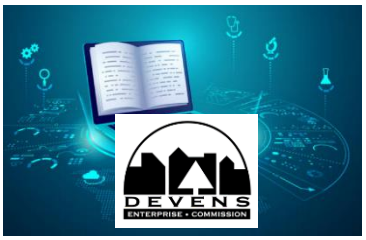

DEC VIRTUAL READ FILE
July 10, 2025

DEVENS IN THE NEWS:

Committee says financial analysis must precede study of future options for Devens

by John Osborn · Friday, June 27, 2025

The Devens Jurisdiction Framework Committee, the group convened in 2018 to explore options for the future governance of Devens, has not been idle, in spite of the absence of a key stakeholder.

At its May meeting, the committee unanimously approved a draft request for a proposal (RFP) to hire a financial consultant to conduct a comprehensive fiscal analysis of Devens. The scope of work outlined in the request is a snapshot of what the committee deems essential in evaluating future approaches to the governance of the Devens Regional Enterprise Zone.

The consultant would assess the cost and structure of municipal services, project revenues and expenses over the next decade, and model how governance and service delivery might function under various disposition scenarios. The study would inform future decisions about whether Devens, now managed by the state's MassDevelopment agency, should be reabsorbed by the surrounding towns of Ayer, Harvard, and Shirley, become its own town, or establish a new form of government. Chapter 498, the law that governs the redevelopment of Devens, specifies that the three towns, the Devens Enterprise Commission, and MassDevelopment must recommend to the Massachusetts governor and Legislature "a permanent government structure for the ongoing operation and administration of Devens" on or before July 1, 2033.

The RFP calls for three deliverables: a full inventory and assessment of current municipal services and capital projects, a dynamic 10-year financial model adaptable to multiple governance scenarios, and a robust plan for communicating those findings to the public.

The level of public engagement requested is significant. The consultant would be responsible for creating accessible materials—including plain-language summaries of the process used to collect the data and create a model, as well as maps, graphics, and a standardized presentation—to be used at public meetings. The consultant would also be asked to help plan public meetings and respond to questions from the community.

The RFP was drafted by a working group of the DJFC that included Ayer Town Manager Robert Pontbriand, Devens Enterprise Commission Director Neil Angus, and Devens resident Jim Geller.

Committee calls for MassDevelopment to return

But while the committee is ready to move forward, two critical pieces are missing: funding and the cooperation of MassDevelopment.

In April 2022, although a charter member, MassDevelopment withdrew from the Devens Jurisdiction Framework Committee—a move the committee says has significantly stalled progress. In a June 18 letter to MassDevelopment President and CEO Navjeet Bal, DJFC Chair Victor Normand requested that the agency return. The letter was endorsed by the representatives of every remaining stakeholder on the committee, including the towns of Ayer, Harvard, and Shirley, the DEC, and a representative of the Devens residents and businesses.

"MassDevelopment is an essential partner in the future of Devens and in ensuring that the success they've achieved to date is long lasting," Normand wrote. He asked that MassDevelopment designate representatives to attend monthly DJFC meetings and participate directly in the implementation of the study, particularly by sharing operational and financial data.

Normand emphasized that time is running short. “2033 is only eight years away and time is of the essence with respect to developing a professional recommendation for disposition,” he wrote, warning that the lack of state involvement has “stymied efforts to move forward.”

He also pointed to recent developments—including the removal of housing and commercial development caps and recommendations for more residential units from Gov. Healey’s Task Force on the Future of Housing at Devens—as further reasons for MassDevelopment to return to the table.

“The future success of Devens and the question(s) and issue(s) of disposition will be best achieved with a robust, public process with all key stakeholders at the table working collaboratively,” the letter states.

As of Wednesday, June 25, Bal had not responded.

Funding plan falls apart, grant redirected to school study

Originally, the DJFC hoped to fund the consultant study with a $300,000 Housing Choice grant awarded in 2024, thanks to support from state Senators Jamie Eldridge and John Cronin and the Executive Office of Housing and Livable Communities (EOHLC). The town of Ayer and the Devens Enterprise Commission (DEC) were designated administrative sponsors, intended to act on behalf of the DJFC, of which they are members.

However, EOHLC concluded that the DJFC’s proposed use of the funds—a financial and governance study—did not fall within the grant’s intended scope, and the committee then formally withdrew from the grant.

