

DEVENS FOCUS GROUP
REPORT TO THE BOARD OF SELECTMEN OF
THE TOWN OF HARVARD, MASSACHUSETTS

DECEMBER 17, 2003

DEVENS FOCUS GROUP
FINANCIAL-LEGAL REPORT
UPDATE 2003

Introduction

A study of the financial impacts of incorporating the Harvard portions of Devens into the town of Harvard was first undertaken in 2001 by the MMA Consulting Group, Inc., on behalf of the Selectmen and the former Devens Financial-Legal Committee.

This report, which represents an update of the MMA study, was prepared by a sub-committee of the Devens Focus Group, the Devens Financial –Legal Subcommittee. Using the original report as a starting point, subcommittee members held a number of meetings in order to determine which information in the report required updating. These meetings included separate meetings to consider police, fire and public works costs each with the head of the Devens department currently providing that service to Devens and the head of the equivalent Harvard department. Other meetings with Mass Development addressed property valuations, or more general financial issues. We believe that this process has resulted in a reasonably accurate assessment of the current financial impact of incorporating Devens.

The goal of this report is to present an estimation of the current situation. The report addresses the costs and revenues associated with what exists at Devens today, with the addition of the Phase II housing which will soon be constructed. Our next goal is to analyze the potential costs and revenues associated with future development at Devens.

SUMMARY

This report demonstrates a substantial disparity between the revenues generated by Devens and the resulting expenses.

	<u>Low Range of Expenses (B)</u>	<u>High range of Expenses (B)</u>	<u>Reference</u>
Revenues at Full Residential Build-out (A)			
Property Taxes	\$2,276,662	\$2,276,662	EXHIBIT 2
Other	<u>660,000</u>	<u>660,000</u>	EXHIBIT 2
Total	2,936,662	2,936,662	EXHIBIT 2
Less: Expenses at full Residential Build-Out	<u>6,224,793</u>	<u>7,603,631</u>	EXHIBIT 3
Shortfall	<u><u>\$3,288,131</u></u>	<u><u>\$4,666,969</u></u>	

Notes

- (A) Full Residential Build-out includes the current residential and commercial development at Devens plus the Phase II housing. Currently there are 66 residences and 1,736,558 gross square feet of commercial space in the Harvard portion of Devens.
- (B) Certain expenses are problematic to determine and both a low range and a high range were calculated.

REVENUES

Property Taxes	<u>Current</u>	At Full Residential <u>Buildout</u>	<u>Reference</u>
Residential	\$230,000	\$870,000	
Commerical	<u>1,406,662</u>	<u>1,406,662</u>	
Total	<u><u>\$1,636,662</u></u>	2,276,662	
 Other Revenue			
Chapter 90		90,000	
Lottery Distribution		0	
Personal Property Tax		211,000	
Excise and other taxes		140,000	
Chapter 70 Education aid		<u>219,000</u>	
Total		<u><u>660,000</u></u>	
 Grand Total		 <u><u>\$2,936,662</u></u>	 EXHIBIT 1

Property Tax: Current assessed values at Devens are of \$100,000,000 of Commercial/Industrial property and \$20,000,000 of residential property. **SEE EXHIBIT 2A**

Current Tax Revenues: \$.81 per square foot. Schedule of revenues based on existing 1,736,558 square ft of commercial/industrial development and existing residential units (within town boundaries as currently existing.)

Full Residential Buildout: Currently there are 66 residential units in the Harvard Portion of Devens with an average assessed value of \$305,000. The additional 173 units permitted by the reuse plan would add \$52,800,000 in assessed value, or \$640,000 in tax revenues.

REVENUES (continued)

Chapter 90: Harvard is currently receiving \$159,000 based on a state formula of multiple factors of which road mileage is a major ingredient. We estimate that the addition of qualifying Devens factors could increase Chapter 90 distributions by \$90,000. NOTE: Chapter 90 funds are not certain every year; they are based on projected road fund surpluses.

Lottery Distributions: We feel it is not prudent to anticipate any increases since the current Harvard distribution is inflated as it is based on old census numbers which still count nonexistent military personnel as residents of Harvard.

Excise & Other: Based on an increase of vehicles and other fees pro rated as a percent increase of the existing Harvard total.

Chapter 70 Education Aid: Harvard currently receives approximately \$941 per student in state aid for education. It is assumed that there will be between 177 to 290 additional Devens students in the Harvard Schools (see section on Education Costs); this revenue number assumes 233 students. Mass Development has negotiated significant state assistance for education but we cannot assume that this assistance would be offered to Harvard.

