bicentennial Elementary Renovations**	**FY 29 – FY 30**	**$ 21,200,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.40	3.30	3.00	3.60	3.90	3.80	3.40

Bicentennial Elementary was last renovated in the mid 1990s. Typically building systems are designed to last thirty (30) years, so many systems are now at the end of their expected service life. We have been expending increasing amounts of operating and deferred maintenance funds for items like boiler repairs, roof repairs, replacing rusted storefronts, etc. The mechanical systems are at least thirty years old, with some components dating back to the original construction in the 1970s. Building codes called for much less air exchanges back then, so the fresh air

delivery system is now deemed inadequate. Other building codes have been updated as well. For example compliance with ADA.

This project will begin with a formal assessment of the building by an architect, with construction costs verified by a construction manager. The construction cost provided with this project proposal is based upon other recent elementary school renovations of a similar size.

Alignment with Master Plan Goals and Capital Planning Best Practices Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC Old Request (not funded)
Eisenhower Matrix Quadrant Important, but Less Urgent

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
95 / 125 3.34 / 5	**Charlotte Ave Elementary Roof Replacement**	**FY 29**	**$ 1,577,960**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.20	3.70	3.00	3.20	3.70	3.40	3.20

The majority of the roof membrane at Charlotte Avenue Elementary is at least 30 years of age (1989), although some sections were replaced in 2012. Those sections installed before 2003 are out of warrantee and at the end of service life as evidenced by increased leaking. A formal assessment was conducted by ARM Consultants in June 2024, which provided life expectancies for the various roof sections. Most of them were in the 3-5 year range; the newer ones 11-12. Remedial roof repairs were conducted to address the areas most in need of attention. The current estimated cost for the roof sections needing replacement is $1,577,960.

Alignment with Master Plan Goals and Capital Planning Best Practices Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC New Project Request
Eisenhower Matrix Quadrant Important, but Less Urgent
Capital Cost Notes (if applicable) Cost estimates are in 2025 Dollars

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
35 / 125 3.97 / 5	**Deferred Maintenance Projects**	**FY 27 – FY 32**	**$ 8,125,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
4.50	4.08	3.67	3.50	3.75	3.67	3.83

The following projects are planned for FY27:
NHS North - Pavement repairs ($500,000) - Approximately $340K of paving work was completed the summer of 2025, which addressed the main drive into the school (Titan Way) and the bus loop and the parent pickup/drop off loop. This next phase will continue the pavement replacement program on the campus, specifically the staff parking lot at the rear of the school and the loop road/fire lane. We hope to again work with DPW Engineering for work this summer, utilizing their paving contractor. Original study of site was conducted by Stantec, Inc circa 2017.

Partial Roof Replacements ($460,000) - Formal assessments were conducted on a number of our older school roofs by ARM Consulting, and some repairs were made to extend their service life. The roofs in the worse shape were Bicentennial Elementary and Fairgrounds Elementary. The roofs on both of these schools are at least 30 years old and warranties ran out about 10 years ago. This project, $260K for Fairgrounds and $200K for Fairgrounds, will address the areas most in concern. This will NOT be a full roof replacement - those projects are proposed under the capital improvement process as complete replacements.
Install cellular repeaters in select district schools ($250,000). As the use of cell phones as a primary means of communication has increased, our emergency planning awareness has been well documented. The key detriment to the emergency planning process is the poor cell phone coverage in a number of our schools, both inside the schools and outside. This project will provide cellular signal boosters in five or six district schools to improve communication.
TOTAL REQUEST FOR FY27 IS $1,210,000.
Capital Cost Notes (if applicable)
Future Deferred Maintenance will grow if annual amount not increased substantially. Pending Facility Master Plan will no doubt add to this listing.
Alignment with Master Plan Goals and Capital Critical Maintenance of Existing Infrastructure
Planning Best Practices
Status of Request w/ CIC Existing/Carry-Over/Partially Funded Previously
Eisenhower Matrix Quadrant Urgent & Important

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
37 / 125 3.93 / 5	**Districtwide Security Improvements**	**FY 27 – FY 28**	**$ 1,000,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
4.33	4.08	3.50	3.50	4.08	3.83	3.67

The City spent approximately $2.4million in 2013 to install an access control system in all our public schools. In addition, the school district has taken advantage of grants to improve security at many schools. Many of the grant funds were used to install security vestibules in our schools. Capital funds were used to install a secure vestibule at Dr. Crisp Elementary this past year, and a similar approach is planned for New Searles. This will leave Mt. Pleasant as the sole school without a secure vestibule (pending decision on closing the school or investing capital funds to renovate it).

Many of the original security components are reaching their end of life, or are no longer technologically supported, and need to be replaced. This includes such things as exterior cameras and network recording devices.

Over time we have also identified gaps in security coverage, either because of lack of camera coverage, motion detector coverage, or even the sensitivity of various cameras to pick up motion at night. With cell phones becoming a primary means of communication, the ability to utilize them inside our schools is important; however, many schools have weak or insignificant cell coverage. Part of this project will fund that capability.

When originally conceived several years ago, this project proposed a lump sum to address all deficiencies. We are now, however, proposing a two-year effort to replace the aged critical system components, and fill the aforementioned gaps, after which we hope sufficient operating funds will be allocated to stay ahead of the end-of-service-life issues. Funding Source City Funds – Bonds, Capital, Trust Funds, etc.

Alignment with Master Plan Goals and Capital Planning Best Practices Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC Existing/Carry-Over/Partially Funded Previously
Eisenhower Matrix Quadrant Important, but Less Urgent

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
60 / 125 3.66	**Install Dehumidification: Charlotte, Fairgrounds & Ledge Street Elementary**	**FY 28**	**$ 2,000,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.40	3.90	3.60	3.60	3.70	3.80	3.80

These three schools were scheduled to have this work done during the summer of 2023. Funding was to be via ESSER grant. Instead the funds were re-routed toward the Birch Hill/Main Dunstable renovation projects to complete the project scopes for those schools.

All three schools were renovated in the mid 2010s, but the rear and center wings did not receive upgraded ventilation due to insufficient funds.

The design for this project is complete, so all that remains is the actual construction and some construction administration. Total construction was estimated as $1.8million (FY23). To be safe, a budget of $2million should be carried.

Alignment with Master Plan Goals and Capital Planning Best Practices Protection of Public Health, Safety, and Welfare
Status of Request w/ CIC Existing/Carry-Over/Partially Funded Previously
Eisenhower Matrix Quadrant Important, but Less Urgent

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
69 / 125 3.58 / 5	**Fairgrounds Elementary Roof Replacement**	**FY 28**	**$ 1,529,550**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
4.00	3.90	3.00	3.20	3.70	3.40	3.20

The majority of the roof membrane at Fairgrounds Elementary is at least 30 years of age, is out of warrantee and at the end of service life as evidenced by increasing leaking. A formal assessment was conducted by ARM Consultants in June 2024, which provided life expectancies for the various roof sections. Most of them were in the 1-2 year range. Remedial roof repairs were conducted to address the areas most in need of attention. The current estimated cost for the roof sections needing replacement is $1,529,550. Two sections of roofing were replaced in 2011 and have an anticipated service life remaining of 8 to 9 years.

Alignment with Master Plan Goals and Capital Planning Best Practices Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC New Project Request

Eisenhower Matrix Quadrant Important, but Less Urgent

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
62 / 125 3.62 / 5	**Install Sanalife Air Filtration System**	**FY 27**	**$ 1,300,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.33	3.75	3.17	4.00	4.25	3.67	3.67

Three years ago, the school district utilized escrowed/surplus funds to install the Sanalife "ActivePure" air purification system in 8 of our schools - Amherst St, Broad St, Charlotte Ave, Fairgrounds El., Ledge St., Sunset Heights, Franklin St., and Fairgrounds MS (partial). These schools were selected because their ventilation is delivered via air handlers and ducted systems. Pennichuck MS, McCarthy MS and the remainder of Fairgrounds MS had the system installed as part of the Middle School Construction Project. Birch Hill and Main Dunstable are having the system installed as part of their renovation projects. A number of schools remain which have the proper ventilation delivery systems - both high schools; also, the school administration building. The cost to install the ActivePure system in these remaining locations is $1,300,000.

The ActivePure in duct system is an active air purification technology that provides 24/7 airborne and surface contaminant protection. Coupled with the regular filtration system, ActivePure has proven effective against 99.9% of spores, fungi, bacteria, viruses, including Covid19. We tested the system ourselves in two classroom settings and measured (independent laboratory) an 80% decrease in colony forming units in the spaces (before/after).

We are confident implementation of this system will greatly improve the air quality of our schools, decrease absenteeism and improve the learning environment.

Alignment with Master Plan Goals and Capital Planning Best Practices Protection of Public Health, Safety, and Welfare
Status of Request w/ CIC Existing/Carry-Over/Partially Funded Previously
Eisenhower Matrix Quadrant Important, but Less Urgent
Capital Cost Notes (if applicable)
Budget number arrived at my multiplying building square footage by installation cost ($1.30/sf).

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
110 / 125 3.19 / 5	**Ledge Street Elementary Roof Replacement**	**FY 31**	**$ 1,367,840**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.00	3.10	3.00	3.40	3.70	3.40	3.20

The roof membranes at Ledge Street Elementary were replaced in 1995 (3 sections), 2002 (7 sections), 2001 (2 sections) and one section in 2019. Three other sections were installed somewhere between 2001 and 2003., Those sections installed before 2004 are out of warrantee and at the end of service life as evidenced by increased leaking. A formal assessment was conducted by ARM Consultants in June 2024, which provided life expectancies for the various roof sections. Most of them were in the 5-7 year range; the newer ones 10-16. Remedial roof repairs were conducted to address the areas most in need of attention. The current estimated cost for the roof sections needing replacement is $1,367,840.

Alignment with Master Plan Goals and Capital Planning Best Practices Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC New Project Request
Eisenhower Matrix Quadrant Important, but Less Urgent

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
104 / 125 3.24 / 5	**Mount Pleasant Elementary Renovation**	**FY 28-29**	**$ 25,200,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.20	3.10	2.60	3.40	3.90	3.60	3.40

Mt. Pleasant was built in 1925 and was last renovated circa 1990. The basic brick and mortar aspects of the building are in good condition. The mechanical systems are at the end of their service life and provide minimally acceptable ventilation. The site is severely constrained for parking and all drop-off/pick-up activities take place on public roadways. The window systems are extremely difficult to open/close for most instructors.

An assessment of the school was conducted by Harriman Architects/Engineers, assisted by Harvey Construction Company, in 2017. The estimates were updated in 2023. The 2017 assessment highlighted all building systems needing replacement, code issues, ADA compliance issues, lack of a security vestibule, lack of parking, etc. A renovation is well overdue!

Alignment with Master Plan Goals and Capital Planning Best Practices Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC Old Request (not funded)
Eisenhower Matrix Quadrant Important, but Less Urgent

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
84 / 125 3.41 / 5	**New Searles Elementary Renovation**	**FY 29-30**	**$ 16,200,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.40	3.30	3.00	3.60	3.90	3.60	3.40

New Searles Elementary was last renovated circa 1994/95. The impetus for the project at that time was proximity to a landfill and infiltration of landfill gases into the building. Classroom wings were also added at the rear of the building. The righthand wing (facing the front of the school) was built over an underground spring and the wing has had floor moisture issues for at least the last 25 years. Mechanical (HVAC) systems are at the end of their service life and provide minimally acceptable ventilation. The front, south-facing, classroom wing has overheating issues in the spring and fall. Most of the roof membrane is approaching at least 20 years of age and should be considered for replacement, along with adding solar panels to reduce dependency on utility. A security vestibule installation was installed this past summer.

Alignment with Master Plan Goals and Capital Planning Best Practices Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC Existing/Carry-Over/Partially Funded Previously
Eisenhower Matrix Quadrant Important, but Less Urgent

Capital Cost Notes (if applicable) Increased last year's estimated cost based on projected Birch Hill/Main Dunstable renovation costs

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
111 / 125 3.17 / 5	**New Searles Elementary Roof**	**FY 32**	**$ 785,007**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.00	3.10	3.00	3.20	3.70	3.40	3.20

The roof membranes at Ledge Street Elementary were replaced in 1995 (7 sections), 2003 (1 section), 2004 (1 section), 2012 (1 section) and 2015 (2 sections). Three other sections were installed somewhere between 2001 and 2003., Those sections installed before 2004 are out of warrantee and at the end of service life as evidenced by increased leaking. A formal assessment was conducted by ARM Consultants in June 2024, which provided life expectancies for the various roof sections. Most of them were in the 5-6 year range; the newer ones 10-14. Remedial roof repairs were conducted to address the areas most in need of attention. The current estimated cost for the roof sections needing replacement is $785,007.

Alignment with Master Plan Goals and Capital Planning Best Practices Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC New Project Request
Eisenhower Matrix Quadrant Important, but Less Urgent

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
107 / 125 3.22 / 5	**Nashua North HS Roof Replacement**	**FY 30**	**$ 6,586,772**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.20	3.10	3.00	3.20	3.70	3.40	3.20

Nashua High School North completed construction in 2002. The roof membrane was also completed that year, and so is now at least 23 years old. The roof warranted expired in 2022.

ARM Consultants completed an assessment in the fall of 2024 which showed significant areas of concern. The most imminent of these concerns will be repaired this coming summer (2025). The consultant estimates the remainder of the roof will last another 4-6 years, once the repairs are complete.

The cost to replace the entire roof ranges from $5.142,614 to $6,336,772 (2025 dollars) depending on the condition of the sub-layer insulation. Design and contract administration will be an additional $250,000 (give or take).

Alignment with Master Plan Goals and Capital Planning Best Practices Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC New Project Request
Eisenhower Matrix Quadrant Important, but Less Urgent

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
87 / 125 3.39 / 5	**NHS North Site Repaving**	**FY 27**	**$ 1,400,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.50	3.58	3.17	3.17	3.42	3.50	3.17

Construction of the North HS, including the access drive, parking lots, fire lanes and drop off loops, was completed in 2002. The pavement is now showing its age, with settling, cracking, displaced curbing, etc. At the recommendation of the City's Engineering office, the school department hired Stantec in 2018 to conduct an assessment of the site and provide a proposed repaving/mitigation program. Their estimate at that point was in excess of $1.5million. We have escalated that figure to the current budget year and added an amount for additional degradation we have witnessed. $340,000 in existing deferred maintenance funds were allocated to initiating the pavement restoration. We reviewed site conditions this past summer with the City's Engineering Department and identified a number of areas where the pavement has "failed". Subsequent paving replacement was conducted in the summer of 2025 on the school access road (Titan Way), the bus loop and the parent drop off/pickup loop. utilizing DPW's pavement company. Remaining to be addressed are the front, rear and satellite parking lots and the fire lane/access road wrapping around the rear of the school. The amount requested is my estimate of the remaining work and has not been vetted by the City Engineer's office.

Alignment with Master Plan Goals and Critical Maintenance of Existing Infrastructure
Capital Planning Best Practices
Status of Request w/ CIC Existing/Carry-Over/Partially Funded Previously
Eisenhower Matrix Quadrant Important, but Less Urgent

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
112 / 125 3.14 / 5	**NHS South Roof Replacement**	**FY 31**	**$ 7,174,912**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.00	3.10	2.80	3.20	3.70	3.40	3.20

Nashua High School South completed construction in 2004. The roof membrane was also completed that year, and so is now at least 21 years old. The roof warrantee expires in 2024.

ARM Consultants completed an assessment in the fall of 2024 which showed significant areas of concern. The most imminent of these concerns will be repaired this coming summer (2025). The consultant estimates the remainder of the roof will last another 4-8 years, once the repairs are complete.

The cost to replace the entire roof ranges from $5.670,504 to $6,924,912 (2025 dollars) depending on the condition of the sub-layer insulation. Design and contract administration will be an additional $250,000 (give or take).

Alignment with Master Plan Goals and Capital Planning Best Practices Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC New Project Request
Eisenhower Matrix Quadrant Important, but Less Urgent
Capital Cost Notes (if applicable) Cost Estimate is in 2025 dollars

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
109 / 125 3.20 / 5	**Pennichuck MS – Dehumidification Equipment**	**FY31**	**$ 4,386,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.00	3.30	2.80	3.40	3.50	3.60	3.20

As part of the Middle School Construction & Renovation project, Pennichuck Middle School received two new classroom wings, a music classroom and a new media center. The music room and media center received air conditioning as part of the original project, and the new classroom wings received dehumidification modifications to their mechanical systems this past summer (2024). The majority of the original school, put into service in 1988, does not have air conditioning or dehumidification. The school department requests funding to install dehumidification in the classroom wings, cafeteria and gymnasium. This will improve the learning environment and bring the school up to the environmental conditions found in Fairgrounds MS and the new McCarthy MS.