Rather than let the money lapse, town officials from Ayer, Harvard, and Shirley, along with the DEC, proposed redirecting the funds toward a school needs assessment to analyze regional enrollment trends, facility needs, and how future development in Devens may impact local schools. The idea aligned with four recommendations from the governor’s housing task force, which also included assessments of public buildings, increased community engagement, and a traffic and parking study.

EOHLC approved the change. Ayer Town Manager Pontbriand, who had helped write the original grant application, explained the decision in an email to the Harvard Press.

“Rather than have the grant funds simply returned to the state to be reprogrammed elsewhere, we felt that the funds should still benefit our region and the issues of Devens,” Pontbriand wrote.

The revised effort will be led by the town administrators and school superintendents from Ayer, Harvard, and Shirley, along with the DEC director. Ayer will remain the grant administrator. The final report will be a public record and shared with the DJFC and other stakeholders.

Pontbriand said the DJFC was informed of the change at its June 11 meeting and will continue to receive updates as the school study progresses.

A ready plan, still on hold

With the grant redirected and MassDevelopment still absent, the DJFC’s RFP for a financial consultant remains on hold—technically complete, but inactive. Committee members describe it as “on the shelf,” ready to be issued if funding becomes available and all key partners are engaged.

Normand, in his letter to Bal, urged MassDevelopment to reconsider its position and rejoin the committee’s work.

“The future of Devens, the Region, and the Commonwealth will be best served in this manner,” he wrote.

Until then, the DJFC’s vision for a professional, data-driven public process to shape Devens’ future remains just out of reach—prepared, but waiting.

DEC celebrates 30th anniversary

Harvard Press, Friday, June 27, 2025

The Devens Enterprise Commission (DEC) marked its 30th anniversary at an outdoor event in Devens, June 24, celebrating its role in transforming Devens into a center for economic development, business innovation, and sustainable practices.

Director of the Devens Enterprise Commission Neil Angus (center) and Chair of the Devens Enterprise Commission William Marshall (left) accept a citation from Bianca DeSouza, District Director to Senator Jamie Eldridge, honoring the 30th anniversary of the commission at a June 24 celebration. (Photo by Lisa Aciukewicz)

Devens Enterprise Commission Marks 30th year

Sentinel & Enterprise June 27:

Among those attending Devens Enterprise Commission's 30th anniversary celebration were, from left, commissioners Carl Sciple and Paul Routhier, Chairman Bill Marshall, DEC Director Neil Angus (who acted as event emcee) and commissioners Deb Seeley and Melissa Fetterhoff. (M.E. JONES)

DEVENS — With redevelopment continually bustling, the Devens Enterprise Commission is celebrating its 30th birthday this year, spotlighting the central role DEC has played in transforming the former Fort Devens Army Base, which closed in 1994, into a thriving civilian community.

As the one-stop permitting and regulatory board for Devens, DEC acts in lieu of municipal counterparts such as planning, health and zoning boards and serves as its historic commission, working closely with MassDevelopment, which took charge of Devens in 1996.

Repurposing the sprawling, 4,400-acre ex-military base also included working with the stakeholder towns of Ayer, Harvard and Shirley, whose historic borders exist within Devens. Representatives from each of those towns serve on DEC's 12-member board.

Three decades in, results of the ongoing redevelopment process are everywhere in Devens, including homes, factories and restaurants, rehabilitated old brick buildings and spiffy new ones. And a burgeoning business sector that's particularly prominent along Jackson Road, where construction is still underway and where DEC hosted its 30th birthday celebration on June 24.

The outdoor event drew almost 100 people, despite record heat that day.

DEC Director Neil Angus welcomed guests beneath the shaded shelter of a tall white tent, with three-digit temperatures crisping the air outside.

Several speakers spotlighted DEC's work to date and Devens' continuing success story.

Angus sketched DEC's history. The commission first met on June 22, 1995, he said, and since then has had three directors and over 30 commissioners, working closely with MassDevelopment to create a "sustainable" community that's been internationally recognized as a model for sustainable development. He said that Devens is now home to over 100 businesses and about 1,000 residents.

