

**JBoS Devens Finance and Development Committee**  
**Work Plan**  
**Adopted: 3 February 2003**

Scope:

Conduct review of Reuse Plan to assess municipal finance and regional (Devens and Three Towns) economic impact of likely plan completion. Define several governance outcomes and assess municipal finance and governance impacts of those outcomes with respect to the Reuse Plan. Develop recommendations for changes to the Reuse Plan and Devens Zoning, if needed, to successfully achieve each of the governance outcomes. Conduct informational briefings to JBoS and each of the communities. Play a strong role in development of changes in Reuse Plan and creation of the Disposition Plan.

Tasks:

1. Review Harvard's Devens Financial/Legal Committee report on municipal finance implication of Devens re-incorporation. Consider use of this type of analysis as model for fiscal analysis and either develop alternatives or enhancements.

Complete by: February 2003.

2. Review how Reuse Plan is being implemented and understand practical constraints on implementation. Use MassDevelopment, DEC, and Town's Five Year Review reports as source material and complement reports with interviews of MassDevelopment and DEC officials. Develop likely outcome scenario(s) if Reuse Plan carried to completion for use in financial analyses.

Complete by: March 2003.

3. Examine the five governance outcomes below and develop "success" criteria for each outcome:
  - a. Resumption of governance by the town's based on traditional boundaries with adjustments.
  - b. Creation of separate municipality.
  - c. Resumption of governance by the town's based on traditional boundaries (with adjustments as needed) with regional provision of some services.
  - d. Full absorption of Devens by one of the towns.
  - e. Creation of separate municipality from "core Devens" and devolution of out parcels to the towns.
  - f. Continuation of Reuse Plan with State oversight of Devens.

Complete by: March 2003.

4. Utilize financial analysis model to assess Reuse Plan and alternative governance scenarios. Compare model outcomes to success criteria. Define parameters that are most critical to outcomes (e.g. education model, number of units and types of housing, extent and type of commercial development, extent and resources available to cover transition costs). Expand models to include detailed analysis of sensitivity to those parameters.

Complete by: December 2003.

5. Propose and consider changes in governance and economic development scenarios, consistent with the goals of the Reuse Plan, that are needed to achieve or enhance success for each defined outcome. Coordinate with other committees to include their thinking for changes in housing etc. Use financial impact model to assess revisions. Propose alternate governance and economic development models if attractive and conduct analysis of those models.

Complete by: April 2004.

6. Develop report and related presentation outlining methods and outcomes of the analyses. Make recommendations for changes in the Reuse Plan, zoning, development structure etc for each governance/disposition outcome.

Complete by: July 2004.