Alignment with Master Plan Goals and Capital Planning Best Practices Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC Old Request (not funded)
Eisenhower Matrix Quadrant Important, but Less Urgent

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
113 / 125 3.14 / 5	**School Renovations**	**FY 30 – FY 32**	**$ 118,400,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.00	3.10	2.80	3.20	3.90	3.40	3.00

This project is a placeholder for upcoming school renovations. These include the following:
Dr. Crisp Elementary was constructed in 1981 and last renovated in 1997. Estimated renovation cost of $16,000.000 in 2031
Amherst St. Elementary was constructed in 1892 and last renovated in 1999. Estimated renovation cost of $16,000,000 in 2032.
NHS North was constructed in 2002. Estimated renovation cost of $25,000.000 in 2033.
NHS South was constructed in 1975 and last renovated in 2004. Estimated renovation cost of $25,000,000 in 2035.
Funding Source City Funds

Alignment with Master Plan Goals and Capital Planning Best Practices
Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC Existing/Carry-Over/Partially Funded Previously
Eisenhower Matrix Quadrant Important, but Less Urgent

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested

94 / 125 3.34 / 5	**Facility Master Plan Project Recommendations**	**FY27 – FY 32**	**$11,869,907**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.83	3.42	2.83	3.17	3.42	3.17	3.00

The Board of Education awarded a contract to Harriman Architects to develop a comprehensive Facility Master Plan for the school district. This plan is to identify all outstanding repair and replacement issues across the district in addition to recommending modifications to meet future education requirements. The plan won't be completed until late winter/early spring, but preliminary results have identified over $24 million issues to correct. These have been tentatively prioritized as projects for Life Safety, Safety & Security, HVAC & Plumbing, and ADA. The list does not include improvements to meet future educational requirements.
The district proposes to address these issues over a twelve-year period. Thus about $2million will be required each fiscal year.
There may be some duplication between Harriman's list and our deferred maintenance listing. These will be identified once the Facility Master Plan is completed and accepted.
For FY27, the school district is requesting $1,947,325.

Alignment with Master Plan Goals and Capital Planning Best Practices Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC New Project Request
Eisenhower Matrix Quadrant Important, but Less Urgent

VI. Community Development

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
123 / 125 2.63 / 5	**Commuter Rail Expansion Task 1-Step 2 and Design Copy**	**FY 27 – FY 28**	**$ 4,000,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
2.33	2.67	2.83	2.83	3.17	2.50	2.33

The City currently completed a scope of work with AECOM to advance the Commuter Rail Study work nearly completed in 2022 through a 'Nashua first' alternative that would extend passenger rail to Nashua only, with Manchester expansion as a potential future effort. That scope included generalized updates to costs and extrapolation of ridership data. Critically however, the work included coordination with agencies including MBTA, NHDOT, and other partners. Most importantly, the City met with the MBTA about the expansion project. The following were the conclusions of that engagement:

- Project has parallels with Pilgrim Partnership, which introduced MBTA Commuter Rail into Rhode Island years ago
- **MBTA is planning a new northside layover facility at Iron Horse Park in Billerica, MA, which could support operations of a *Nashua First* IOS**
- New service plans being considered by MBTA are looking at 30-minute headways all-day inside Rt128 and 60-minute headways all-day outside Rt128, but specific plans for this line could change

- Fundamental issue is finding the capital funds to upgrade the line and purchase additional rolling stock – once in operation there are fewer concerns because prior analysis showed fare revenue could cover all or most of the operating costs
- **MBTA views this project as the highest priority Commuter Rail expansion project not already underway**
- MBTA is willing to provide "sweat equity" to help project proponents with input and information to help advance the planning phase of the project
- **They are comfortable with the city publicly stating MBTA supports the project**
- MBTA encourages the city to pursue federal funding for the capital costs of the project
- MBTA acknowledges they hold trackage rights to operate commuter rail on the CSX portion of the rail line in NH once infrastructure improvements are in place. MBTA owns the portion of the line between Lowell and the NH state line
- MBTA encourages the city to reach out to CSX to coordinate with them about the project

This request includes two (2) specific costs:

1. Subject to authorization to proceed, updates to ridership and operating costs by AECOM currently at a cost of $225,000. Known as Step 1, Task 2, this work will update these key metrics specific to the *Nashua First* IOS using the latest approved methodologies from the Federal Transit Administration and relevant current guidelines. The scope of Task 2 is within the current AECOM contract but is currently unfunded. Once these key metrics are updated a determination can be made whether to proceed with Steps 2 and 3. The scope and budget for Steps 2 and 3 will be determined following completion of the prior work. **The $225,000 has been escalated to $250,000 in the FY2027 Capital Plan request.**

2. Design, operational planning, and grant applications funding to advance the design between Lowell and Nashua to 30% design which would position the project to be prepared for applications to federal design/construction grant programs. These costs are included at$3,000,000 but it is understood that external funding will be necessary to advance this component of the project. This also includes the development of a new operating plan in coordination with MBTA's planned schedule for the Lowell Line and other system-wide initiatives underway, update the financial plan with regard to sources of federal, state, and local funding sources and amounts, and to complete the environmental review consisting of a federal NEPA Environmental Assessment (EA) which was completed under the NHDOT work but will need to be updated to reflect the Nashua First IOS approach to implementation. The final step would be to prepare and complete the Federal Transit Administration (FTA) Capital Investment Grant (CIG) process and enter Project Development.

Alignment with Master Plan Goals and Capital Planning Best Practices Encouraging Equitable and Connected Transportation Networks
Status of Request w/ CIC New Project Request
Eisenhower Matrix Quadrant Important, but Less Urgent

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
97 / 125 3.33 / 5	**EV Charger Installation CMAQ Matching Funds**	**FY 27**	**$ 169,759**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.33	3.50	3.17	3.50	3.50	3.17	3.00

Total Funding Request: $169,759.20 (20% of a total project cost of $848,796)

The City of Nashua submitted an application to the New Hampshire Department of Transportation's Congestion Mitigation and Air Quality (CMAQ) Program. The project was selected for award and included in the State's 2025-2034 Ten Year Plan. Preliminary engineering is scheduled for 2027 and Construction for 2032. However, the State has indicated that agencies that make match funding available earlier may be available to advance to design and construction on an accelerated schedule. The awards require a 20% local match with 80% being supported by CMAQ funds.

The application seeks to install four Direct Current Fast Charging (DCFC) stations (two units with 4 total charging ports) and 10 Level 2 EV charging stations in public, municipally-owned parking garages and lots as shown in the attached project map, generally described as:

Elm St Parking Garage (19 Elm Street)
High St Parking Garage (15 High Street)

The number of fully electric vehicles owned by Nashua residents has increased substantially in recent years. The addition of several hundred new apartment units, the Riverfront project, and Performing Arts Center in downtown Nashua will lead to an increased need for charging stations for residents who aren't able to charge at home. Our planned locations are all municipally-owned parking garages and lots, accessible for charging from pass-through traffic and visitors as well as commuters and residents.

Please note that operational revenue and operational expenses are not completed below. However, there are anticipated long term costs of maintenance and anticipated revenues associated with the chargers. Those have yet to be determined.

This request relates only to accessing capital needed to access the 20% match required for the project estimated at approximately $169,759.20.

Alignment with Master Plan Goals and Capital Planning Best Practices Encouraging Equitable and Connected Transportation Networks
Status of Request w/ CIC New Project Request
Eisenhower Matrix Quadrant Important, but Less Urgent

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
30 / 125 4.06 / 5	**Hydroelectric Improvements**	**FY 27**	**$ 7,000,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
4.33	4.17	3.83	4.17	3.50	4.17	3.83

The City is in the process of obtaining a new license for the Mine Falls Hydroelectric Project. As part of the licensing process, Federal and State agencies have weighed in with requirements for upgrading the facility. These upgrades, referred to in the Federal Energy Regulatory Commission (FERC) license application as Protection, Mitigation and Enhancement Measures (PMEs), include continued operation and maintenance of the project; development and execution of several studies of fish passage; and new infrastructure including installation and operation of permanent upstream American eel passage, and design, installation and operation of a new downstream fish passage.

The City has been granted an addendum to its license exemption for the ongoing turbine upgrade project. In order to receive approval for the addendum, federal and state agencies have provided their requirements for improving upstream and downstream fish passage.

As of December 2025, funds have been appropriated, and design has been commenced for both upstream and downstream fish passage. The City is in the process of reviewing these alternatives with required agencies and is developing cost estimates. It is anticipated that costs for construction will range between 8 and 11 Million dollars, subject to further design and consultation with the agencies.

Alignment with Master Plan Goals and Capital Planning Best Practices
Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC New Project Request

Eisenhower Matrix Quadrant Urgent & Important
Capital Cost Notes (if applicable) Design currently underway.

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
20 / 125 4.11 / 5	**Hydropower Fund Allocation**	**FY 27 – FY 32**	**$ 1,700,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
4.33	4.17	3.83	3.83	4.00	4.33	4.00

This request is for an annual contribution to the existing Hydropower Reserve Fund. The fund was established in its current form in 2016 and is used on an ongoing basis to pay for expenses related to the Jackson Mills Dam and the Mine Falls Dam, which could include, but is not limited to, emergency expenses and overage fees above any annual budgeted amounts. This is the source of funding for emergency repairs needed when either facility goes 'offline'. This fund has typically been capitalized via the 'escrow' or supplemental appropriation process after the conclusion of the fiscal year. The intent is to fund this through the capital budget within the FY2027 Operational Budget.

Alignment with Master Plan Goals and Capital Planning Best Practices Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC Existing/Carry-Over/Partially Funded Previously
Eisenhower Matrix Quadrant Urgent & Important

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
117 / 125 3.09 / 5	**Imagine Main Street**	**FY 28**	**$ 30,000,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.00	2.80	3.20	3.00	4.00	3.00	3.00

The City is committed to building on the momentum from the significant recent and ongoing investments in our downtown: The recently opened Nashua Center for the Arts, the redevelopment of Nashua's riverfront, and our commitment to realize the community-led vision for Main Street outlined in our recently adopted Master Plan, *Imagine Nashua*. Continued investment in our downtown, comprised almost entirely of neighborhoods identified by the DOT as Areas of Persistent Poverty and Historically Disadvantaged Communities, will increase economic opportunities and improve quality of life for our residents. The Imagine Main Street project will directly confront the inequities the current vehicle-oriented design of the corridor creates for those without personal vehicles, as well as incorporating green infrastructure to help mitigate the disproportionately negative environmental impacts on residents of the proposed project area. Nashua's downtown is an important economic driver of the City, and we strive to make it a welcoming, walkable, and enticing destination for residents and visitors alike.

Alignment with Master Plan Goals and Capital Planning Best Practices Supporting Economic Mobility and Access to Opportunity
Status of Request w/ CIC Old Request (not funded)
Eisenhower Matrix Quadrant Important, but Less Urgent
Capital Cost Notes (if applicable) This project requires grant funding.
Project Location Notes (Assessor's Map/Lot or Address Details) Main Street

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested

99 / 125 3.29 / 5	Mine Falls Pedestrian Bridge	FY 28	$ 3,500,000

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.20	3.40	3.00	2.80	4.00	3.40	3.40

The request relates to the installation of a pedestrian bridge between the proposed Mohawk Tannery Redevelopment area and Mine Falls Park as part of a Master Development Agreement and Master Concept Plan that are pending approval in front of the Board of Aldermen. Funding Source City Funds

Alignment with Master Plan Goals and Capital Planning Best Practices Encouraging Equitable and Connected Transportation Networks
Status of Request w/ CIC Old Request (not funded)
Eisenhower Matrix Quadrant Important, but Less Urgent

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
64 / 125 3.60 / 5	Nashua River Embankment Repairs	FY27	$ 500,000

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.83	3.67	3.17	3.83	3.33	3.50	3.67

Background
This project focuses on river embankment located along the south bank of the Nashua River, approximately 150 feet downstream of the Jackson Falls Dam, opposite the hydroelectric power plant. This sloped paving, made up of large cut stones and held in place by cementitious mortar, provides scour protection armoring for the riverbank/embankment that supports and protects the City of Nashua's84-inch Reinforced Concrete Pipe (RCP) sewer (Nashua River Interceptor) which carries 3.5 to 10.5 million gallons per day of combined sewer flow.
In February of 2024 City staff noticed movement of the slope pavement stone erosion occurring along the embankment. It was subsequently determined that deterioration of the slope pavement and underlying embankment had progressed. A subsequent conditions assessment was performed by Hazen Sawyer on March 12, 2024, and the recommendation was to repair the slope pavement immediately. It was found that the altered flow regime between the south embankment and the cofferdam constructed for the hydroelectric power plant project across the river, combined with heavier than typical flows, appeared to have eroded the dumped riprap toe protection along the bottom of the slope pavement armoring the riverbank in the vicinity of the 84-inch RCP. The City contacted Bancroft Contracting, Inc., the contractor responsible for construction activities at the hydroelectric power plant, to immediately stabilize the embankment through the application of shotcrete to the affected grouted stone pavement. The contractor applied approximately40 cubic yards of shotcrete to the affected area.
It was determined that the work had temporarily stabilized the failed slope pavement stones and erosion of the underlying embankment, and no obvious cracks or settlement were observed. However, while the shotcrete filled voids in the slope pavement protection above the typical water level and should provide some level of continued erosion protection, several, large areas of bare earth are visible where stones have been dislodged below the water level. These exposed areas are still at increased risk of scour from river flows. Erosion of these areas could result in

further progression of the slope pavement failure and underlying embankment erosion that the emergency repairs intended to arrest. The areas of bare earth are more frequent and pronounced at the upstream end of the area that was repaired. The stones further downstream toward the end of the shotcrete application appear more stable although voids still exist.
Now that the cofferdam at the hydroelectric plant construction site across the river has been removed and the flow regime has been approximately restored to pre-construction conditions, it has been recommended that a more comprehensive rehabilitation project be implemented to stabilize the toe of the slope and repair the embankment where damage has occurred over the past year.

Recommended Solution Alternatives:

There are several solutions that may be appropriate for this area. Options should be explored in detail and are recommended to include: Construction of a permanent toe buttress using large riprap or mass concrete to prevent future undermining of the slope protection.
Removal, backfill, and replacement of cut stone to repair obvious areas of damage to the slope pavement system from the walkway berm to the toe of the slope.
Fortification of the NRI embankment armoring using shotcrete application.
Evaluation and repair of voids in the embankment using grout or flowable fill.

Capital Cost Notes (if applicable) A full cost estimate has not been generated. This $500,000 is included for placeholder purposes only.
Alignment with Master Plan Goals and Capital Planning Best Practices Critical Maintenance of Existing Infrastructure
Status of Request w/CIC New Project Request
Eisenhower Matrix Quadrant Important, but Less Urgent

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
16 / 125 4.14 / 5	**NTS Capital Project Match Requests**	**FY 27 – FY 32**	**$ 1,050,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
4.17	4.50	4.00	3.83	4.33	4.00	3.83

This request is for approval of matching funds received from the Federal Transit Administration (FTA) and New Hampshire Department of Transportation (NHDOT). The Nashua Transit System (NTS) receives grants for capital projects at its facilities and with its fleet (buses and vans) on an annual basis. These grants are typically an 80/20 grantee/City match funding requirement, but can vary, with as little as 7.5% City match required in some circumstances.

These matching funds have typically been mobilized via the 'escrow' or supplemental appropriation process after the conclusion of the fiscal year. The intent is to fund this through the capital budget within the FY2027 Operational Budget. For the purposes of this form, only the match dollars have been included.

Alignment with Master Plan Goals and Capital Planning Best Practices Encouraging Equitable and Connected Transportation Networks
Status of Request w/ CIC New Project Request
Eisenhower Matrix Quadrant Important, but Less Urgent

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
102 / 125 3.25 / 5	**Solar Array Purchase – Transit Center and Lake Street Fire Station**	**FY 27**	**$ 300,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
2.50	3.50	3.50	3.50	3.33	3.50	3.67

The City of Nashua is currently a party to two (2) Power Purchase Agreements (PPA's). with Revision Energy for solar facilities on the Transit Garage and Lake Street Fire Station. The 2019 PPA is attached to the submission. Per those PPA's, the City has the right to purchase this infrastructure beginning in November 2025. The estimated cost of the purchase is $300,000. In the event that cash cannot be mobilized, a 5% interest rate bond would result in a yearly payment of roughly $28,500.

Currently, the City pays the third-party in the PPA approximately $23,000 for the energy generated by these arrays. This cost is projected to rise by 2% year-by-year and would be approximately $29,000 in year 14 of the agreement.

The implications of this buyout would be that there is a savings in outer years.

	Transit				**Lake Street**	
	KWH	**$**			**KWH**	**$**
FY20	**48181**	**$4,239.93**		**FY20**	**50696**	**$ 4,461.25**
FY21	**125914**	**$11,080.41**		**FY21**	**134928**	**$ 11,873.66**
FY22	**123772**	**$11,133.71**		**FY22**	**129809**	**$ 11,881.08**
FY23	**127958**	**$11,832.25**		**FY23**	**135552**	**$ 12,539.65**
			System Cost	**Interest Rate**	**Monthly Payment**	**Annual Payment**

	Transit				**Lake Street**	
			$301,680	**5%**	**$2,385.67**	**$ 28,628.04**

Alignment with Master Plan Goals and Capital Planning Best Practices Preservation and Protection of Natural Resources and Parks
Status of Request w/ CIC New Project Request
Eisenhower Matrix Quadrant Important, but Less Urgent

VII. Economic Development

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
125 / 125 2.40 / 5	**Millyard Dog Park Construction**	**FY 27**	**$ 1**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
1.67	2.83	2.67	2.67	3.33	2.33	1.83

In 2020 and into 2021, the City undertook an effort to plan for the creation of a dog park in the urban core of Nashua. The Animal and Dog Park Committee (ADPAC) developed the Nashua Dog Park Feasibility Study, which can be found here: https://www.nashuanh.gov/DocumentCenter/View/24112/2021-Nashua-Dog-Park-Feasibility-Study-with-Full-Size-Plans?bidId= After identifying a location within the Millyard area appropriate for development as a dog park, an online survey of public opinion was conducted to determine the park features desired by Nashua survey participants. The survey-preferred amenities included waste receptacles, dog waste bag dispensing stations, a water source for drinking, shade structures, benches, separated small and large dog areas, and lighting. A dog park design was subsequently developed according to survey results, and refined with input from the ADPAC subcommittee, the full committee, City staff, and representatives from the local humane society. Illustrative drawings and colorful graphics were developed to depict the dog park design and to use in future educational and fundraising activities.