"We didn't do it alone…" Angus said, citing the redevelopment effort's many participants, such as consultants, staff and commissioners. He thanked them all for their "selfless donations of time and expertise."

Building a new Devens has been a "regional collaboration" among the towns, residents and businesses, Angus said, with strong support from state officials like state Sen. Jamie Eldridge and cooperation from Devens-based organizations and government agencies, such as the Federal Bureau of Prisons.

"The list goes on…" he said. "This is more than a project, it's a community."

DEC Chairman William Marshall has been on board from the start. "We became a unified force" to re-do Devens after the base closed, he said, recalling the steering committee that formed then, with members from stakeholder towns Ayer, Harvard, Shirley and at that time, Lancaster.

From this collaboration, the Devens Enterprise Zone was formed, Marshall said, within a framework spelled out in Mass General Laws, Chapter 498, enacted in 1993.

MassDevelopment, then called the Land Bank, was charged with base redevelopment, he said.

Describing DEC's makeup, Marshall said its 12 commissioners, appointed by the governor, included two representatives from each stakeholder town. Each member brought individual expertise in related fields, and they all lived nearby, he said, balancing "regulatory and local interests."

Explaining DEC's consolidated, one-stop system, he said its "as of right" zoning formula streamlines the permit process to 75 days, start to finish.

"Now, Devens is a model for transformation…from a potential calamity to a sustainable new use," Marshall said.

LTC Carlos Poventud-Estrada, Devens RFTA Commander, reminded the audience that the Army is still here, with a reserve training facility that carries on a long military tradition in "this historic site." He also noted that DEC's 30th coincided with the Army's anniversary, 250 years and counting.

Sharing a slice of Devens' history, Poventud-Estrada said the former Camp Devens was named for Charles Devens, Jr., a lawyer, jurist and Union Army general during the American Civil War.

Ft. Devens became a permanent base in 1937, he said, receiving WWII draftees. Training continued there until 1996, he said.

Over the years, military men and women who later became famous have been among the many soldiers who passed through Ft. Devens, he said, including retired United States Army General Colin Powell, a former

Secretary of State and National Security Advisor who was Chairman of the Joint Chiefs of Staff from 1989 to 1993.

Today's Fort Devens is a more compact operation than its predecessor, occupying a smaller spot on Devens' modern map. But its mission continues, in cooperation with civilian neighbors. "Have no doubt, we are the U.S. Army in New England," he said. "I'm excited about the future…together."

Introducing MassDevelopment President and CEO Navjeet Bal, Angus said the agency had been "a leader alongside us" in the redevelopment of Devens, which Bal called a "sustainable and thriving mixed-use community."

"Today kicks off a year of celebration," she said, noting her agency's 30th anniversary next year and the Army's 250th this year. "We celebrate their success today."

Bal said Devens could play a key part in solving the state's housing shortage. Citing a recent public report, she said repurposing its stock of existing buildings may help address this critical issue.

State Rep. Danillo Sena, who represents the 37th District in Congress, called Devens' transition a "symbol of endurance," and praised its proactive commitment to preserving the environment.

Now it is home to "cutting edge" innovators and nonprofits like Clear Path for Veterans, he said, with "incredible" benefits for the Devens community and others around it. He also said development initiatives here can help solve the state's housing crisis.

State Sen. John Cronin , whose district covers parts of Worcester and Middlesex Counties, reflected on his military roots and ties to Devens and the area. After spotting "at least 30" fellow Army veterans in the crowd, the West Point graduate and combat veteran began with "Go Army…" A resounding response followed.

Sen. Cronin cited his "special and deep connection" to Devens and the cities and towns he represents. His grandfather, who hailed from Jamaica Plain, was posted at Ft. Devens during the Korean war, he said. Now, he's proud to be part of the Devens story as it grows.

Zoning changes in the Devens Enterprise Zone must happen for growth to continue, Cronin said, noting a couple already in place: raising the original housing cap and upping square footage for businesses to expand. But more changes are needed. "We're working on it," he said.

Wrapping up the program, Angus said that over 100 businesses had taken "a leap of faith" to come to Devens over the last 30 years and that Little Leaf Farms was one of them. "Their story is integral to DEC's unified permit process," he said.

LLF has expanded considerably since building its first facility on Devens land bordering the town of Shirley. Today, the company's green-house-grown lettuce is sold in stores across New. England.