Incentives: Unlike Mass Development, Harvard would not be in a position to offer incentives to businesses to locate at Devens.

Devens Assessed Value of Property

(Property Located within the Geographical Boundaries of Harvard)

Commercial Assessment

<u>Company</u>	<u>Assessment</u>
American Superconductor	\$ 20,500,000
Anheuser Busch	13,350,000
Bionostics	4,500,000
Campanelli	975,000
Comcographics	1,500,000
Comrex	1,250,000
Eglomise Design	1,702,127
Gillette I	11,000,000
Guid of St. Agnes	non-profit
Hardigg	3,100,000
Integra	1,950,000
Learning Express	1,000,000
MediaNews	2,650,000
Nestal	1,750,000
No. Middlesex Savings Bank	435,000
Parker Hannafin	3,250,000
Pharm-eco	11,000,000
No. american Van Lines	7,300,000
Ryerson	6,315,000
Seven Hills	non-profit
Silvia's Haven	non-profit
Waiteco	1,700,000
Xinetics	425,000
Xinetics	4,826,000

100,478,127

Residential Assessment:

Colonials- 30 units	11,878,834
Ranchs - 10 units	2,169,465
Town Houses - 22 units	6,104,946
	<u>20,153,245</u>

Grand Total \$ 120,631,372

INITIAL ANNUAL MUNICIPAL COSTS

<u>Description</u>	<u>Low Range</u>	<u>High Range</u>	<u>Reference</u>
General Administrative (A)	\$250,000	\$250,000	
Public Safety- Police Operations	745,000	745,000	EXHIBIT 3A
Public Safety- Fire and Rescue Operations	1,670,050	1,670,050	EXHIBIT 3B
Department of Public Works	1,009,446	1,400,481	EXHIBIT 3C
Education	1,320,597	2,308,400	EXHIBIT 3D
Building Maintenance/ insurance (B)	<u>150,000</u>	<u>150,000</u>	
Total Operating Expenses (without transitional costs)	5,145,093	6,523,931	
Bondable Transition Costs:			
First Year Payment			
Ten Year Bonds	217,350	217,350	EXHIBIT 3E
Twenty Year Bonds	396,600	396,600	EXHIBIT 3E
School	<u>465,750</u>	<u>465,750</u>	EXHIBIT 3E
Total	<u>1,079,700</u>	<u>1,079,700</u>	EXHIBIT 3E
Total with Bondable Transition Costs	<u><u>\$6,224,793</u></u>	<u><u>\$7,603,631</u></u>	EXHIBIT 1

Notes

(a) Four additional administrative staff positions would be required B a finance department clerk, an assessor, a planner and an administrator.

(b) Assumes a minimal number of municipal buildings at Devens.

(c) **\$1,343,000 IN TRANSITION COSTS ARE NOT BONDABLE.**

PUBLIC SAFETY-POLICE OPERATIONS

<u>Cost of Operations</u>	<u>Mass Dev. (A)</u>	<u>MMA Report (B)</u>		<u>Update (C)</u>		<u>Reference</u>
	<u>Cost</u>	<u>No. of Employees</u>	<u>Cost</u>	<u>No. of Employees</u>	<u>Cost</u>	
<u>Labor including fringe benefits:</u>						
Unallocated labor cost	\$ 1,140,800					
Administration			\$ 10,900		\$ 11,000	
Clerical		(1)	30,000	(1)	25,000	
Command Officer		(1)	70,000	(1)	70,000	
Patrol Supervisor		(1)	60,000	(1)	60,000	
Patrol Officers		(4)	180,000	(6)	240,000	
Overtime					73,000	
Quinn					30,000	
Fringe benefits			105,300		141,000	
Total	<u>1,140,800</u>		<u>456,200</u>		<u>650,000</u>	
<u>Overhead expenses:</u>						
Unallocated overhead	140,700		36,000		50,000	
Recurring capital needs			30,000		45,000	
	<u>140,700</u>		<u>66,000</u>		<u>95,000</u>	
Grand Total	<u>\$ 1,281,500</u>		<u>\$ 522,200</u>		<u>\$ 745,000</u>	EXHIBIT 3

Notes

- (A) Per Mass Development budget fiscal year ended June 30, 2003
- (B) Per MMA Devens Financial Impact Report June 7, 2001
- (C) Update to report by Devens Financial Legal sub-committee meeting with Bill Burke and Victor Normand of Massachusetts Development, Captain Martin Fay - Mass State Police and Chief William Chase - Harvard Police Chief on 1/6/03 and 5/23/03.
Assumes that no additional staffing is needed in Dispatch Department.