The final conceptual dog park design is approximately 50,000 square feet, inclusive of the roadway and park areas. As the design is refined further, the intention would be to keep the area of disturbance less than 50,000 square feet to avoid the need for an alteration of terrain permit. The Consultant Team developed a planning-level cost estimate for implementation of the conceptual dog park design, totaling $814,450. This value includes estimated costs for site preparation and earthwork, connection of needed site utilities, roadway and parking lot creation, landscaping, and site amenities and furnishings, as well as design, engineering, and permitting fees. These costs have been 'escalated' below for assumed construction years.

While this project is being submitted as a capital request, it is likely that the City will identify an alternative method of financing improvements, including a public-private-partnership or expansion of the Riverfront TIF district and identification of this project as a funding priority.

***Please note for the FY2027 CIP plan that it is assumed that the Dog Park will be constructed by the developer of the NIMCO site based on pending development agreement negotiations. Therefore, no capital impacts are proposed.**

Alignment with Master Plan Goals and Capital Planning Best Practices Preservation and Protection of Natural Resources and Parks
Status of Request w/ CIC Old Request (not funded)
Eisenhower Matrix Quadrant Neither Urgent, nor Important
Capital Cost Notes (if applicable) All costs reflect the 2021 cost estimates with 50% cost escalator for construction in FY2026. For the purposes of this table, contingency estimates (20%) were included in the Construction line.

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
122 / 125 2.75 / 5	**New Downtown Parking Garages**	**FY 27 – FY 29 & FY 31**	**$30,350,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
2.67	2.67	3.33	2.50	3.33	2.50	2.17

Identified in the 2022 Parking Study is the need for an additional 1,000 parking space in the downtown in the next 10 years. The recommendation breaks down the most urgent need as:
"As presented in the Future Conditions section of this report, there are multiple options for adding more public parking supply to downtown Nashua if or when needed in the future. The various strengths and weaknesses of these options are presented in detail within that section of the report. It is the recommendation of the consulting team that the City of Nashua prioritize the advancement of a public/private venture to introduce structured parking on the Maple Street Lot first and foremost. The projected development and impacts around the south end of Main Street in the Near? and Midterm will need to be supported and this site offers both superior location and timing relative to the other options. In addition, the total project cost is superior to the other options and the cost per net space gained is within the middle of the range of all options. The redesign of Main Street referenced as Option 1 provides up to 96 spaces at a total project cost of just over $2.8M and less than $30,000 [this amount is likely larger in 2026 dollars] per net space gained, but with considerable ancillary and political challenges. If the option proves nonviable, the best alternate would be tandem development of structured options at the Water Street and Pearson Avenue lots. This would support continued growth and development along the north end of Main Street."
This leaves us a few options for how we would like to add the much-needed spaces to downtown. There were five locations identified as possible new garages in the study all of which could either be stand-alone parking garages paid for through a bond, or could be combined with a private use that may lower our cost per unit, but would still need a bond, although might be smaller amount, but would likely also be a smaller supply infusion. We should work with private developers as well as identify a plan for standalone garages. Funding Source: City Funds – Bonds, Capital, Trust funds, etc.

Alignment with Master Plan Goals and Capital Planning Best Practices Planning for Increased Service Demand
Status of Request w/ CIC New Project Request
Eisenhower Matrix Quadrant Important, but Less Urgent

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
124 / 125 2.61 / 5	**Quadrant 1 Riverfront Improvements**	**FY 26 – 31**	**$ 22,880,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
2.50	2.67	3.00	2.67	2.83	2.33	2.17

This project is to connect Quadrant 1 Riverfront Improvements to the existing project in Quadrants 2 and 3 including conceptual design work and buildout of the public improvements. The NIMCO property redevelopment has pushed forward the need to start thinking about the redesign of the Riverfront in the Mill yard past Clocktower Apartments and into Mine Falls Park. The selected developer for the NIMCO property is slated to make several public improvements in alignment with the Riverfront Development Plan and proposed Quadrant 1 improvements. This project includes design and implementation of the concepts proposed within Quadrant, likely through the use of TIF funds. The costs reflected below do not include the improvements to be completed by the NIMCO developer.

Alignment with Master Plan Goals and Capital Planning Best Practices Supporting Economic Mobility and Access to Opportunity
Status of Request w/ CIC Old Request (not funded)
Eisenhower Matrix Quadrant Important, but Less Urgent
Capital Cost Notes (if applicable) To be funded via TIF revenues.
Project Location Notes (Assessor's Map/Lot or Address Details) Quadrant 1 Riverfront

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
118 / 125 3.08 / 5	**Citywide Small Infrastructure Interventions**	**FY 27**	**$ 200,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.00	3.00	3.33	2.83	3.50	3.17	2.83

Several small intervention projects across every Ward. Could include lighting, public art installation, landscaping, wayfinding signage, etc. Funded through the operating budget for FY27.

Alignment with Master Plan Goals and Capital Planning Best Practices Increasing Outreach, Engagement, and Awareness
Status of Request w/ CIC New Project Request
Eisenhower Matrix Quadrant Important, but Less Urgent

VIII. Nashua Public Library

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
12 / 125 4.25 / 5	**HVAC Plant Renovation and Digital Controls**	**FY 27**	**$ 1,147,604**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
5.00	4.17	3.67	4.00	4.17	4.17	3.83

The need for HVAC improvements at the Nashua Public Library is urgent. Nearly every component of the heating, ventilation and air conditioning system is at or near the end of life, and we are relying on manual operation of pneumatic controls to keep the system operating. The result is a system operating inefficiently, expensive repair bills and uncomfortable spaces for both staff and customers. For example: since we have no way to regulate the temperature or airflow of the air conditioning system, s staff offices use space heaters to keep warm when the AC is running, while other rooms operating fans to keep cool. If the library building will not be renovated or replaced in the very near future, this HVAC project will be required in order to keep the building operational. The library Trustees worked with Design Lab architects, RFS Engineering and Harvey construction during FY26 to draft an updated renovation study and cost proposal. Those new documents are included with this request along with other studies previously submitted.

Attached to this submission are several documents:

- 2025 HVAC renovation study and associated cost estimate
- The 2015 report from Peregrine Energy regarding the condition of the system
- A more current assessment of our HVAC plant which was completed by RFS Engineering in 2022 as part of the overall technical assessment of the building. A more detailed report on the current condition of the system and more accurate cost estimates will be available in the coming weeks, but were not ready in time for this submission.
- A spreadsheet outlining the repair and utility costs for the last several years and this fiscal year to date.
- Photographs of some elements of the system for context

I would be happy to offer a tour of the building and these systems to any committee member.

Alignment with Master Plan Goals and Capital Critical Maintenance of Existing Infrastructure
Planning Best Practices
Status of Request w/ CIC Old Request (not funded)
Eisenhower Matrix Quadrant Urgent & Important

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
116 / 125 3.10 / 5	**Library Renovation**	**FY 27-28**	**$76,000,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.50	2.83	2.50	3.00	3.67	3.17	3.00

The library building is deteriorating and is in need of renovation or replacement so that library services can continue to be provided to city residents and taxpayers. The library is Nashua's downtown community center: visited by 700+ people every day, providing services and programs to Nashua residents and offering free access to a wide variety of books and materials; eBooks, online newspaper access and an archive of local history and genealogical materials. The library serves as a site for multiple major city events and hosts important citizen services like free tax assistance, voter education and registration, and property owner meetings with Vision Government Solutions. The building is heavily used for 61 hours every week, including Sundays year-round.

After many years of submitting capital requests to address specific repair projects that have not been funded, the Board of Trustees in 2022 worked with Design Lab to conduct a full technical assessment of the building. This assessment identified deficiencies in all of our mechanical systems, code compliance and ADA accessibility, and ultimately recommended that a full renovation is needed to address deferred maintenance and code compliance. You can view the full report at this link: https://www.nashualibrary.org/DocumentCenter/View/100/Facility-Assessment-Report and I have also attached individual pages to this report that highlight the major deficiencies identified in that assessment (HVAC, electrical and accessibility) and the cost estimate for addressing those deficiencies. In FY2025, the Trustees began work on a space needs assessment and feasibility study that will identify what spaces are needed in a potentially renovated building and to explore whether constructing a new building on the adjacent parking lot would be more affordable and efficient. That report is expected to be available in July and the expenditure for this study is reflected in the capital cost breakdown below. Funding Source City Funds- Bonds, Capital, Trust Funds, etc.

Alignment with Master Plan Goals and Capital Planning Best Practices Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC Existing/Carry-Over/Partially Funded Previously
Eisenhower Matrix Quadrant Urgent & Important
Capital Cost Notes (if applicable) Initial cost estimates for the renovation are estimated to be $23,000,000 - $28,000,000 : final cost and a timeline for construction won't be established until we complete the planning and design phase. The estimated costs for the design phase of the renovation were provided by the architect.

IX. Public Health & Community Services

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
9 / 125 4.29 / 5	**Building Security Upgrades**	**FY 27**	**$ 96,600**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
4.83	4.50	3.67	3.67	4.00	4.33	4.33

Over the past few years, we have experienced a need to enhance the security and safety of staff at 18 Mulberry Street. There have been several incidences where staff safety has been threatened by irate members of the community. Individuals have come into either the clinic or staff common spaces and threatened staff safety. This may have been prevented if there were key swipes at the doors that would only allow for authorized staff to enter into department office spaces. This request is building upgrades that would include key swipes to be added to doors in each department to prevent unauthorized entrance into staff offices. In addition, to have a better idea of who may be on the other side of the door, staff has request peep holes be added to the doors. This request also includes the changing of the glass clinic doors for better security and ADA compliance. Currently, the doors can be pulled open. This reduces the ability to keep both staff and constituents safe if the clinic needed to go on lock down. The Building Safety Committee, which includes staff from Risk Management conducted a walk-through of the building to identify the scope of this deferred maintenance request. It is estimated that the key swipes to each door may have an estimated cost of $4,000 per door. There is a total of 14 doors that will need for key swipes, for a total of $52,000. The cost for door replacements in the clinic would be approximately $12,000. The doors on the 2nd floor near the Director's office and the Administrative Assistant's office would be approximately $3,000. The peep holes would be installed at approximately $250 per door x 8 doors = $2,000. The cost of labor would be approximately $27,600. The total cost for this project would be approximately $96,6000. The following table outlines the need by floors:

Garden Level

Badge Swipes	**Peep Hole**
003 breakroom/mothers' room	Yes
007A office Bernard	Yes
007B office Lessard	Yes
010 – 2 doors office Community Health Workers	Yes

019 Triage room	Yes
Wood clinic door	n/a
025 Phlebotomy/storage room	Yes
Replace glass clinic doors with ADA accessible	n/a

Other needs: Fire exit door at bottom of stairs – Place a key lock to be similar to the stairwell fire doors on the 1st and 2nd floors

1st floor

Badge Swipes	**Peep Hole**
n/a	Door 110
Break room	n/a

2nd floor

Badge Swipes	**Peep Hole**
225 office McCarthy	Yes
224 office Muccioli	Yes
214 Replacing pad with badge swipe	n/a
Add doors with key swipe by mailboxes/room 207 and 208- to encloses the offices of Bagley and Ijaz behind door	n/a

Alignment with Master Plan Goals and Capital Planning Best Practices Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC New Project Request
Eisenhower Matrix Quadrant Urgent & Important
Capital Cost Notes (if applicable) These are deferred maintenance cost for the building upgrades
Project Location Notes (Assessor's Map/Lot or Address Details) 18 Mulberry Street Nashua

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
89 / 125 3.38 / 5	**Environmental Technology Enhancement**	**FY 27 – FY 32**	**$ 91,800**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.67	3.50	3.00	3.17	3.00	3.67	3.33

The Environmental Health Department has investigated an enhanced software technology system to upgrade their inspections, data collection and ticketing processes. The department would like to enter into a contract with HS Gov Tech for an upgrade software package to improve customer utilization of licensing and cross-departmental use. This programming will allow the staff the ability to perform inspections in the field on iPads and display inspection results online for the general public and a full-service portal for constituents to apply for permits and licenses online. They will also be able to pay fines and application fees online. the program allows for conversion of historical data to be uploaded to an online cloud suite for storage and data tracking. The technology will allow for printing of permit forms, receipts, inspection forms and generate invoices. Funding Source City Funds and Other*

Alignment with Master Plan Goals and Capital Planning Best Practices Protection of Public Health, Safety, and Welfare
Status of Request w/ CIC New Project Request
Eisenhower Matrix Quadrant Urgent & Important

Capital Cost Notes (if applicable) ***There is the one-time upfront build cost and the ongoing maintenance cost. EH have a revenue source that is generated from food services licensing fees that can cover the annual maintenance fee**.
Project Location Notes (Assessor's Map/Lot or Address Details) 18 Mulberry Street Nashua

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
82 / 125 3.42 / 5	**Nashua Resource and Transitional Housing Center**	**FY 27 & FY 31**	**$ 6,470,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
4.17	2.50	3.17	3.33	3.83	3.67	3.17

The state of homelessness is a public health crisis that should be treated with the same urgency as other emergency events such as fires, winter storms or the pandemic, which can all cause displacement from homes. Encampment responses are crisis responses that have resulted in legislation being passed in many cities, including Nashua, to ban their existence. It is essential to acknowledge that a humane and effective crisis response must use evidence-based strategies to collaboratively and equitably connect people to housing, shelter, and services. The cost of homelessness is staggering when we think about the toll on the individual, families and the community. The city of Nashua has engaged in a cross-departmental municipal approach to respond to the homelessness situation, which included: public health, emergency management, fire, police, public works, parking, community development, administrative services and the Mayor's office, over the past three years. According to the 2023 Annual Homelessness Assessment Report (AHAR), there has been a 13.5% increase in individuals experiencing homelessness between 2020-2023. During this time period, New Hampshire saw a 52% increase in homelessness. Although there has been a recent report in 2025, of an 8% decrease in homelessness in NH, here in Nashua, we continue to see an increase in those who are unsheltered, living in their cars, sleeping outside on the sidewalk and living in encampments scattered throughout the city. A total of over ten encampments were counted during FY 25. During the summer of 2025 the Division of Public Health and Community Services' (DPHCS) team of Community Health Workers (CHWs), in collaboration with outreach workers from partnering organizations, conducted a mid-year Point-In-Time (PIT) count. We identified fifty-nine individuals living outside, which was an increase from the 34 that were counted during the PIT count conducted in January of 2025. Outreach activities resulted in encounters with over 70 individuals at one single encampment site this year. In addition, outreach activities in various sites, including Main Street, allowed for us to realize our numbers of unhoused individuals was closer to over 100. There are currently three privately owned shelters serving the Greater Nashua community with 87 beds for singles. The Nashua Soup Kitchen and Shelter (NSKS) is the only shelter that accommodates families with four family shelter pods that are consistently full. The City has a need for an additional shelter space that will offer low barrier sheltering, which currently does not exist in Nashua. To support those who were not able to access the Mission or the NSKS shelter with extended emergency beds, the Division of Public Health and Community Services operated an overnight warming station at Elm Street Middle School, that opened in January 2025 until April 30, 2025. Protective services were provided to over 200 unduplicated guests during that time period. On days when other service organizations were closed, the Elm Street Warming Station opened for additional hours during the day and offered opportunities for guests to connect to partnering organizations. Opioid abatement trust settlement monies are currently used to fund

the operations at the Elm Street Warming Station, but this funding will not sustain the needed resource center and shelter. Although a percentage of the city's unsheltered population struggle with opioid use disorder, the opioid abatement trust funding needs to be used for prevention, harm reduction, and promoting recovery efforts. Nashua lacks sheltering capacity for the current population of unsheltered individuals and will continue to be insufficient in providing sheltering needs as this population continues to grow. While we have made substantial efforts to increase affordable housing through zoning and other initiatives, the shelters in Nashua continually run at capacity, demonstrating the need to have another shelter with access to warming and cooling station capabilities available year-round. In response to encampment efforts, Nashua has spent over $320,707 in clean-up costs, building repairs (Library) and staff response time across several municipal divisions and departments (DPW, NPD, DPHCS, NPL, NFD, CD, ED, and AS) Our citywide efforts have been strategic and intentional in response to our business community, faith-based organizations and social service agencies. We have addressed emergent issues with short-term interventions and now need to invest in a long-term plan for the city and this vulnerable population. Investing in a capital project for a shelter and resource center will better address this public health issue and will reduce the overall cost to the city in responding to emergency calls, fires, trash, human waste and reduce the spread of communicable diseases. This request for capital funding is to support the construction of a facility that would support sheltering of those experiencing homelessness and provide onsite resource services. The goal is to provide temporary sheltering with the ultimate goal of getting the individuals rehoused with ongoing support services in place. The plan will include partnering with community services agencies and utilizing community health workers (CHWs) to make linkages to the resources needed. The facility will be constructed to offer space for operations and provide laundry, showering and storage lockers, with additional space used for individuals to respite indoors, meet providers, and work with CHWs. During the winter, this open concept area will be used as a warming station and during the summer, a cooling station. The facility would accommodate shelter space for up to thirty (30) beds for men and women and six (6) transitional single room occupancy units (SROs) for temporary emergency stay. Grant funding and Medicaid reimbursable services will be provided on site as a source of revenue to sustain operations of the Nashua Shelter and Resource Center.