Update does not include the cost of transition and long term capital and infrastructure needs and revenue from fees and permits.

PUBLIC SAFETY- FIRE AND RESCUE OPERATIONS

<u>Cost of Operations</u>	<u>Mass Dev. (A)</u>	<u>MMA Report (B)</u>		<u>Update (C)</u>		<u>Reference</u>
	<u>Cost</u>	<u>No. of Employees</u>	<u>Cost</u>	<u>No. of Employees</u>	<u>Cost</u>	
<u>Labor including fringe benefits:</u>						
Unallocated labor cost	\$ 1,738,000					
Administration		(.5)	\$ 27,500	(1)	\$ 65,000	
Clerical		(1)	25,000	(1)	19,250	
Captain		(1)	50,000	(1)	55,000	
Lieutenants		(4)	160,000	(4)	204,800	
Firefighters		(12)	360,000	(16)	616,000	
Overtime					175,000	
Fringe benefits	0		186,800		335,000	
Total	<u>1,738,000</u>		<u>809,300</u>		<u>1,470,050</u>	
<u>Overhead expenses:</u>						
Unallocated overhead	20,500		34,000		50,000	
Recurring capital needs			100,000		150,000	
	<u>20,500</u>		<u>134,000</u>		<u>200,000</u>	
Grand Total	<u>\$ 1,758,500</u>		<u>\$ 943,300</u>		<u>\$ 1,670,050</u>	EXHIBIT 3

Notes:

- (A) Per Mass Development budget fiscal year ended June 30, 2003
 (B) Per MMA Devens Financial Impact Report June 7, 2001
 (C) Update to report by Devens Financial Legal sub-committee meeting on 1/24/03 with Bill Burke and Victor Normand of Mass Development, Chief Tom Garrity - Devens Fire Chief, Chief Peter Warren - Harvard Fire Chief

Update does not include cost of transition and long term capital and infrastructure needs and revenue from fees of approximately \$90,000 per Tom Garrity on 1/24/03 transition cost is estimated to be one pumper at \$275,000; one Quint at \$500,000 and a new fire station at \$4,500,000.

DEPARTMENT OF PUBLIC WORKS

<u>Cost of Operations:</u>	<u>Mass Dev. (A)</u>		<u>MMA Report (B)</u>		<u>Updated</u>				<u>Reference</u>
					<u>Low Range</u>		<u>High Range</u>		
	<u>No of Empl.</u>	<u>Cost</u>	<u>No of Empl.</u>	<u>Cost</u>	<u>No of Empl.</u>	<u>Cost</u>	<u>No of Empl.</u>	<u>Cost</u>	
<u>Labor including Fringe Benefits:</u>									
Unallocated Labor Costs		984,800							
Adminstration & Management			0.5	65,000					
Assistant Director/Business Admin.	4		1	65,000	1	40,625	2	125,125	
Working Foreman	1		1	52,000	1	60,580	1	60,580	
Laborers & Equipment Operators	13		10	377,000	9	417,690	10	464,100	
Overtime						15,850		50,000	
On-Call						17,150		25,000	
Seasonal Employees	5-10		0		4	30,976	4	30,976	
		<u>984,800</u>		<u>559,000</u>		<u>582,871</u>		<u>755,781</u>	
<u>Overhead Expenses:</u>									
Materials, supplies, snow removal		-		311,000		-		-	
Operating Expenses:		804,000		-		152,575		332,700	EXHIBIT 3C1
Recurring Capital costs:				150,000		74,000		112,000	
Re-pavement:				450,000		200,000		200,000	
Grand Total		<u><u>1,788,800</u></u>		<u><u>1,470,000</u></u>		<u><u>1,009,446</u></u>		<u><u>1,400,481</u></u>	EXHIBIT 3

NOTES

- (A) Per Mass Development budget for fiscal year ended June 30,2003
- (B) Per MMA Devens Financial Impact Report June 7. 2001
- (C) Update to above report by Devens Financial Legal sub-committee. Compiled from Devens FY2003 budget, Harvard DPW FY2004 budget, Devens Annual Report, 2002 and meetings with Victor Normand (Mass Development), Charles Duvall and Marge Shaw (Devens DPW) and Jim Smith (Harvard DPW)
Does not include capital for building. At a minimum, will need a building to house equipment.