Alignment with Master Plan Goals and Capital Planning Best Practices Protection of Public Health, Safety, and Welfare
Status of Request w/ CIC Old Request (not funded)
Eisenhower Matrix Quadrant Urgent & Important
Capital Cost Notes (if applicable) This request for capital funding is to support the construction of a facility that would support sheltering of those experiencing homelessness and provide onsite resource services. The goal is to provide a continuum of housing support, beginning with immediate emergency sheltering, progressing to transitional housing, with an ultimate goal of getting the individuals rehoused into permanent housing with ongoing support services in place.
Project Location Notes (Assessor's Map/Lot or Address Details) Nashua NH

X. Public Works

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
74 / 125 3.54 / 5	**DPW Garage**	**FY 27**	**$ 45,000,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.83	4.00	3.33	3.17	3.00	3.67	3.00

DPW Garage - The Division of Public Works is requesting funding to design and build a public works garage which will be attached to the current Administration building. This will allow DPW to finalize the consolidation of staff and operations in one location. The current DPW garage is not adequate for the size of the fleet, and it has well surpassed its life expectancy. There are many costly repairs that will need to be completed within the next five years, including a new roof and boiler. A new public works garage will provide the opportunity to update the Fleet Department and comply with current safety and OSHA standards. Public Works operates millions of dollars of equipment. Most of it is stored outside. The new garage will provide cover for the equipment and increase its longevity by keeping it out of the weather when not in use. Storing equipment under cover will allow Public Works to respond more quickly in emergency situations like snow emergencies, flooding, wind storms, etc. Funding Source City Funds- Bonds, Capital, Trust Funds, etc.

Alignment with Master Plan Goals and Capital Planning Best Practices Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC Existing/Carry-Over/Partially Funded Previously
Eisenhower Matrix Quadrant Urgent & Important

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
66 / 125 3.60	**Truck Wash Bay**	**FY 27**	**$ 2,500,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.67	3.67	3.67	3.17	3.17	4.17	3.50

The Division of Public works has over 300 vehicles and heavy-duty trucks valued at over approximately $32M. The life of these vehicles can be extended with proper maintenance. The construction of a truck and chassis wash bay will allow for a thorough wash after daily use, especially in winter conditions. Availability of the truck wash will allow for the removal of salt residue from the undercarriage of vehicles, providing a higher level of maintenance and longer

life of the vehicles. Currently, the Division only has a pressure washer that does not adequately remove debris and residue from the vehicles. Further, this truck wash will be used by all City Departments, including Police and Fire. Funding Source City Funds – Bonds, Capital, Trust Funds, etc.

Alignment with Master Plan Goals and Capital Planning Best Practices Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC Old Request (not funded)
Eisenhower Matrix Quadrant Urgent & Important

XI. Engineering Department

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
11 / 125 4.28 / 5	**Annual Street Paving Program**	**FY 27 – 32**	**$ 31,391,290**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
4.67	4.67	4.00	3.67	4.17	4.17	3.83

FY 2027 Request: $7,500,000

In FY22, the City authorized legislation to bond $7.5 million annually for five years to fund the second half of the proposed ten-year Street Paving Program. The objective of the program is to repair deteriorating streets, maintain those in good condition to extend their lifespan, and implement cost-effective strategies that stay within the allocated budget. This program is crucial for ensuring that roadways remain safe, functional, and efficient for public use. Street selection is determined using a Pavement Condition Index (PCI) through pavement management software to prioritize repairs. This request seeks break-even funding for the program following the completion of the ten-year plan, ensuring continued investment in the maintenance and preservation of the City's streets. Priority Project 1 Engineering Department

Alignment with Master Plan Goals and Capital Planning Best Practices Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC Existing/Carry-Over/Partially Funded Previously
Eisenhower Matrix Quadrant: Urgent & Important

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
78 / 125 3.48 / 5	**Canal St-RR Sq. to Bridge St Improvements #43545**	**FY 30**	**$ 440,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.60	3.60	3.20	3.20	4.00	3.40	3.20

This project involves studying and implementing Complete Streets improvements along Canal Street, from Railroad Square to the Taylors Falls Bridge. The goal is to enhance safety, accessibility, and multimodal transportation by incorporating elements such as improved sidewalks, bike lanes, pedestrian crossings, and traffic-calming measures. This project is included in the New Hampshire Department of Transportation's (NHDOT) current 10-year plan and will be funded through an 80% federal and 20% local match.

Alignment with Master Plan Goals and Capital Planning Best Practices Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC Old Request (not funded)
Eisenhower Matrix Quadrant Important, but Less Urgent

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
32 / 125 4.03 / 5	**Crosswalk Enhancement**	**FY 27**	**$ 300,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
4.17	4.33	3.67	3.67	4.17	3.83	4.00

The Crosswalk Enhancements will focus on improving pedestrian safety and accessibility at key roadway crossings throughout the City through the use of proven countermeasures.

Alignment with Master Plan Goals and Capital Planning Best Practices: Critical Maintenance of Existing Infrastructure
Eisenhower Matrix Quadrant: Urgent & Important
Status of Request w/ CIC: New Project Request

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
43 / 125 3.82 / 5	**Culvert Inspection and Repair**	**FY 27**	**$ 250,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
4.00	4.17	3.67	3.50	3.83	3.50	3.50

This project involves the inspection and repair of existing drainage culverts throughout the City. Work includes inspecting, cleaning, debris removal, and performing necessary structural repairs or replacement. The goal is to improve stormwater conveyance and reduce the risk of roadway or property flooding.

Alignment with Master Plan Goals and Capital Planning Best Practices: Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC: New Project Request
Eisenhower Matrix Quadrant: Urgent & Important

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
34 / 125 3.98 / 5	**DW HWY Pedestrian Safety #41585**	**FY 27**	**$ 110,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
4.17	4.00	4.00	3.67	4.33	3.67	3.67

The DW Highway Pedestrian Improvement Project aims to enhance pedestrian safety, accessibility, and connectivity along this key corridor. The project will focus on upgrading sidewalks, adding or improving pedestrian crossings, and ensuring compliance with ADA standards. This project is included in the New Hampshire Department of Transportation's (NHDOT) current 10-year plan and will be funded through an 80% federal and 20% local match.

Alignment with Master Plan Goals and Capital Planning Best Practices Protection of Public Health, Safety, and Welfare
Status of Request w/ CIC Existing/Carry-Over/Partially Funded Previously
Eisenhower Matrix Quadrant Urgent & Important

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
119 / 125 3.05 / 5	**East Hollis St, Main St to C St Improvements #40660**	**FY 32**	**$ 1,260,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
2.60	2.80	3.20	3.00	4.00	3.40	3.20

The East Hollis Street Corridor Improvement Project aims to enhance connectivity between downtown and key facilities, including the Hudson bridges, Crown Street Park & Ride, and the newly developed Henry Hanger building. The project will focus on traffic enhancements, streetscape upgrades, and improved pedestrian infrastructure. Planned improvements include better traffic flow, upgraded sidewalks, and safer pedestrian crossings, creating a more accessible and efficient corridor for residents and visitors. The project is included in the NHDOT's current 10-year plan and is an 80%/20% match.

Alignment with Master Plan Goals and Capital Planning Best Practices Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC Old Request (not funded)
Eisenhower Matrix Quadrant Important, but Less Urgent

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
92 / 125 3.37 / 5	**East Hollis Intersection Improvements #16314**	**FY 27**	**$ 500,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.33	3.17	3.33	3.33	3.83	3.50	3.33

This project aims to establish a new gateway into Nashua for travelers crossing the twin bridges from Hudson, New Hampshire. The improvements will enhance access to new residential developments in the area and the existing City parcel on Crown Street. The project will optimize traffic flow to efficiently distribute vehicles while improving bicycle and pedestrian facilities. Additionally, aesthetic enhancements will create a more welcoming and visually appealing entrance to the city.

Alignment with Master Plan Goals and Capital Planning Best Practices Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC Old Request (not funded)
Eisenhower Matrix Quadrant Important, but Less Urgent

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
46 / 125 3.77 / 5	**Kinsley St Bike & Pedestrian Improvements**	**FY 27**	**$ 450,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.83	3.83	3.50	3.50	4.33	3.67	3.67

This project focuses on the reconstruction of sidewalks and proposed bike lanes along Kinsley Street to enhance safety, accessibility, and multimodal transportation options. These improvements will create a safer and more efficient corridor for pedestrians and cyclists, encouraging active transportation and improving connectivity within the area. This project is included in the New Hampshire Department of Transportation's (NHDOT) current 10-year plan and will be funded through an 80% federal and 20% local match.

Alignment with Master Plan Goals and Capital Planning Best Practices Protection of Public Health, Safety, and Welfare
Status of Request w/ CIC Old Request (not funded)
Eisenhower Matrix Quadrant Urgent & Important

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
72 / 125 3.56 / 5	**Lock & Whitney St Sidewalk & Bike Lane**	**FY 27**	**$ 300,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.67	4.00	3.17	3.00	3.83	3.50	3.33

This project focuses on reconstructing sidewalks and adding dedicated bike lanes along Lock Street and Whitney Street to enhance safety, accessibility, and multimodal transportation options. The improvements will provide safer and more convenient routes for pedestrians and cyclists, encouraging active transportation and improving connectivity within the area. Children are walking in the streets to school and Public Works can't clear snow and ice from sidewalks with side sidewalk tractors due to width and obstacles, this project is included in the New Hampshire Department of Transportation's (NHDOT) current 10-year plan and will be funded through an 80% federal and 20% local match. Priority Project 2 Engineering Department

Alignment with Master Plan Goals and Capital Planning Best Practices Protection of Public Health, Safety, and Welfare
Status of Request w/ CIC Existing/Carry-Over/Partially Funded Previously
Eisenhower Matrix Quadrant Urgent & Important

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
90 / 125 3.38 / 5	**Main Street Bridge**	**FY 28 – FY 29**	**$ 1,950,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.60	3.40	3.20	3.00	3.60	3.40	3.20

The Main Street Bridge project will include repairing and repainting the substructure, replacing the expansion joints, repairing the concrete deck, and updating the membrane and bituminous wearing surface, as outlined in the August 2023 evaluation report by Hoyle Tanner and Associates.

Alignment with Master Plan Goals and Capital Planning Best Practices Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC Old Request (not funded)
Eisenhower Matrix Quadrant Important, but Less Urgent
Capital Cost Notes (if applicable)
Recommendation based on HTA Water Street and Main Street Bridge Evaluation Report (August 2023).

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
76 / 125 3.51 / 5	**Nashua River Front Pedestrian Bridge**	**FY 27**	**$ 50,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.83	3.83	3.00	3.00	3.83	3.33	3.17

This project involves the design of a replacement pedestrian bridge spanning the Nashua River. The project is funded through congressionally directed spending specifically allocated for the design phase, with an 80% federal and 20% local match.

Alignment with Master Plan Goals and Capital Planning Best Practices Protection of Public Health, Safety, and Welfare
Status of Request w/ CIC New Project Request
Eisenhower Matrix Quadrant Important, but Less Urgent

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
68 / 125 3.58 / 5	**New Traffic Signals**	**FY 27**	**$ 300,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.50	4.00	3.50	3.00	3.67	3.67	3.50

The City currently operates around 100 traffic signals, many of which will require replacement over time due to age and wear. This funding request aims to support the reconstruction of one or two traffic signals per year, ensuring that the City's signal infrastructure remains up to date and fully operational. The program will prioritize the replacement of the most outdated or problematic signals, enhancing traffic flow, safety, and reliability across the city’s transportation network. Through ongoing upgrades, this program will help reduce maintenance costs and improve the overall functionality of the City's traffic control systems.

Alignment with Master Plan Goals and Capital Planning Best Practices Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC Old Request (not funded)
Eisenhower Matrix Quadrant Important, but Less Urgent

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
115 / 125 3.12 / 5	**Photogrammetry Fly Over**	**FY 27**	**$ 250,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
2.67	3.67	3.00	3.00	3.17	3.17	3.33

This project involves collecting photogrammetry through an aerial flyover to document changes within the City and enhance the development and accuracy of the City’s Geographic Information System (GIS). The high-resolution, accurate imagery captured will map changes in infrastructure, topography, and other key features, which will then be integrated into the GIS database to support planning, decision-making, and asset management.

Alignment with Master Plan Goals and Capital Planning Best Practices Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC New Project Request
Eisenhower Matrix Quadrant Important, but Less Urgent

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
71 / 125 3.57 / 5	**Ridge Road Sidewalk**	**FY 28**	**$ 330,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.40	4.20	3.20	3.40	4.00	3.40	3.20

Construct 3000 linear feet of sidewalk along Ridge Road and Middle Dunstable Rd from Pine Brook Road to Searles Road. This project is included in the New Hampshire Department of Transportation's (NHDOT) current 10-year plan and will be funded through an 80% federal and 20% local match.

Alignment with Master Plan Goals and Capital Planning Best Practices: Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC: Old Request (not funded)
Eisenhower Matrix Quadrant: Important, but Less Urgent

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
120 / 125 3.30 / 5	**Rotary Park Bridge**	**FY 27**	**$ 750,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
2.50	3.17	2.83	3.17	4.00	3.17	3.17

This project looks to enhance Rotary Park by installing a pedestrian bridge.

Alignment with Master Plan Goals and Capital Planning Best Practices: Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC: New Project Request
Eisenhower Matrix Quadrant: Important, but Less Urgent

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
26 / 125 4.08 / 5	**Sidewalks and ADA Improvements**	**FY 27-32**	**$ 6,469,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
4.50	4.33	3.50	3.67	4.33	4.00	3.67

Citywide, there are 185 miles of sidewalks and 2,725 ADA curb ramps. A recent survey following the SADES criteria revealed that approximately half of the sidewalks are in poor condition, and many intersections lack ADA compliance, which is a federal requirement. This project aims to improve ADA compliance, upgrade existing infrastructure, and enhance pedestrian safety in some of the city's most densely populated residential areas, particularly those with high-traffic urban roads. The list of project sites is reassessed annually and prioritized to align with ongoing City projects.
Priority Project 3 Engineering Department

Alignment with Master Plan Goals and Capital Planning Best Practices Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC Old Request (not funded)
Eisenhower Matrix Quadrant: Urgent & Important
Capital Cost Notes (if applicable) A recent sidewalk survey, completed with NRPC, was conducted to identify areas most in need of repair.

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
114 / 125 3.12 / 5	**Spruce Street Connector #43727**	**FY 27**	**$ 310,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
2.83	3.50	2.83	2.83	3.67	3.33	3.00

This project aims to construct a multi-use path linking the Rail Trail to the Riverwalk, utilizing portions of Spruce Street. This project is included in the New Hampshire Department of Transportation's (NHDOT) current 10-year plan and will be funded through an 80% federal and 20% local match.

Alignment with Master Plan Goals and Capital Planning Best Practices Protection of Public Health, Safety, and Welfare
Status of Request w/ CIC Old Request (not funded)
Eisenhower Matrix Quadrant Important, but Less Urgent

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
91 / 125 3.38 / 5	**Traffic Signal Phasing and Timing #44354**	**FY 27**	**$ 800,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.25	3.92	3.08	3.08	3.42	3.42	3.25

This project will upgrade existing traffic equipment along arterial roadways throughout the City by replacing underground detection systems with overhead 360-degree cameras. These advanced cameras will enhance vehicle detection, improve traffic management, and increase system reliability. Additionally, the project will optimize signal timing along key corridors to improve traffic flow, reduce congestion, and enhance overall transportation efficiency. This project is included in the New Hampshire Department of Transportation's (NHDOT) current 10-year plan and will be funded through an 80% federal and 20% local match. Funding Source, City Funds- Bonds, Capital, Trust Funds ($800,000); External funds – Grants, Gifts, etc. ($3,200,000)

Alignment with Master Plan Goals and Capital Planning Best Practices Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC New Project Request
Eisenhower Matrix Quadrant Important, but Less Urgent

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
36 / 125 3.97 / 5	**Vehicular / Pedestrian Bridge Rehabilitation**	**FY 27-32**	**$ 647,640**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
4.58	3.75	3.92	3.25	4.08	3.75	3.75

Fiscal Year 2026 Request: $100,000

The closure of a bridge is very disruptive to the public, including pedestrian bridges that provide key connectivity in the downtown and parks. Inspection reports have identified several bridges with notable deficiencies to be addressed in a reasonable timeframe. This funding is for construction costs for bridge maintenance, repair, and upgrades.

Alignment with Master Plan Goals and Capital Planning Best Practices Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC Old Request (not funded)
Eisenhower Matrix Quadrant Urgent & Important
Capital Cost Notes (if applicable) Recommendation base on multiple bridge reports provided by HTA.

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
100 / 125 3.26 / 5	**Veterans Memorial Bridge / Franklin St. Connector #42717**	**FY 31**	**$ 330,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.00	3.60	3.00	3.00	3.80	3.40	3.20

This project would construct a new intersection along Veterans Memorial Parkway to connect it to Franklin St and Front St. This would provide an additional route for connecting the Parkway to downtown Nashua on the north side of the Nashua River. This project is included in the New Hampshire Department of Transportation's (NHDOT) current 10-year plan and will be funded through an 80% federal and 20% local match. (City match $330,000)

Alignment with Master Plan Goals and Capital Planning Best Practices Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC Old Request (not funded)
Eisenhower Matrix Quadrant Important, but Less Urgent

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
63 / 125 3.61 / 5	**Walnut St / Chestnut St / Central St Oval Improvements #41586**	**FY 27**	**$ 500,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.83	3.67	3.33	3.33	3.67	3.67	3.50

This project aims to reconfigure a portion of the downtown area to enhance traffic flow, reduce vehicle speeds, and improve pedestrian accessibility. Proposed improvements include converting Factory Street and West Pearl Street into one-way street pairs, as well as revising traffic flow and/or directions on sections of Walnut Street, Central Street, Chestnut Street, School Street, and High Street. These changes are designed to create a safer and more efficient roadway network, benefiting motorists and pedestrians. Funding Source City Funds

Alignment with Master Plan Goals and Capital Planning Best Practices Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC Old Request (not funded)
Eisenhower Matrix Quadrant Urgent & Important

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
85 / 125 3.40 / 5	**Water Street Bridge Rehabilitation**	**FY 27**	**$ 1,550,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.67	3.33	3.33	3.00	3.67	3.33	3.17

This project involves the repair and rehabilitation of the Water Street Bridge, including the repairing and repainting of the substructure, replacement of expansion joints, repair of the concrete deck, and replacement of the membrane and bituminous wearing surface. Funding Source: City Funds- Bonds, Capital, Trust Funds, etc.

Alignment with Master Plan Goals and Capital Planning Best Practices Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC Old Request (not funded)
Eisenhower Matrix Quadrant Urgent & Important

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
88 / 125 3.39 / 5	**West Hollis Street Corridor Improvements**	**FY 27**	**$ 500,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.67	3.33	3.17	3.00	3.67	3.50	3.17

West Hollis Street is a vital arterial roadway in the City, carrying up to 20,000 vehicles daily and serving as the main connection for densely populated neighborhoods, schools, essential services (Police/Fire/Medical/PW), neighboring towns, and the turnpike. Due to high traffic volume and safety concerns, including a troubling history of accidents and pedestrian fatalities, a corridor study was conducted in 2024, proposing improvements such as sidewalks, crosswalks, bicycle accommodations, lighting, and traffic-calming measures to enhance safety and efficiency along the corridor. Initial funding will support incremental improvements along the corridor.

Alignment with Master Plan Goals and Capital Planning Best Practices Protection of Public Health, Safety, and Welfare
Status of Request w/ CIC Old Request (not funded)
Eisenhower Matrix Quadrant Urgent & Important
Capital Cost Notes (if applicable) The City of Nashua initiated a corridor study in 2024 for West Hollis Street (NH Route 111) to address high traffic volume, safety concerns, and a history of accidents, resulting in two potential design concepts focused on improving pedestrian and cyclist safety.

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
96 / 125 3.33 / 5	**West Pearl Street Streetscape**	**FY 27**	**$ 1,000,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.17	3.50	3.17	3.17	3.83	3.33	3.33

Proposed improvements include construction of new, wider concrete sidewalks narrowing the width of the travel way, red brick ribbon sidewalk treatment at the top of new vertical granite curbing, and placement of new asphalt pavement for the entire length of West Pearl Street. Additional improvements include new pavement markings, removal and replacement of existing signs, construction of sidewalk planters and benches, new parking terminal foundations, new street light poles, new electric circuit, new irrigation system for the new sidewalk planters, relocation of existing fire hydrants, and removal and replacement of existing catch basins.

Alignment with Master Plan Goals and Capital Planning Best Practices Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC Old Request (not funded)
Eisenhower Matrix Quadrant Important, but Less Urgent

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
108 / 125 3.21 / 5	**Whipple Street Pedestrian Bridge Replacement**	**FY 27-28**	**$ 2,250,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.67	3.00	2.83	2.83	3.67	3.17	3.00

The pedestrian bridge from Whipple Street to the Mine Falls soccer field is approaching the end of its service life and will require preservation. The project will entail either: either performing a maintenance and preservation project that includes complete deck replacement along with repairs to the superstructure, substructure, and approaches, or carrying out a full superstructure replacement with necessary repairs to the substructure and approaches. This will ensure the continued safe use of the bridge for pedestrians.

Alignment with Master Plan Goals and Capital Planning Best Practices Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC Old Request (not funded)
Eisenhower Matrix Quadrant Urgent & Important

XII. Streets Department

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
14 / 125 4.19 / 5	**Infrastructure Improvements Citywide**	**FY 27 – 31**	**$ 2,500,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
4.75	4.08	3.92	3.92	3.92	4.08	4.08

Citywide infrastructure improvements, to include sidewalk installation, replacement and repairs. Repair or replacement of curbing. Installation of new and/or replacement of existing crosswalks. This request is to facilitate the repair and/or replacement of the City's failing infrastructure with new sidewalks, drainage and sewers as needed. Design work will be performed by the City's Engineering Department and to the extent feasible the projects will be performed through the Street Department's operations. Utilizing the Street Department's workforce and equipment will reduce the overall cost of the work. Funding is critical to ensure the City can maintain this important infrastructure to provide residents safe travel throughout the City. Priority Project 1 Streets Department

Alignment with Master Plan Goals and Capital Planning Best Practices Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC Existing/Carry-Over/Partially Funded Previously
Eisenhower Matrix Quadrant

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
75 / 125 3.51 / 5	**Stadium Dr. Facility Heating System Upgrades**	**FY 27**	**$ 1,320,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.83	3.50	3.17	2.83	2.83	3.50	3.67

The current heating system at the Stadium Drive facility is obsolete and requires extensive maintenance each year. The upgraded heating system would operate more efficiently, require less maintenance and create a healthier and better work environment. Priority Project 2 Street Department

Alignment with Master Plan Goals and Capital Planning Best Practices Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC Old Request (not funded)
Eisenhower Matrix Quadrant Urgent & Important

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
83 / 125 3.42 / 5	**Stadium Dr. Facility Roof Replacement**	**FY 27**	**$ 2,000,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.83	3.67	3.33	3.50	2.67	3.50	3.50

The existing roof membrane was installed in 1978-79 and is approximately 75,000 square feet. There are multiple areas that are leaking and in need of repair/replacement. Funding Source City Funds, Bonds, Capital, Trust Funds, etc. Priority Project 3 Street Department

Alignment with Master Plan Goals and Capital Planning Best Practices Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC Old Request (not funded)
Eisenhower Matrix Quadrant Urgent & Important

XIII. Parks and Recreations Department

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
56 / 125 3.68 / 5	**Citywide Ball Field Improvements**	**FY 27**	**$ 100,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.83	3.67	3.17	3.50	4.17	3.83	3.67

The City's softball, baseball and rectangular fields are in need of improvements based on current usage. These improvements would include fencing, infields, dugouts, scoreboards, sod and drainage improvements. Funding Source City Funds

Alignment with Master Plan Goals and Capital Planning Best Practices Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC Existing/Carry-Over/Partially Funded Previously
Eisenhower Matrix Quadrant Important, but Less Urgent

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
57 / 125 3.68 / 5	**Citywide Court Improvements**	**FY 27-29**	**$ 750,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.83	3.67	3.17	3.50	4.17	3.83	3.67

The City's parks system has many hardtop courts, such as basketball, tennis courts, and pickleball courts. Some of the courts are in need of being replaced with newly constructed courts. The courts at Sargent Ave and Greeley Park are heavily used and need to be refurbished. They have multiple areas that are cracked and are in overall poor condition

Alignment with Master Plan Goals and Capital Planning Best Practices Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC Old Request (not funded)
Eisenhower Matrix Quadrant Important, but Less Urgent

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
48 / 125 3.73 / 5	**Citywide Lighting Infrastructure Improvements**	**FY 27 – FY 29**	**$ 975,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
4.00	3.67	3.67	3.50	3.67	3.67	3.67

The City currently has several parks with old light infrastructure. Several of the lights throughout the parks are mounted on wooden joists, which can become problematic with age. None of the lights except for the lights being installed at

Labine softball field and the David Deane tennis courts are LED. The requested funds would be used to modernize and upgrade light infrastructure throughout the parks. Converting to LED lights would also lower the operational costs to the Parks Department and will create a sustainable lighting system for the City.

Alignment with Master Plan Goals and Capital Planning Best Practices Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC Old Request (not funded)
Eisenhower Matrix Quadrant Important, but Less Urgent

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
67 / 125 3.60 / 5	**Citywide Park and Playground Improvements**	**FY 27 – FY 28**	**$ 400,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.67	3.67	3.00	3.33	4.17	3.83	3.67

These funds could be used to upgrade or replace several areas of need throughout the City's Parks and Playgrounds. The playgrounds at Elks Playground, Los Amigos and Greeley Park need to be upgraded and replaced. We currently have plans for a new playground at Los Amigos Park and would like to move forward as the current playground is old.

Alignment with Master Plan Goals and Capital Planning Best Practices Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC Existing/Carry-Over/Partially Funded Previously
Eisenhower Matrix Quadrant Important, but Less Urgent

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
31 / 125 4.06 /5	**Citywide Pools Improvements**	**FY 27 – FY 28**	**$ 6,000,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
4.75	4.08	3.58	3.25	4.08	3.92	3.92

The City's pools are in need of improvement/replacement based on current usage and age. Centennial Pool was built in 1955 with the pool liner last replaced in 2014. The metal plate walls that were installed in 1955 are not suitable to be relined again due to rust and corrosion. This pool will have to be a complete overhaul and converted to a gunite pool. Rotary pool's liner needs replacement or converted to a gunite pool. If these replacements are not done soon, the pools may need to be closed. Improvements will include repair and upgrades to the pump systems to all the pools and splash pad. Funding Source City Funds. Priority Project 1 for Parks Department FY27 request $ 3,000,000

Alignment with Master Plan Goals and Capital Planning Best Practices Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC Existing/Carry-Over/Partially Funded Previously
Eisenhower Matrix Quadrant Urgent & Important

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
59 / 125 3.67 / 5	**Holman Stadium Infrastructure Improvements**	**FY 27 – FY 28**	**$ 6,000,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
4.33	3.67	3.33	2.83	3.50	3.67	3.50

The Holman Stadium Facility continues to be a gathering point for city sporting and civic events. There are some areas that need attention that were not addressed in the stadium work that occurred in 2003. The locker rooms need to be upgraded with better floor surfacing, improved shower and bathroom services and replacing the 30-year-old HVAC units which don't provide air conditioning anymore. The field needs replacing of the clay surface, installing a new irrigation system and drainage system, both of which are over 20years old. Masonry repointing needs to take place to the seating bowl and stadium walls and the roof needs replacement. The underneath of the grand stand needs to be sand blasted and repainted, due to the corrosion on the metal support beams. There is a need to re-pave the paved areas inside the stadium concourse and parking lot to eliminate trip hazards. The installation of security cameras would be a great addition to the facility. Currently, the field lights and fire suppression system are being upgraded. We have used 1.3 million out of the 3 million we received for Holman Stadium last year. To accomplish these two job scopes.

Alignment with Master Plan Goals and Capital Planning Best Practices Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC Old Request (not funded)
Eisenhower Matrix Quadrant Urgent & Important

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
103 / 125 3.24 / 5	**Labine and Four Corners Ice Skating Rink Ice Chiller**	**FY 27**	**$ 500,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.33	3.33	2.83	3.00	3.67	3.50	3.00

Upgrading the Labine or Four Corners ice skating rink with an ice chiller system similar to Roby Park would greatly enhance the ice-skating experience at both rinks and would allow us to maintain skate able ice for a longer period of time during the winter months. This would involve the purchase of the chiller and new construction of piping and concrete pad.

Alignment with Master Plan Goals and Capital Planning Best Practices Critical Maintenance of Existing Infrastructure
Planning Best Practices
Status of Request w/CIC Old Request (not funded)
Eisenhower Matrix Quadrant Urgent & Important

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
101 / 125 3.26 / 5	**Mine Falls Park Artificial Turf Field**	**FY 27**	**$ 5,000,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.17	3.50	2.67	2.67	3.83	3.67	3.50

The need for more rectangular fields in the City is very evident by the amount of play the existing fields receive and the number of requests that are received for fields. The conversion of 1-2 fields at Mine Falls Park to an artificial surface with lights would create better playing conditions, reduce the need for fertilization, painting and mowing. This would also create more available playing time for residents.

Alignment with Master Plan Goals and Capital Critical Maintenance of Existing Infrastructure
Planning Best Practices
Status of Request w/CIC Old Request (not funded)
Eisenhower Matrix Quadrant Urgent & Important

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
73 / 125 3.56 / 5	**Greeley Park**	**FY 27**	**$ 1,500,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
4.00	3.50	3.17	3.33	3.83	3.33	3.33

The roads at Greeley Park are in terrible shape and need to be completely repaved. The fences throughout the park need to be replaced as they have become dilapidated over time. The old buildings in the park need to be demoed, and new utilities run to the one building to be kept. This demo will not be brought to the landfill, so disposal will be cost as well as the demolition work. This material has to be disposed of in accordance with all codes and laws regarding proper disposal of building materials.

Alignment with Master Plan Goals and Capital Critical Maintenance of Existing Infrastructure
Planning Best Practices
Status of Request w/CIC New Project Request
Eisenhower Matrix Quadrant Urgent & Important

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
93 / 125 3.34 / 5	**Stellos Stadium Improvement**	**FY 27**	**$ 200,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.33	3.17	3.17	3.17	3.83	3.50	3.50

The City recently had epoxy done to the locker room floors. The bathroom floors that spectators use should be done next. The city should also start planning for the field being replaced in 2032 which by then, the field installed in 2024 will be 8 years old and will need replacement. The concourse area also needs to be sealed to prolong the life of the asphalt.

Alignment with Master Plan Goals and Capital Critical Maintenance of Existing Infrastructure
Planning Best Practices
Status of Request w/CIC New Project Request
Eisenhower Matrix Quadrant Important, but less urgent

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
121 / 125 2.78 / 5	**Jeff Morin Fields at Roby Park Ice Rink Roof**	**FY 27**	**$ 400,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
2.50	3.00	2.50	2.67	3.33	3.00	2.83

The ice rink at the park is very popular. Having a roof over the rink would accomplish three things. The quality of the ice would improve by keeping the sun and winter elements off of it. The winter ice skating season would be extended again by keeping the sun off the rink. The roof would also provide a covered space, creating a pavilion which residents could reserve for functions in the park, such as family reunions, birthdays and other events.

Alignment with Master Plan Goals and Capital Critical Maintenance of Existing Infrastructure
Planning Best Practices
Status of Request w/CIC New Project Request
Eisenhower Matrix Quadrant Important, but less urgent

XIV.Information Technology

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
19 / 125 4.11 / 5	**ERP Migration/Upgrade**	**FY 27 – FY 29**	**$ 3,000,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
4.83	3.83	4.00	3.00	4.17	4.33	3.83

Infor has announced end of life support in calendar year of 2030 for the version that the City is currently using for its ERP system. Infor has also announced end of life for all on-prem installations. They are forcing all customers to move to the Cloud. Due to this recent development, this gives the City the opportunity to evaluate other vendors. Given the changes of the Cloud version, the same amount of effort is required as switching vendors. This is not a small undertaking. It requires significant testing from Finance, Payroll, and HR to verify things are working as expected. This can take anywhere from 2 to 3 years to get all modules configured. FY27 request $1,000,000

Alignment with Master Plan Goals and Capital Planning Best Practices Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC Old Request (not funded)
Eisenhower Matrix Quadrant Urgent & Important

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
77 / 125 3.48 / 5	**Redundant Fiber Optic Loops**	**FY 28 – FY 30**	**$ 800,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
4.00	3.00	3.60	2.60	3.60	3.60	3.60

Provide highway crossings at exits 6 and 7 and along Veterans Parkway to form closed ring configurations in multiple areas within the City which will provide true redundant paths for fiber optic connections.

Alignment with Master Plan Goals and Capital Planning Best Practices Planning for Increased Service Demand
Status of Request w/ CIC Old Request (not funded)
Eisenhower Matrix Quadrant Urgent, but Less Important

XV. Administrative Services – City Buildings

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
47 / 125 3.76 / 5	**City Hall Hydraulic Elevator**	**FY 27**	**$ 350,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
4.33	3.83	3.17	3.00	4.17	3.67	3.50

The original project estimates of $500,000 was developed in FY2023. Since that time, market conditions have changed significantly. The revised total project cost of $600,000 reflects increased material and equipment pricing, parts availability challenges associated with aging hydraulic elevator systems, and higher third-party contractor costs. Additionally, the revised budget incorporates internal labor costs associated with Stanley Elevator coordination and oversight, as well as contingency considerations tied to modernizing a 1981 hydraulic elevator with largely original components. These factors introduce inherent risk related to obsolete parts, code compliance upgrades, and unforeseen conditions uncovered during modernization.
This adjustment is intended to reduce the likelihood of change orders, service disruptions, and unplanned future funding requests while ensuring the elevator meets current safety, reliability, and ADA accessibility requirements in a high-use public building.
$250,000 previously appropriated; remaining funding of $350,000 requested to complete full modernization. (Includes controller, door operators, signal fixtures, wiring, power unit upgrades, required code compliance, and associated “work by others” including electrical, fire alarm, and HVAC coordination.)