DEPARTMENT OF PUBLIC WORKS

<u>Cost of Operations:</u>	<u>Mass Dev. (A)</u>		<u>MMA Report (B)</u>		<u>Updated</u>				<u>Reference</u>
	<u>No of Empl.</u>	<u>Cost</u>	<u>No of Empl.</u>	<u>Cost</u>	<u>Low Range</u>		<u>High Range</u>		
					<u>No of Empl.</u>	<u>Cost</u>	<u>No of Empl.</u>	<u>Cost</u>	
<u>Labor including Fringe Benefits:</u>									
Unallocated Labor Costs		984,800							
Adminstration & Management			0.5	65,000					
Assistant Director/Business Admin.	4		1	65,000	1	40,625	2	125,125	
Working Foreman	1		1	52,000	1	60,580	1	60,580	
Laborers & Equipment Operators	13		10	377,000	9	417,690	10	464,100	
Overtime						15,850		50,000	
On-Call						17,150		25,000	
Seasonal Employees	5-10		0		4	30,976	4	30,976	
		<u>984,800</u>		<u>559,000</u>		<u>582,871</u>		<u>755,781</u>	
<u>Overhead Expenses:</u>									
Materials, supplies, snow removal		-		311,000		-		-	
Operating Expenses:		804,000		-		152,575		332,700	EXHIBIT 3C1
Recurring Capital costs:				150,000		74,000		112,000	
Re-pavement:				450,000		200,000		200,000	
Grand Total		<u><u>1,788,800</u></u>		<u><u>1,470,000</u></u>		<u><u>1,009,446</u></u>		<u><u>1,400,481</u></u>	EXHIBIT 3

- NOTES
- (A) Per Mass Development budget for fiscal year ended June 30,2003
 - (B) Per MMA Devens Financial Impact Report June 7. 2001
 - (C) Update to above report by Devens Financial Legal sub-committee. Compiled from Devens FY2003 budget, Harvard DPW FY2004 budget, Devens Annual Report, 2002 and meetings with Victor Normand (Mass Development), Charles Duvall and Marge Shaw (Devens DPW) and Jim Smith (Harvard DPW) Does not include capital for building. At a minimum, will need a building to house equipment.

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3C

EXHIBIT

DEPARTMENT OF PUBLIC WORKS

	Harvard	Devens DPW	Updated				Notes/ Reference
	Costs	Budget		Low Range	High Range		
<u>Operating Expenses (detail):</u>			%	Low Range	%	High Range	
Electricity	5,200			3,500		5,200	
Phone	2,500			500		2,500	
Bldg Maintenance	6,000			2,500		24,000	Based on Devens DPW cleaning contract
Vehicle Maintenance	45,000	55,000	39%	21,450		45,000	
General Supplies	25,000		25%	6,250		20,000	80% of 25K below
Office Supplies	2,000			0		1,000	
Clothing/safety Equipment	5,000	25,000	100%	5,000		5,000	
Road Maintenance	50,500	80,000	25%	12,625	40%	20,200	Estimate based upon road miles
Professional Services	26,000			5,000	40%	10,400	
Painting Lines	9,000		25%	2,250	40%	3,600	Estimate based upon road miles
Cracksealing	27,000		25%	6,750	40%	10,800	Estimate based upon road miles
Fuel (for all town vehicles)	32,000	40,000		10,400		10,400	
S&I Contractors	1,000			N/A		N/A	
Sand & Salt (+20k for Harvard)	84,000	40,000	25%	21,000	40%	33,600	Estimate based upon road miles
Snow:Equipment & Supplies	15,000		25%	3,750	40%	6,000	Estimate based upon road miles
Grounds/openspace Maintenance		105,000		25,000		85,000	
Trash Removal		90,000		10,000		12,000	
Hazmat		15,000		10,000		15,000	
Animal Control		5,000		2,500		5,000	
Communications Equipment		3,000		3,000		3,000	
Licenses & Fees		1,000		0		1,000	
Custodial Contract		150,000		0		0	See bldg maint above
Property Maintenance		190,000		0		10,000	Est. only 1 of 19 buildings to be maintained
Personal property maintenance		5,000		0		0	
Other, Storm septors, catch basins, etc.				1,100		4,000	
Total Operating Expenses	335,200	804,000		152,575		332,700	EXHIBIT 3C

DEVENS FOCUS GROUP REPORT DATED DECEMBER 17, 2003
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EXHIBIT

EDUCATION COSTS

Annual Education Cost (without capital)

There are many different opinions on the number of Devens students who would be attending the Harvard schools, and the appropriate Cost per Student to be used in predicting the financial impact of those students. The Committee decided that the determination of these matters was beyond our charge and has elected to present the potential education costs as a range of costs.