Alignment with Master Plan Goals and Capital Planning Best Practices Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC Existing/Carry-Over/Partially Funded Previously
Eisenhower Matrix Quadrant Urgent & Important
Project Location Notes (Assessor's Map/Lot or Address Details) City Hall, First Floor

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
105 / 125 3.23 / 5	**City Hall Restroom Upgrades**	**FY 27**	**$ 700,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.33	3.33	2.67	3.17	3.50	3.33	3.33

The overall scope of the project remains consistent with the original concept; however, the revised budget accounts for the full and realistic cost of execution. This includes: Replacement and modernization of plumbing infrastructure where required, Code compliance and accessibility considerations consistent with current standards, Durable, water-efficient, and low-maintenance fixtures, Work sequencing necessary to maintain building operations during construction

The increased budget is intended to reduce the likelihood of change orders, project delays, and supplemental funding requests once construction is underway.
The original project estimate was developed prior to recent inflationary pressures affecting construction labor, materials, and specialized trades. The revised request of $700,000 represents an increase over the original estimate and reflects updated cost projections based on current market conditions.
In addition to inflation, further evaluation of existing conditions has identified increased complexity related to aging plumbing infrastructure embedded within masonry walls. Much of the piping is original to City Hall and has

experienced pinhole leaks and other age-related failures, increasing both construction risk and anticipated labor requirements.

Alignment with Master Plan Goals and Capital Planning Best Practices Critical Maintenance of Existing Infrastructure
Status of Request w/ CIC New Project Request
Eisenhower Matrix Quadrant Urgent & Important
Project Location Notes (Assessor's Map/Lot or Address Details) City Hall – Restroom

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
106 / 125 3.23 / 5	**City Hall West Back Entrance Improvements**	**FY 27**	**$ 2,600,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.17	3.17	3.00	3.17	3.67	3.33	3.33

The original project budget of $2.1 million was based on early conceptual assumptions and an initial design estimate of $100,000 obtained in FY24. The total project cost was revised to $2.6 million to account for current construction market conditions, inflationary impacts, and the need to complete full design development prior to construction.
The revised budget represents an increase over the original estimate and reflects a scope required to address ADA compliance, pedestrian safety, and site circulation improvements at a primary public access point to City Hall. The $2.6 million total includes finalized design services and construction costs necessary to deliver a compliant, safe, and durable improvement.

Alignment with Master Plan Goals and Capital Planning Best Practices Protection of Public Health, Safety, and Welfare
Status of Request w/ CIC Old Request (not funded)
Eisenhower Matrix Quadrant Important, but Less Urgent
Project Location Notes (Assessor's Map/Lot or Address Details) City Hall West Back Elm Street Entrance

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
79 / 125 3.45 / 5	**Senior Center Roof and HVAC Replacement**	**FY 27**	**$ 1,000,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.63	3.46	3.13	3.29	3.63	3.46	3.46

The Nashua Senior Center, located at 70 Temple Street, is a long-standing municipal facility that serves as a primary gathering space and service hub for the City's senior population. The building has been in continuous public use and supports daily programming, community services, and public events.
The facility's roof and HVAC systems are original, and both systems have exceeded or are approaching the end of their expected useful life. Over time, incremental repairs have been made to maintain operability.
Cost Breakdown Roof Replacement: Quote dated 11/20/2025: $450,000

HVAC Rooftop Unit Replacement: Quote dated 12/03/2025: $475,000
Scope includes replacement of rooftop units utilizing existing ductwork.
Coordination of roof and HVAC work to minimize disruption and reduce redundant construction costs.
The combined project cost of $1.0M reflects contractor pricing, material and labor costs, and the benefit of coordinating both systems under a single capital effort.
Deferring either component increases the likelihood of system failure, emergency repairs, and service disruptions to a heavily utilized public facility. Coordinating roof and HVAC replacement mitigates risk, improves lifecycle performance, and represents a more cost-effective approach than addressing these systems separately in future years.

Alignment with Master Plan Goals and Capital Planning Best Practices Critical Maintenance of Existing Infrastructure
Status of Request w/CIC New Project Request
Eisenhower Matrix Quadrant Urgent & Important
Location Address: 70 Temple Street

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
42 / 125 3.83 / 5	**City Hall HVAC Upgrade-Phase II**	**FY 27**	**$ 1,700,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
4.08	3.92	3.92	3.58	3.58	3.58	3.58

Project Background
City Hall's existing HVAC system is an aging steam-based heating system that has exceeded its useful life and presents on going operational, maintenance, and reliability challenges. The system relies on outdated cast-iron radiators, aging steam piping, and legacy components that are increasingly difficult to maintain, inefficient to operate, and incompatible with modern controls and energy standards. In addition, portions of the system contain asbestos associated with legacy heating infrastructure, creating known health and compliance considerations that must be addressed as part of any long-term solution.
Due to the critical nature of maintaining heat in an occupied public building, the HVAC modernization was intentionally structured as a phased project. This approach allowed the City to stabilize heating operations quickly while planning and sequencing a full system conversion in a manner that minimizes disruption, manages risk, and aligns with available funding.
Phase I focused on immediate stabilization and infrastructure improvements necessary to maintain safe and reliable heat while laying the groundwork for full system modernization. Phase II represents the completion of that long-term solution.
Project Description
Phase II of the City Hall HVAC Upgrade Project completes the transition from the existing steam heating system to a modern, high-efficiency hydronic forced hot water system. This phase builds directly on the Phase I improvements already funded and underway and is structured to be delivered through a design-build approach with Palmer & Sicard under the existing Schroeder Construction contract.
Work under Phase II will include the removal and decommissioning of outdated cast-iron radiators throughout the building, safe abatement of asbestos associated with the existing heating infrastructure, installation of a new high-efficiency hydronic boiler, replacement with new fin-tube radiators and valves, conversion of the building from steam to forced hot water, and integration of modern controls to optimize system performance.
These improvements address deferred maintenance, eliminate known health hazards, reduce long-term energy and maintenance costs, and ensure reliable, sustainable heating for City Hall.
Cost and Delivery Approach
The proposed $1.7 million Phase II request reflects the refined scope now required to complete a full system conversion following detailed evaluation during Phase I planning and current market conditions. Early conceptual estimates did not fully account for the extent of system conversion, asbestos abatement, controls integration, and coordination required in an occupied public building. This updated estimate is intended to reduce the likelihood of change orders and unplanned funding requests.
Phase I, previously approved and funded at $732,489, stabilized heating operations and installed infrastructure intentionally designed to support Phase II conversion. Upon completion of Phase II, the Phase I boiler will serve as a redundant backup system, improving overall system reliability and operational resilience.
Phase II is well suited to proceed as a continuation and change order under the existing contract, allowing Palmer & Sicard to stamp their own drawings and streamline delivery while maintaining continuity of design, construction sequencing, and commissioning.

Alignment with Master Plan Goals and Capital Planning Best Practices Critical Maintenance of existing Infrastructure
Status of Request w/CIC New Project Request
Eisenhower Matrix Quadrant Urgent & Important
Location Address: 229 Main Street

ENTERPRISE FUND PROJECTS

ENTERPRISE FUNDS (EF). **Those Programs/Projects presented as capital improvement projects by Public Works that will be funded through the Wastewater Enterprise Fund (WWEF) or Solid Waste Enterprise Fund (SWEF).** **These projects will not be funded through the City's Capital Budget.**

XVI.Solid Waste

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
17 / 125 4.14 / 5	**Landfill Gas Expansion**	**FY 26 – FY 32**	**$ 3,000,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
4.58	4.25	3.75	4.08	3.75	4.25	3.75

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
86 / 125 3.40 / 5	**SW New Access Road Four Hills Landfill**	**FY 27**	**$ 1,500,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.83	3.50	2.83	3.33	3.17	3.50	3.17

XVII. Waste Water

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
21 / 125 4.09 / 5	**Annual Sewer Infrastructure Improvement Program**	**FY 27 – FY 32**	**$ 25,870,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
4.63	4.29	3.63	3.96	3.63	3.96	3.79

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
40 / 125 3.86 / 5	**Annual Stormwater Management**	**FY 27 – 32**	**$ 6,450,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
4.26	4.09	3.59	3.93	3.43	3.59	3.43

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
28 / 125 4.07 / 5	**Class-A Biosolids**	**FY 28**	**$ 36,000,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
4.40	4.20	3.80	4.40	3.40	4.00	3.80

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
41 / 125 3.83 / 5	**Consent Decree Operation Project**	**FY 27 – FY 32**	**$ 975,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
4.33	4.00	3.50	3.83	3.17	3.67	3.50

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
53 / 125 3.71 / 5	**Combined Sewer Overflow**	**FY 27 – 32**	**$ 1,390,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
4.17	4.00	3.33	3.83	3.33	3.33	3.17

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
38 / 125 3.91 / 5	**Grit Facility Upgrades**	**FY 28 – FY 29**	**$ 1,757,600**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
4.20	4.00	3.60	4.00	3.40	4.00	3.80

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
49 / 125 3.73 / 5	**Infiltration and Inflow**	**FY 27**	**$ 500,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
4.17	4.00	3.17	3.67	3.17	3.67	3.67

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
54 / 125 3.69 / 5	**Merrimack River Levee Rehabilitation**	**FY 27 – FY 32**	**$ 555,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
4.17	4.00	3.33	3.50	3.17	3.50	3.33

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
51 / 125 3.73 / 5	**Sewer and Drain Casting Replacement Program**	**FY 27 – 32**	**$ 1,776,500**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
4.17	4.00	3.33	3.67	3.33	3.50	3.33

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
65 / 125 3.60 / 5	**WWTF Exterior Dock and Tank Coating**	**FY 27**	**$ 300,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
4.00	3.67	3.33	3.67	3.17	3.50	3.33

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
39 / 125 3.87 / 5	**WWTF Digester Clean Out and Inspection**	**FY 28**	**$ 1,000,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
4.20	3.80	3.60	4.20	3.60	3.80	3.60

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
55 / 125 3.69 / 5	**WW Maintenance Facility**	**FY 27**	**$ 13,000,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
4.00	4.00	3.50	3.50	2.83	3.83	3.50

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
61 / 125 3.64 / 5	**Wastewater Plant Phase 1**	**FY 27**	**$ 3,000,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
4.17	3.67	3.33	3.83	3.17	3.50	3.17

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
70 / 125 3.58 / 5	**WWTF Secondary Clarifier Upgrades**	**FY 27-28**	**$ 3,300,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
3.83	3.67	3.33	3.83	3.17	3.50	3.33

Rank & Score	Project	Year(s) of Funding Request	Total Funding Requested
45 / 125 3.79 / 5	**WWTF Misc. Electrical Component Upgrades**	**FY 28**	**$ 2,193,000**

Urgency	Readiness	Economic Impact	Environmental Impact	Social Impact	Interdependencies	Operations & Maintenance
4.00	3.80	3.40	4.00	3.40	4.00	3.80

CAPITAL PROJECTS GROUPED BY DEPARTMENT/DIVISION

PROJECT DEPARTMENT/DIVISION	FUNDING REQUEST FY27	FUNDING REQUEST FY28	FUNDING REQUEST FY29	FUNDING REQUEST FY30	FUNDING REQUEST FY31	FUNDING REQUEST FY32	**Total Funding Request**	**Ranking**	Urgency	Project Readiness	Economic Impact	Environmental Impact	Social Impact	Interdepen-dencies	Operations & Maintenance	**Total Weighted Score**
									AVERAGE OF ALL MEMBER SCORES							
Airport Authority	*95% reimbursable															
Acquire Land in RPZ (5%) 81 Pine Hill Rd	$27,778						**$27,778**	15	4.33	4.17	4.67	3.50	4.17	4.00	3.83	**4.17**
Airfield Pavement Maintenance, Marking and/or Drainage		$8,333		$8,333		$8,333	**$24,999**	8	4.20	4.40	5.00	3.40	3.80	4.60	4.40	**4.30**
Construct Service Roadway (adjacent to RR tracks)						$25,000	**$25,000**	27	3.60	4.20	5.00	3.40	3.80	4.40	4.20	**4.07**
Construct Terminal Building (2.5%)	$65,789						**$65,789**	29	3.83	4.33	4.83	3.50	3.67	3.83	4.17	**4.07**
Design and Construct Replacement Air Traffic Control Tower ($18m, City Share: 0%)	$0						**$0**	10	4.00	4.40	5.00	3.60	4.00	4.60	4.40	**4.29**
Obstruction Removal (on former Flynn-Early property)			$13,889				**$13,889**	18	3.60	4.60	4.60	3.20	4.00	4.40	4.40	**4.11**
Perimeter/Wildlife Fence - Phase I (Design, Permit, Bid)			$17,500				**$17,500**	22	3.60	4.20	5.00	3.60	3.80	4.40	4.20	**4.09**
Perimeter/Wildlife Fence - Phase II (Construction)				$27,778			**$27,778**	23	3.60	4.20	5.00	3.60	3.80	4.40	4.20	**4.09**
Purchase SRE Rotary Broom, Blower & Chassis (5%)	$38,889						**$38,889**	3	4.17	5.00	5.00	4.00	4.00	5.00	5.00	**4.59**
Purchase SRE (snow removal equipment)					$27,778		**$27,778**	24	3.60	4.20	5.00	3.60	3.80	4.40	4.20	**4.09**
Reconstruct Apron H Ramp Phase 1(5%)	$19,444						**$19,444**	7	4.67	4.50	5.00	3.33	3.67	4.17	3.83	**4.32**
Reconstruct Apron H Ramp Phase 2 (5%)		$220,000					**$220,000**	25	3.60	4.20	5.00	3.60	3.80	4.40	4.20	**4.09**
Relocate AWOS/SAWS (100%)*	$517,518						**$517,518**	6	4.00	5.00	5.00	3.00	4.00	5.00	4.00	**4.35**
Replace or Remove Hazard Beacons	$7,895						**$7,895**	5	3.33	5.00	5.00	4.00	4.00	5.00	5.00	**4.38**
Runway Pavement Maintenance and Marking (5%)	$6,645						**$6,645**	2	4.33	5.00	5.00	4.00	5.00	5.00	5.00	**4.73**
Fire Rescue																
Fire Training Facility Relocation	$1,980,000						**$1,980,000**	33	4.50	4.00	3.33	3.83	4.17	3.83	3.83	**3.99**
Deferred Maintenance Program	$175,000	$175,000	$175,000	$175,000	$175,000		**$875,000**	1	5.00	4.67	4.67	4.00	5.00	4.67	5.00	**4.75**
New Fire Station 5 Replacement	$1,250,000	$1,250,000	$30,000,000				**$32,500,000**	13	4.33	4.00	4.17	4.00	4.83	4.33	4.17	**4.24**
HVAC Equipment and Controls Replacement - All Buildings	$1,500,000	$1,500,000	$1,500,000	$1,500,000	$1,500,000		**$7,500,000**	4	4.83	4.33	4.33	4.50	4.50	4.50	4.50	**4.53**
Police Department																
Replacement of Parking Lot at the Nashua Police Department	$2,160,000						**$2,160,000**	44	4.80	3.67	3.17	3.50	3.50	3.50	3.50	**3.81**
Improving Body Camera Technology and Infrastructure	$750,000	$750,000	$750,000	$750,000	$750,000		**$3,750,000**	58	3.80	4.17	3.00	2.50	4.67	3.67	3.50	**3.67**
Upgrade of the Prisoner Cell Area	$1,425,000						**$1,425,000**	52	4.00	4.17	3.33	3.17	3.50	3.50	3.67	**3.72**
Communications																
Motorola Platform Migration Infrastructure Upgrade					$9,000,000		**$9,000,000**	98	3.00	3.40	3.40	2.60	4.00	3.80	3.20	**3.30**
School Department																
Amherst St. Elementary Roof Replacement		$1,119,717					**$1,119,717**	80	3.60	3.70	3.00	3.20	3.70	3.40	3.20	**3.44**
Bicentennial School Roof Replacement	$1,857,090						**$1,857,090**	50	4.50	3.75	3.17	3.00	3.92	3.67	3.17	**3.73**
Bicentennial Elementary School Renovations			$1,200,000	$20,000,000			**$21,200,000**	81	3.40	3.30	3.00	3.60	3.90	3.80	3.40	**3.43**
Charlotte Ave Elementary Roof Replacement			$1,577,960				**$1,577,960**	95	3.20	3.70	3.00	3.20	3.70	3.40	3.20	**3.34**
Deferred Maintenance Projects	$1,210,000	$1,380,000	$1,325,000	$1,335,000	$1,405,000	$1,470,000	**$8,125,000**	35	4.50	4.08	3.67	3.50	3.75	3.67	3.83	**3.97**
Districtwide Security Improvements	$500,000	$500,000					**$1,000,000**	37	4.33	4.08	3.50	3.50	4.08	3.83	3.67	**3.93**
Facility Master Plan Project Recommendations	$1,947,325	$1,935,284	$1,896,869	$2,043,374	$1,901,909	$2,145,146	**$11,869,907**	94	3.83	3.42	2.83	3.17	3.42	3.17	3.00	**3.34**
Fairgrounds Elementary Roof Replacement		$1,529,550					**$1,529,550**	69	4.00	3.90	3.00	3.20	3.70	3.40	3.20	**3.58**
Install Dehumidification: Charlotte, Fairgrounds & Ledge St Elementary		$2,000,000					**$2,000,000**	60	3.40	3.90	3.60	3.60	3.70	3.80	3.80	**3.66**
Install Sanalife Air Filtration System	$1,300,000						**$1,300,000**	62	3.33	3.75	3.17	4.00	4.25	3.67	3.67	**3.62**
Ledge St Elementary Roof Replacement					$1,367,840		**$1,367,840**	110	3.00	3.10	3.00	3.40	3.70	3.40	3.20	**3.19**
Mt Pleasant Elementary Renovation		$1,200,000	$24,000,000				**$25,200,000**	104	3.20	3.10	2.60	3.40	3.90	3.60	3.40	**3.24**
New Searles Elementary Roof Replacement						$785,007	**$785,007**	111	3.00	3.10	3.00	3.20	3.70	3.40	3.20	**3.17**
New Searles Elementary School Renovation			$1,200,000	$15,000,000			**$16,200,000**	84	3.40	3.30	3.00	3.60	3.90	3.60	3.40	**3.41**
NHS North Roof Replacement				$6,586,772			**$6,586,772**	107	3.20	3.10	3.00	3.20	3.70	3.40	3.20	**3.22**
NHS North Site Repaving	$1,400,000						**$1,400,000**	87	3.50	3.58	3.17	3.17	3.42	3.50	3.17	**3.39**
NHS South Roof Replacement					$7,174,912		**$7,174,912**	112	3.00	3.10	2.80	3.20	3.70	3.40	3.20	**3.14**
Pennichuck MS - Install Dehumidification in original School Footprint					$4,326,000		**$4,326,000**	109	3.00	3.30	2.80	3.40	3.50	3.60	3.20	**3.20**
School Renovations				$83,200,000	$18,200,000	$17,000,000	**$118,400,000**	113	3.00	3.10	2.80	3.20	3.90	3.40	3.00	**3.14**
Community Development																
Commuter Rail Expansion Design	$2,000,000	$2,000,000					**$4,000,000**	123	2.33	2.67	2.83	2.83	3.17	2.50	2.33	**2.63**
EV Charger Installation - CMAQ Matching Fund Request	$169,759						**$169,759**	97	3.33	3.50	3.17	3.50	3.50	3.17	3.00	**3.33**
Hydroelectric Improvements	$7,000,000						**$7,000,000**	30	4.33	4.17	3.83	4.17	3.50	4.17	3.83	**4.06**
Hydropower Fund Allocation	$250,000	$275,000	$275,000	$300,000	$300,000	$300,000	**$1,700,000**	20	4.33	4.17	3.83	3.83	4.00	4.33	4.00	**4.11**
Imagine Main Street		$30,000,000					**$30,000,000**	117	3.00	2.80	3.20	3.00	4.00	3.00	3.00	**3.09**
Mine Falls Pedestrian Bridge		$3,500,000					**$3,500,000**	99	3.20	3.40	3.00	2.80	4.00	3.40	3.40	**3.29**
Nashua River Embankment Repairs	$500,000						**$500,000**	64	3.83	3.67	3.17	3.83	3.33	3.50	3.67	**3.60**
NTS Capital Project Match Request	$150,000	$150,000	$175,000	$175,000	$200,000	$200,000	**$1,050,000**	16	4.17	4.50	4.00	3.83	4.33	4.00	3.83	**4.14**
Solar Array Purchase - Transit Garage and Lake Street Fire Station	$300,000						**$300,000**	102	2.50	3.50	3.50	3.50	3.33	3.50	3.67	**3.25**
Economic Development																
Small Infrastructure Interventions	$200,000						**$200,000**	118	3.00	3.00	3.33	2.83	3.50	3.17	2.83	**3.08**
Millyard Dog Park Construction	$1						**$1**	125	1.67	2.83	2.67	2.67	3.33	2.33	1.83	**2.40**
New Downtown Parking Garage	$50,000	$100,000	$200,000		$30,000,000		**$30,350,000**	122	2.67	2.67	3.33	2.50	3.33	2.50	2.17	**2.75**
Quadrant 1 Riverfront Improvements (Potential TIF Expansion)	$250,000	$4,510,000	$2,020,000	$15,050,000	$1,050,000		**$22,880,000**	124	2.50	2.67	3.00	2.67	2.83	2.33	2.17	**2.61**
Nashua Public Library																
HVAC Plant Renovation and Digital Controls	$1,147,604						**$1,147,604**	12	5.00	4.17	3.67	4.00	4.17	4.17	3.83	**4.25**
Library Renovation	$44,000,000	$32,000,000					**$76,000,000**	116	3.50	2.83	2.50	3.00	3.67	3.17	3.00	**3.10**
Public Health & Community Services																
Building Security Upgrades	$96,600						**$96,600**	9	4.83	4.50	3.67	3.67	4.00	4.33	4.33	**4.29**
Environmental Technology Enhancement	$15,300	$15,300	$15,300	$15,300	$15,300	$15,300	**$91,800**	89	3.67	3.50	3.00	3.17	3.00	3.67	3.33	**3.38**
Nashua Resource and Transitional Housing Center	$6,200,000				$270,000		**$6,470,000**	82	4.17	2.50	3.17	3.33	3.83	3.67	3.17	**3.42**
Public Works Requests																
DPW Garage	$45,000,000						**$45,000,000**	74	3.83	4.00	3.33	3.17	3.00	3.67	3.00	**3.54**
Truck Wash Bay Design & Construction	$2,500,000						**$2,500,000**	66	3.67	3.67	3.67	3.17	3.17	4.17	3.50	**3.60**
Engineering Department																
Annual Street Paving Program	$7,500,000	$4,500,000	$4,635,000	$4,774,050	$4,917,272	$5,064,790	**$31,391,112**	11	4.67	4.67	4.00	3.67	4.17	4.17	3.83	**4.28**
Canal St/Bridge St Complete Street Improvements (#43545)				$440,000			**$440,000**	78	3.60	3.60	3.20	3.20	4.00	3.40	3.20	**3.48**
Crosswalk Enhancement	$300,000						**$300,000**	32	4.17	4.33	3.67	3.67	4.17	3.83	4.00	**4.03**
Culvert Inspection and Repair	$250,000						**$250,000**	43	4.00	4.17	3.67	3.50	3.83	3.50	3.50	**3.82**
Daniel Webster HWY, Pedestrian Safety (#41585)	$110,000						**$110,000**	34	4.17	4.00	4.00	3.67	4.33	3.67	3.67	**3.98**
East Hollis St Improvements-Main St to C St Corridor (#40660)						$1,260,000	**$1,260,000**	119	2.60	2.80	3.20	3.00	4.00	3.40	3.20	**3.05**

East Hollis St Intersection Improvements (#16314)	$500,000						**$500,000**	**92**	3.33	3.17	3.33	3.33	3.83	3.50	3.33	**3.37**
Kinsley St Bike and PED Improvements (DOT#42595)	$450,000						**$450,000**	**46**	3.83	3.83	3.50	3.50	4.33	3.67	3.67	**3.77**
Lock & Whitney St Sidewalk/Bike Lanes (DOT#42516)	$300,000						**$300,000**	**72**	3.67	4.00	3.17	3.00	3.83	3.50	3.33	**3.56**
Main St Bridge Rehab		$250,000	$1,700,000				**$1,950,000**	**90**	3.60	3.40	3.20	3.00	3.60	3.40	3.20	**3.38**
Nashua Riverfront Pedestrian Bridge	$50,000						**$50,000**	**76**	3.83	3.83	3.00	3.00	3.83	3.33	3.17	**3.51**
New Traffic Signals	$300,000						**$300,000**	**68**	3.50	4.00	3.50	3.00	3.67	3.67	3.50	**3.58**
Photogrammetry Flyover	$250,000						**$250,000**	**115**	2.67	3.67	3.00	3.00	3.17	3.17	3.33	**3.12**
Ridge Road Sidewalk		$330,000					**$330,000**	**71**	3.40	4.20	3.20	3.40	4.00	3.40	3.20	**3.57**
Rotary Park Bridge	$750,000						**$750,000**	**120**	2.50	3.17	2.83	3.17	4.00	3.17	3.17	**3.03**
Sidewalk and ADA Improvements	$1,000,000	$1,030,000	$1,060,000	$1,093,000	$1,126,000	$1,160,000	**$6,469,000**	**26**	4.50	4.33	3.50	3.67	4.33	4.00	3.67	**4.08**
Spruce St Connector (DOT#43727)	$310,000						**$310,000**	**114**	2.83	3.50	2.83	2.83	3.67	3.33	3.00	**3.12**
Traffic Signal Phasing and Timing (#44354)	$800,000						**$800,000**	**91**	3.25	3.92	3.08	3.08	3.42	3.42	3.25	**3.38**
Vehicular & Pedestrian Bridge Rehab Program	$100,000	$103,000	$106,090	$110,000	$112,550	$116,000	**$647,640**	**36**	4.58	3.75	3.92	3.25	4.08	3.75	3.75	**3.97**
Veterans Memorial Parkway (f/k/a BSP) Franklin St Connection (#42717)					$330,000		**$330,000**	**100**	3.00	3.60	3.00	3.00	3.80	3.40	3.20	**3.26**
Walnut St/Chestnut St/Central St Oval Improvements (#41586)	$500,000						**$500,000**	**63**	3.83	3.67	3.33	3.33	3.67	3.67	3.50	**3.61**
Water St Bridge Rehab	$1,550,000						**$1,550,000**	**85**	3.67	3.33	3.33	3.00	3.67	3.33	3.17	**3.40**
West Hollis Street Corridor Improvements	$500,000						**$500,000**	**88**	3.67	3.33	3.17	3.00	3.67	3.50	3.17	**3.39**
West Pearl Streetscape	$1,000,000						**$1,000,000**	**96**	3.17	3.50	3.17	3.17	3.83	3.33	3.33	**3.33**
Whipple St Pedestrian Bridge Replacement	$250,000	$2,000,000					**$2,250,000**	**108**	3.67	3.00	2.83	2.83	3.67	3.17	3.00	**3.21**
Streets Department																
Infrastructure Improvements Citywide	$500,000	$500,000	$500,000	$500,000	$500,000		**$2,500,000**	**14**	4.75	4.08	3.92	3.92	3.92	4.08	4.08	**4.19**
Stadium Drive - Roof Replacement	$2,000,000						**$2,000,000**	**83**	3.83	3.50	3.17	2.83	2.83	3.50	3.67	**3.42**
Stadium Drive Heating System Upgrade	$1,320,000						**$1,320,000**	**75**	3.83	3.67	3.33	3.50	2.67	3.50	3.50	**3.51**
Parks and Recreation Department																
Citywide Ball Field Improvements	$100,000						**$100,000**	**56**	3.83	3.67	3.17	3.50	4.17	3.83	3.67	**3.68**
Citywide Court Improvements	$300,000	$300,000	$150,000				**$750,000**	**57**	3.83	3.67	3.17	3.50	4.17	3.83	3.67	**3.68**
Citywide Light Infrastructure	$300,000	$325,000	$350,000				**$975,000**	**48**	4.00	3.67	3.67	3.50	3.67	3.67	3.67	**3.73**
Citywide Park & Playground Improvements	$200,000	$200,000					**$400,000**	**67**	3.67	3.67	3.00	3.33	4.17	3.83	3.67	**3.60**
Citywide Pool Improvements	$3,000,000	$3,000,000					**$6,000,000**	**31**	4.75	4.08	3.58	3.25	4.08	3.92	3.92	**4.06**
Greeley Park	$1,500,000						**$1,500,000**	**73**	4.00	3.50	3.17	3.33	3.83	3.33	3.33	**3.56**
Holman Stadium Improvements	$3,000,000	$3,000,000					**$6,000,000**	**59**	4.33	3.67	3.33	2.83	3.50	3.67	3.50	**3.67**
Jeff Morin Fields At Roby Park Ice Rink Roof	$400,000						**$400,000**	**121**	2.50	3.00	2.50	2.67	3.33	3.00	2.83	**2.78**
Labine Park Ice Skating Rink Ice Chiller	$500,000						**$500,000**	**103**	3.33	3.33	2.83	3.00	3.67	3.50	3.00	**3.24**
Mine Falls Turf Field	$5,000,000						**$5,000,000**	**101**	3.17	3.50	2.67	2.67	3.83	3.67	3.50	**3.26**
Stellos Stadium Improvements	$200,000						**$200,000**	**93**	3.33	3.17	3.17	3.17	3.83	3.50	3.50	**3.34**
Solid Waste Projects																
Landfill Gas Expansion	$500,000	$500,000	$500,000	$500,000	$500,000	$500,000	**$3,000,000**	**17**	4.58	4.25	3.75	4.08	3.75	4.25	3.75	**4.14**
SW New Access Road Four Hills Landfill	$1,500,000						**$1,500,000**	**86**	3.83	3.50	2.83	3.33	3.17	3.50	3.17	**3.40**
Wastewater Department Projects																
Annual Sewer Infrastructure Improvements Programs	$4,000,000	$4,120,000	$4,240,000	$4,370,000	$4,500,000	$4,640,000	**$25,870,000**	**21**	4.63	4.29	3.63	3.96	3.63	3.96	3.79	**4.09**
Annual Stormwater Management/Abatement	$1,000,000	$1,030,000	$1,060,000	$1,090,000	$1,120,000	$1,150,000	**$6,450,000**	**40**	4.26	4.09	3.59	3.93	3.43	3.59	3.43	**3.86**
Class A Biosolids		$36,000,000					**$36,000,000**	**28**	4.40	4.20	3.80	4.40	3.40	4.00	3.80	**4.07**
Consent Decree Operational Expenditures	$150,000	$155,000	$160,000	$165,000	$170,000	$175,000	**$975,000**	**41**	4.33	4.00	3.50	3.83	3.17	3.67	3.50	**3.83**
CSO Flooding	$215,000	$221,500	$228,000	$235,000	$242,000	$249,500	**$1,391,000**	**53**	4.17	4.00	3.33	3.83	3.33	3.33	3.17	**3.71**
Grit Facility Upgrades		$175,760	$1,581,840				**$1,757,600**	**38**	4.20	4.00	3.60	4.00	3.40	4.00	3.80	**3.91**
Infiltration and Inflow	$500,000						**$500,000**	**49**	4.17	4.00	3.17	3.67	3.17	3.67	3.67	**3.73**
Merrimack River Levee Rehabilitation	$85,000	$88,000	$91,000	$94,000	$97,000	$100,000	**$555,000**	**54**	4.17	4.00	3.33	3.50	3.17	3.50	3.33	**3.69**
Sewer & Drain Castings Rehab	$275,000	$283,000	$291,000	$300,000	$309,000	$318,000	**$1,776,000**	**51**	4.17	4.00	3.33	3.67	3.33	3.50	3.33	**3.73**
WW Maintenance Facility	$13,000,000						**$13,000,000**	**55**	4.00	4.00	3.50	3.50	2.83	3.83	3.50	**3.69**
WW Plant Phase I Project	$3,000,000						**$3,000,000**	**61**	4.17	3.67	3.33	3.83	3.17	3.50	3.17	**3.64**
WWTF Digester Clean Out and Inspection		$1,000,000					**$1,000,000**	**39**	4.20	3.80	3.60	4.20	3.60	3.80	3.60	**3.87**
WWTF Exterior Dock and Tank Coating	$300,000						**$300,000**	**65**	4.00	3.67	3.33	3.67	3.17	3.50	3.33	**3.60**
WWTF Misc. Electrical Component Upgrades		$2,193,000					**$2,193,000**	**45**	4.00	3.80	3.40	4.00	3.40	4.00	3.80	**3.79**
WWTF Secondary Clarifier Upgrades	$300,000	$3,000,000					**$3,300,000**	**70**	3.83	3.67	3.33	3.83	3.17	3.50	3.33	**3.58**
Information Technology																
ERP Migration/Upgrade	$1,000,000	$1,000,000	$1,000,000				**$3,000,000**	**19**	4.83	3.83	4.00	3.00	4.17	4.33	3.83	**4.11**
Redundant Fiber Optic Loops		$200,000	$400,000	$200,000			**$800,000**	**77**	4.00	3.00	3.60	2.60	3.60	3.60	3.60	**3.48**
City Buildings																
City Hall Back Entrance Improvements	$2,600,000						**$2,600,000**	**106**	3.17	3.17	3.00	3.17	3.67	3.33	3.33	**3.23**
City Hall HVAC Upgrade - Phase II	$1,700,000						**$1,700,000**	**42**	4.08	3.92	3.92	3.58	3.58	3.58	3.58	**3.83**
City Hall Hydraulic Elevator Modernization	$350,000						**$350,000**	**47**	4.33	3.83	3.17	3.00	4.17	3.67	3.50	**3.76**
City Hall Restroom Upgrades	$700,000						**$700,000**	**105**	3.33	3.33	2.67	3.17	3.50	3.33	3.33	**3.23**
Senior Center Roof and HVAC Replacement	$1,000,000						**$1,000,000**	**79**	3.63	3.46	3.13	3.29	3.63	3.46	3.46	**3.45**
Total Requested	**$195,232,637**	**$151,622,444**	**$84,394,448**	**$160,037,607**	**$91,587,561**	**$36,682,076**	**$719,556,773**									