We based our findings on the following facts and assumptions:

1. The incorporation of Devens would add 290 households to Harvard. (239 of 282 units in Harvard, plus 50 units at Sylvia's Haven)
2. The current Harvard blended per pupil cost is \$7461; the statewide average blended per pupil cost is \$7960
3. Long term - the number of students per household will approximate Harvard's current number which is .61 per household.
(1950 households/1200 non-choice enrollment)
4. Short term - the number of students per household could well be higher than 1 per household.

We found that the annual cost of education, exclusive of capital, would range from a low of \$1,320,913, to a high of \$2,308,400.

<u>Annual cost</u>	<u>Reference</u>	<u>Calculation</u>
\$1,320,597	Exh. 3	290 households @ .61 children per household = 177 students x \$7461
\$1,408,920		290 households @ .61 children per household = 177 students x \$7960
\$2,163,690		290 households @ 1 child per household = 290 students x \$7461
\$2,308,400	Exh. 3	290 households @ 1 child per household = 290 students x \$7960

EDUCATION COSTS (continued)**School Capacity**

The following analysis demonstrates that the incorporation of Devens would almost certainly require additional school space.

Harvard Elementary School

2003 Enrollment	535*
Maximum Capacity	600**
Current Excess Capacity	65

The Bromfield School

2003 Enrollment (with Grade 6)	709*
Maximum Capacity	756**
Current Excess Capacity	47

Totals

2003 Enrollment	1244*
System Capacity	1356**
2003 System Excess Capacity	112
Anticipated Number of Devens Students	177 - 290
2003 Enrollment with Devens Students	1421-1534***

*These are enrollments with School Choice Students. 75 students at the elementary school are in kindergarten which is currently half day. With kindergarten students counted as 2, enrollment at the elementary school is 498.

**The building capacity numbers are from the NESDEC report. The School Growth Task Force used slightly different numbers, 580 capacity for the Elementary School, 800 capacity for Bromfield, with a system capacity of 1380.

***The School Growth Task Force, in its report dated March 24, 2003, recommends the acquisition of land and construction of a K-1 facility at a new primary school campus when the enrollment reaches 1400, with an addition to serve grades K-5 when enrollment reaches 1800.

EDUCATION COSTS (continued)

Additional Factors

1. This report is designed to consider Devens at full build-out under the Reuse plan. However, we cannot completely ignore the fact that Mass Development continues to suggest that more than the 282 units permitted by the Reuse Plan will be built.

The analysis shows that each 100 housing units will result in 61 to 100 new students and increased education costs between \$455,121 and \$796,000.

2. This analysis assumes that the percentage of students requiring Special Education+ services will remain unchanged.

3. Currently Shirley receives extra money from Mass Development in part to provide Social Workers, which may be needed for the Sylvia's Haven population. This report assumes no extra costs for social workers or for other special services.

4. This analysis does not include the increased cost of transporting Devens students to Harvard.

TRANSITION COSTS

	<u>Quantity</u>	<u>One-Time Initial Outlay</u>	<u>Total</u>
General Administrative (a)	1	\$1,250,000	\$1,250,000
Police Services			
Vehicles	3	\$ 72,000	
Equipment (b)	5	21,000	
<i>Total Police</i>			\$93,000
Fire Protection			
Fire Station(c)**	1	\$1,000,000	
Quint (Equipped)*	1	\$ 500,000	
Pumper (Backup)*	1	\$ 275,000	
Ambulance*	1	\$ 120,000	
Misc. Vehicles*	1	\$ 75,000	
<i>Total Fire</i>			\$1,970,000
Public Works			
Buildings (c)**	1	\$2,000,000	
Sweeper*	1	\$ 150,000	
Dump Trucks*	6	\$ 360,000	
1 ton trucks*	2	\$ 50,000	
Loader*	1	\$ 80,000	
<i>Total Public Works</i>			\$2,640,000
School Construction (d)***			\$7,906,106(e)
Land for School **			\$1,300,000(f)
Total Transition Costs			
Bondable		\$13,816,106	
Not Bondable		1,343,000	
TOTAL			\$15,159,106