Total Requested | **$195,232,637** | **$151,622,444** | **$84,394,448** | **$160,037,607** | **$91,587,561** | **$36,682,076** | **$719,556,773**

CAPITAL PROJECTS RANKED BY WEIGHTED SCORE

RANKING	DEPARTMENT / DIVISION	PROJECT	FUNDING REQUEST FY27	FUNDING REQUEST FY28	FUNDING REQUEST FY29	FUNDING REQUEST FY30	FUNDING REQUEST FY31	FUNDING REQUEST FY32	Total Funding Request	Total Weighted Score
1	Fire Rescue	Deferred Maintenance Program	$175,000	$175,000	$175,000	$175,000	$175,000		**$875,000**	**4.75**
2	Airport Authority	Runway Pavement Maintenance and Marking (5%)	$6,645						**$6,645**	**4.73**
3	Airport Authority	Purchase SRE Rotary Broom, Blower & Chassis (5%)	$38,889						**$38,889**	**4.59**
4	Fire Rescue	HVAC Equipment and Controls Replacement - All Buildings	$1,500,000	$1,500,000	$1,500,000	$1,500,000	$1,500,000		**$7,500,000**	**4.53**
5	Airport Authority	Replace or Remove Hazard Beacons	$7,895						**$7,895**	**4.38**
6	Airport Authority	Relocate AWOS/SAWS (100%)*	$517,518						**$517,518**	**4.35**
7	Airport Authority	Reconstruct Apron H Ramp Phase 1(5%)	$19,444						**$19,444**	**4.32**
8	Airport Authority	Airfield Pavement Maintenance, Marking and/or Drainage		$8,333		$8,333		$8,333	**$24,999**	**4.30**
9	Public Health & Community Services	Building Security Upgrades	$96,600						**$96,600**	**4.29**
10	Airport Authority	Design and Construct Replacement Air Traffic Control Tower ($18m, City Share: 0%)	$0						**$0**	**4.29**
11	Engineering Department	Annual Street Paving Program	$7,500,000	$4,500,000	$4,635,000	$4,774,050	$4,917,272	$5,064,790	**$31,391,112**	**4.28**
12	Nashua Public Library	HVAC Plant Renovation and Digital Controls	$1,147,604						**$1,147,604**	**4.25**
13	Fire Rescue	New Fire Station 5 Replacement	$1,250,000	$1,250,000	$30,000,000				**$32,500,000**	**4.24**
14	Streets Department	Infrastructure Improvements Citywide	$500,000	$500,000	$500,000	$500,000	$500,000		**$2,500,000**	**4.19**
15	Airport Authority	Acquire Land in RPZ (5%) 81 Pine Hill Rd	$27,778						**$27,778**	**4.17**
16	Community Development	NTS Capital Project Match Request	$150,000	$150,000	$175,000	$175,000	$200,000	$200,000	**$1,050,000**	**4.14**
17	Solid Waste Projects	Landfill Gas Expansion	$500,000	$500,000	$500,000	$500,000	$500,000	$500,000	**$3,000,000**	**4.14**
18	Airport Authority	Obstruction Removal (on former Flynn-Early property)			$13,889				**$13,889**	**4.11**
19	Information Technology	ERP Migration/Upgrade	$1,000,000	$1,000,000	$1,000,000				**$3,000,000**	**4.11**
20	Community Development	Hydropower Fund Allocation	$250,000	$275,000	$275,000	$300,000	$300,000	$300,000	**$1,700,000**	**4.11**
21	Wastewater Department Projects	Annual Sewer Infrastructure Improvements Programs	$4,000,000	$4,120,000	$4,240,000	$4,370,000	$4,500,000	$4,640,000	**$25,870,000**	**4.09**
22	Airport Authority	Perimeter/Wildlife Fence - Phase I (Design, Permit, Bid)			$17,500				**$17,500**	**4.09**
23	Airport Authority	Perimeter/Wildlife Fence - Phase II (Construction)				$27,778			**$27,778**	**4.09**
24	Airport Authority	Purchase SRE (snow removal equipment)					$27,778		**$27,778**	**4.09**
25	Airport Authority	Reconstruct Apron H Ramp Phase 2 (5%)		$220,000					**$220,000**	**4.09**
26	Engineering Department	Sidewalk and ADA Improvements	$1,000,000	$1,030,000	$1,060,000	$1,093,000	$1,126,000	$1,160,000	**$6,469,000**	**4.08**
27	Airport Authority	Construct Service Roadway (adjacent to RR tracks)						$25,000	**$25,000**	**4.07**
28	Wastewater Department Projects	Class A Biosolids		$36,000,000					**$36,000,000**	**4.07**
29	Airport Authority	Construct Terminal Building (2.5%)	$65,789						**$65,789**	**4.07**
30	Community Development	Hydroelectric Improvements	$7,000,000						**$7,000,000**	**4.06**
31	Parks and Recreation Department	Citywide Pool Improvements	$3,000,000	$3,000,000					**$6,000,000**	**4.06**
32	Engineering Department	Crosswalk Enhancement	$300,000						**$300,000**	**4.03**
33	Fire Rescue	Fire Training Facility Relocation	$1,980,000						**$1,980,000**	**3.99**
34	Engineering Department	Daniel Webster HWY, Pedestrian Safety (#41585)	$110,000						**$110,000**	**3.98**
35	School Department	Deferred Maintenance Projects	$1,210,000	$1,380,000	$1,325,000	$1,335,000	$1,405,000	$1,470,000	**$8,125,000**	**3.97**
36	Engineering Department	Vehicular & Pedestrian Bridge Rehab Program	$100,000	$103,000	$106,090	$110,000	$112,550	$116,000	**$647,640**	**3.97**
37	School Department	Districtwide Security Improvements	$500,000	$500,000					**$1,000,000**	**3.93**
38	Wastewater Department Projects	Grit Facility Upgrades		$175,760	$1,581,840				**$1,757,600**	**3.91**
39	Wastewater Department Projects	WWTF Digester Clean Out and Inspection		$1,000,000					**$1,000,000**	**3.87**
40	Wastewater Department Projects	Annual Stormwater Management/Abatement	$1,000,000	$1,030,000	$1,060,000	$1,090,000	$1,120,000	$1,150,000	**$6,450,000**	**3.86**
41	Wastewater Department Projects	Consent Decree Operational Expenditures	$150,000	$155,000	$160,000	$165,000	$170,000	$175,000	**$975,000**	**3.83**
42	City Buildings	City Hall HVAC Upgrade - Phase II	$1,700,000						**$1,700,000**	**3.83**
43	Engineering Department	Culvert Inspection and Repair	$250,000						**$250,000**	**3.82**
44	Police Department	Replacement of Parking Lot at the Nashua Police Department	$2,160,000						**$2,160,000**	**3.81**
45	Wastewater Department Projects	WWTF Misc. Electrical Component Upgrades		$2,193,000					**$2,193,000**	**3.79**
46	Engineering Department	Kinsley St Bike and PED Improvements (DOT#42595)	$450,000						**$450,000**	**3.77**
47	City Buildings	City Hall Hydraulic Elevator Modernization	$350,000						**$350,000**	**3.76**
48	Parks and Recreation Department	Citywide Light Infrastructure	$300,000	$325,000	$350,000				**$975,000**	**3.73**
49	Wastewater Department Projects	Infiltration and Inflow	$500,000						**$500,000**	**3.73**
50	School Department	Bicentennial School Roof Replacement	$1,857,090						**$1,857,090**	**3.73**
51	Wastewater Department Projects	Sewer & Drain Castings Rehab	$275,000	$283,000	$291,000	$300,000	$309,000	$318,000	**$1,776,000**	**3.73**
52	Police Department	Upgrade of the Prisoner Cell Area	$1,425,000						**$1,425,000**	**3.72**
53	Wastewater Department Projects	CSO Flooding	$215,000	$221,500	$228,000	$235,000	$242,000	$249,500	**$1,391,000**	**3.71**
54	Wastewater Department Projects	Merrimack River Levee Rehabilitation	$85,000	$88,000	$91,000	$94,000	$97,000	$100,000	**$555,000**	**3.69**
55	Wastewater Department Projects	WW Maintenance Facility	$13,000,000						**$13,000,000**	**3.69**
56	Parks and Recreation Department	Citywide Ball Field Improvements	$100,000						**$100,000**	**3.68**
57	Parks and Recreation Department	Citywide Court Improvements	$300,000	$300,000	$150,000				**$750,000**	**3.68**
58	Police Department	Improving Body Camera Technology and Infrastructure	$750,000	$750,000	$750,000	$750,000	$750,000		**$3,750,000**	**3.67**
59	Parks and Recreation Department	Holman Stadium Improvements	$3,000,000	$3,000,000					**$6,000,000**	**3.67**
60	School Department	Install Dehumidification: Charlotte, Fairgrounds & Ledge St Elementary		$2,000,000					**$2,000,000**	**3.66**
61	Wastewater Department Projects	WW Plant Phase I Project	$3,000,000						**$3,000,000**	**3.64**
62	School Department	Install Sanalife Air Filtration System	$1,300,000						**$1,300,000**	**3.62**
63	Engineering Department	Walnut St/Chestnut St/Central St Oval Improvements (#41586)	$500,000						**$500,000**	**3.61**
64	Community Development	Nashua River Embankment Repairs	$500,000						**$500,000**	**3.60**
65	Wastewater Department Projects	WWTF Exterior Dock and Tank Coating	$300,000						**$300,000**	**3.60**
66	Public Works Requests	Truck Wash Bay Design & Construction	$2,500,000						**$2,500,000**	**3.60**
67	Parks and Recreation Department	Citywide Park & Playground Improvements	$200,000	$200,000					**$400,000**	**3.60**
68	Engineering Department	New Traffic Signals	$300,000						**$300,000**	**3.58**
69	School Department	Fairgrounds Elementary Roof Replacement		$1,529,550					**$1,529,550**	**3.58**
70	Wastewater Department Projects	WWTF Secondary Clarifier Upgrades	$300,000	$3,000,000					**$3,300,000**	**3.58**
71	Engineering Department	Ridge Road Sidewalk		$330,000					**$330,000**	**3.57**
72	Engineering Department	Lock & Whitney St Sidewalk/Bike Lanes (DOT#42516)	$300,000						**$300,000**	**3.56**
73	Parks and Recreation Department	Greeley Park	$1,500,000						**$1,500,000**	**3.56**
74	Public Works Requests	DPW Garage	$45,000,000						**$45,000,000**	**3.54**
75	Streets Department	Stadium Drive Heating System Upgrade	$1,320,000						**$1,320,000**	**3.51**
76	Engineering Department	Nashua Riverfront Pedestrian Bridge	$50,000						**$50,000**	**3.51**
77	Information Technology	Redundant Fiber Optic Loops		$200,000	$400,000	$200,000			**$800,000**	**3.48**
78	Engineering Department	Canal St/Bridge St Complete Street Improvements (#43545)				$440,000			**$440,000**	**3.48**
79	City Buildings	Senior Center Roof and Replacement	$1,000,000						**$1,000,000**	**3.45**
80	School Department	Amherst St. Elementary Roof Replacement		$1,119,717					**$1,119,717**	**3.44**
81	School Department	Bicentennial Elementary School Renovations			$1,200,000	$20,000,000			**$21,200,000**	**3.43**
82	Public Health & Community Services	Nashua Resource and Transitional Housing Center	$6,200,000				$270,000		**$6,470,000**	**3.42**
83	Streets Department	Stadium Drive - Roof Replacement	$2,000,000						**$2,000,000**	**3.42**
84	School Department	New Searles Elementary School Renovation			$1,200,000	$15,000,000			**$16,200,000**	**3.41**
85	Engineering Department	Water St Bridge Rehab	$1,550,000						**$1,550,000**	**3.40**
86	Solid Waste Projects	SW New Access Road Four Hills Landfill	$1,500,000						**$1,500,000**	**3.40**
87	School Department	NHS North Site Repaving	$1,400,000						**$1,400,000**	**3.39**
88	Engineering Department	West Hollis Street Corridor Improvements	$500,000						**$500,000**	**3.39**
89	Public Health & Community Services	Environmental Technology Enhancement	$15,300	$15,300	$15,300	$15,300	$15,300	$15,300	**$91,800**	**3.38**
90	Engineering Department	Main St Bridge Rehab		$250,000	$1,700,000				**$1,950,000**	**3.38**
91	Engineering Department	Traffic Signal Phasing and Timing (#44354)	$800,000						**$800,000**	**3.38**
92	Engineering Department	East Hollis St Intersection Improvements (#16314)	$500,000						**$500,000**	**3.37**
93	Parks and Recreation Department	Stellos Stadium Improvements	$200,000						**$200,000**	**3.34**
94	School Department	Facility Master Plan Project Recommendations	$1,947,325	$1,935,284	$1,896,869	$2,043,374	$1,901,909	$2,145,146	**$11,869,907**	**3.34**
95	School Department	Charlotte Ave Elementary Roof Replacement			$1,577,960				**$1,577,960**	**3.34**

96	Engineering Department	West Pearl Streetscape	$1,000,000						**$1,000,000**	**3.33**
97	Community Development	EV Charger Installation - CMAQ Matching Fund Request	$169,759						**$169,759**	**3.33**
98	Communications	Motorola Platform Migration Infrastructure Upgrade					$9,000,000		**$9,000,000**	**3.30**
99	Community Development	Mine Falls Pedestrian Bridge		$3,500,000					**$3,500,000**	**3.29**
100	Engineering Department	Veterans Memorial Parkway (f/k/a BSP) Franklin St Connection (#42717)					$330,000		**$330,000**	**3.26**
101	Parks and Recreation Department	Mine Falls Turf Field	$5,000,000						**$5,000,000**	**3.26**
102	Community Development	Solar Array Purchase - Transit Garage and Lake Street Fire Station	$300,000						**$300,000**	**3.25**
103	Parks and Recreation Department	Labine Park Ice Skating Rink Ice Chiller	$500,000						**$500,000**	**3.24**
104	School Department	Mt Pleasant Elementary Renovation		$1,200,000	$24,000,000				**$25,200,000**	**3.24**
105	City Buildings	City Hall Restroom Upgrades	$700,000						**$700,000**	**3.23**
106	City Buildings	City Hall Back Entrance Improvements	$2,600,000						**$2,600,000**	**3.23**
107	School Department	NHS North Roof Replacement				$6,586,772			**$6,586,772**	**3.22**
108	Engineering Department	Whipple St Pedestrian Bridge Replacement	$250,000	$2,000,000					**$2,250,000**	**3.21**
109	School Department	Pennichuck MS - Install Dehumidification in original School Footprint					$4,326,000		**$4,326,000**	**3.20**
110	School Department	Ledge St Elementary Roof Replacement					$1,367,840		**$1,367,840**	**3.19**
111	School Department	New Searles Elementary Roof Replacement						$785,007	**$785,007**	**3.17**
112	School Department	NHS South Roof Replacement					$7,174,912		**$7,174,912**	**3.14**
113	School Department	School Renovations				$83,200,000	$18,200,000	$17,000,000	**$118,400,000**	**3.14**
114	Engineering Department	Spruce St Connector (DOT#43727)	$310,000						**$310,000**	**3.12**
115	Engineering Department	Photogrammetry Flyover	$250,000						**$250,000**	**3.12**
116	Nashua Public Library	Library Renovation	$44,000,000	$32,000,000					**$76,000,000**	**3.10**
117	Community Development	Imagine Main Street		$30,000,000					**$30,000,000**	**3.09**
118	Economic Development	Small Infrastructure Interventions	$200,000						**$200,000**	**3.08**
119	Engineering Department	East Hollis St Improvements-Main St to C St Corridor (#40660)						$1,260,000	**$1,260,000**	**3.05**
120	Engineering Department	Rotary Park Bridge	$750,000						**$750,000**	**3.03**
121	Parks and Recreation Department	Jeff Morin Fields At Roby Park Ice Rink Roof	$400,000						**$400,000**	**2.78**
122	Economic Development	New Downtown Parking Garage	$50,000	$100,000	$200,000		$30,000,000		**$30,350,000**	**2.75**
123	Community Development	Commuter Rail Expansion Design	$2,000,000	$2,000,000					**$4,000,000**	**2.63**
124	Economic Development	Quadrant 1 Riverfront Improvements (Potential TIF Expansion)	$250,000	$4,510,000	$2,020,000	$15,050,000	$1,050,000		**$22,880,000**	**2.61**
125	Economic Development	Millyard Dog Park Construction	$1						**$1**	**2.40**
		Total Requested	**$195,012,103**	**$151,447,444**	**$84,219,448**	**$159,862,607**	**$91,412,561**	**$36,682,076**	**$718,636,239**	