* - Bondable, 10 year term, interest rate 3.5%

** - Bondable, 20 year term, interest rate 4.2%

*** - Bondable, 25 year term, interest rate 4.5%

TRANSITION COSTS (continued)**Bondable Costs (h)**

<u>Term</u>	<u>Amount</u>	<u>First Year Payment</u>	<u>Reference</u>
10 Years	\$1,610,000	\$217,350	EXHIBIT 3
20 Years	4,300,000	396,600	EXHIBIT 3
25 Years	<u>10,350,000</u>	<u>465,750</u>	EXHIBIT 3
School (g)	<u>\$16,260,000</u>	<u>\$1,079,700</u>	

Notes

(a) Costs of a transition team to handle legal issues (transfers of property, lot line issues, rezoning, union contracts, environmental issues, establishment of utilities commissions), assessing, licensing and permits.

(b) Police equipment includes an initial uniform allowance, weapon, and radio with two batteries and a charger.

(c) Buildings include renovation of existing fire stations and construction of a salt shed and a small garage. Cost of land is not included.

(d) The cost of construction is from the NESDEC report (\$9,000,000) plus 15% for design (1,350,000) for a 350 pupil k-2 elementary school.

(e) This number represents to total cost to the town (after state reimbursement) of school construction. [The costs of school construction presented here assume that SBAB funding continues to be available in the future.]

(f) The town of Shirley paid \$1.3 million to Mass Development for land for their new middle school.

(g) A state reimbursement rate of 55% is assumed. In the sixth year, when principal payments would become due, the Town's net payment would be \$500,099. The net payment would then decrease annually.

(h) The variance of \$2,444,894 between \$16,260,000 of bond costs to calculate the first year payment in comparison to the bondable cost of \$13,816,106 on the prior page represents is due to the bond for the school. The higher amount is the amount that is bonded and then the state should repay a portion of the payments.

ASSUMPTIONS AND CONCLUSION

Our analysis is based upon certain underlying assumptions. These include:

1. No additional costs or revenues will be generated from water, sewer or other utilities.
2. The Commonwealth will continue to own the buildings it now owns and the lands which are undeveloped. Harvard would acquire jurisdiction but not ownership.
3. The Commonwealth will maintain and operate Mirror Lake and other recreational facilities.
4. Harvard would continue to serve federal interests at Devens, as Mass Development has, without receiving a payment in lieu of taxes.
5. No direct access will be required between Harvard and Devens. It is estimated that construction of an access road, if required, would cost between \$3,000,000 and \$5,000,000. (Please note that the respondents to the survey conducted by the Focus Group felt that a direct access would be needed.)
6. As we prepared this report, we made an effort to calculate the lowest expenses that appeared to be realistic under the circumstances. However, these costs may be higher for various reasons including the following factors that this report does not consider:
 - a. The possibility of increased vacancy rates.
 - b. The costs of an increased number of residential units over the 282 permitted by the reuse plan.
 - c. The costs of acquiring land for the construction of municipal buildings (other than a school) at Devens.
 - d. The costs of environmental clean-up or demolition of existing properties, if either Mass Development or the federal government fails to meet their obligations under the reuse plan.
 - e. The costs to Harvard of changes in Harvard's provision of services. (For example, the potential costs of not being able to maintain a call fire department while running a paid department at Devens.)
 - f. The costs of providing social, health or recreational services to our new residents.
 - g. Any additions to the stabilization fund.

ASSUMPTIONS AND CONCLUSION (continued)

- h. The army closing the 600 block of Devens which is continues to occupy.
- i. The ending of the re-use plan and the MEPA limitations, and the resulting impact on Harvard's zoning.
- j. The possibility of 40B applications at Devens.
- k. Additional Public Works costs as a result of the development of Downtown Devens and new Stormwater Management regulations.
- l. Additional costs or revenue resulting from potential extension of the Devens sewer line into Harvard.

CONCLUSION

The goal of this report is limited to an analysis of the current situation. At this time, Mass Development and the Joint Boards of Selectmen (JBOS) are each working on an analysis of the potential future costs and revenues associated with Devens. The Devens Focus Group will use this report as a basis for evaluating the conclusions of Mass Development and the JBOS concerning the future financial implications of Devens.