Little Leaf CEO Chris Sellew said Devens' "purposeful, efficient" permit process helped his company get started.

"It allowed us to develop from a dream to reality … their mission is similar to ours," he said of DEC, noting the director's commitment to sustainability. "Thanks, and congratulations…I'm excited about the next 30 years."

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Top of Form

A planned shrub-planting and ribbon cutting ceremony was tabled, due to intense sun and heat. Instead, a line of shiny new shovels stuck in the ground fronted a hillside array of lush shrubbery. Planted earlier by the DPW, the strategically-placed shrubs restore an historic welcome to Devens.

Laura Scott, who chairs the Devens Committee, praised the Devens Enterprise Commission for openly and actively engaging with the group, which represents Devens residents. (M.E. JONES)

Also see: Lowell Sun Editorial: https://www.lowellsun.com/2025/07/02/editorial-drivers-of-devens-economy-celebrate-30-eventful-years/

Shriver Job Corps Center changed their lives; now its own is at risk

by John Osborn · Friday, July 4, 2025 - Harvard Press

Following a temporary injunction ordered by a New York district court judge last week, the Shriver Job Corps Center in Devens is up and running again, but its future remains uncertain after changing the lives of disadvantaged youth in Central Massachusetts and elsewhere since 1996.

Harrison Ingels of Gardner is among those for whom Job Corps was life changing. When he was 18, shortly after graduating from high school, he lost both his parents. “Quite honestly, I had nowhere to go,” he said at a June press event held at the center. He was homeless. “Job Corps for me was a roof over my head that wasn’t in a car.”

Encouraged by Colleen Lanza—an adjustment counselor at the time and now the center’s director—Ingels joined the Job Corps in 2008, enrolling as a residential student at the Shriver center. After completing the introductory and career preparation courses required of all students, he entered and completed the Job Corps office administration training program, which prepares students for office work. “Typing, Excel, and PowerPoint,” he said.

Next, Ingels was encouraged to enter Shriver's Advanced College Training program, which allows students who qualify to prepare for and transition directly into higher education. In Ingels' case that led to two years at Mount Wachusett Community College ("The Mount"), where he earned an associates degree. During this time, he continued to live at Devens with full room and board, health care, and a living allowance. A Job Corps van transported him each day to and from MWCC's Gardner campus.

Harrison Ingels speaks about his experience with the Shriver Job Corps Center as U.S. Rep. Lori Trahan, Job Corps graduate Peter Macapulay, and U.S. Rep. Jim McGovern listen. (Photos by Lisa Aciukewicz)

From "The Mount" Ingels transferred to Worcester State College, where he earned a bachelor's degree and teaching certificate. Today, he is a member of the Gardner High School faculty, where he teaches ninth-grade honors English and coaches football. Shutting down the Job Corps, he says, is "inexplicable."

But that seems to be the intent of the administration in Washington. Ingels was one of three Shriver graduates who spoke in defense of the program at a June 18 press event organized by U.S. Representatives Lori Trahan and Jim McGovern, and held across the road from Shriver in Devens. The event drew a small crowd of instructors, graduates, union officials, local business leaders, and others with a stake in the center.

While the New York district court's injunction will keep the 123 Job Corps centers across the U.S. open until the case is settled, without Congressional pushback the program's days seem numbered. First, the Department of Labor has suspended background checks. Because the law requires them, without background checks Shriver and the other centers are unable to admit new students. As of midweek there was no indication the DOL intended to resume them.

Moreover, the Department of Labor has said it intends to shutter the Job Corps entirely, asking for only $90 million next fiscal year, enough to manage the orderly closure of all 123 centers but a fraction of the $1.76 billion appropriated by Congress for the current fiscal year, which began July 1, 2025, and will end June 30, 2026.

Academics, training, support services

Job Corps is the nation's largest tuition-free trade school network, a place for young men and women between the ages of 16 and 24 who may face economic barriers to education and career advancement. Job Corps helps

students earn their high school diploma or equivalent, provides vocational training in various fields, and assists with job placement. Beyond academics and training, Job Corps offers support services like career counseling, job placement assistance, and help with housing, child care, and transportation.

The three Massachusetts Job Corps Centers in Grafton, Shriver (Devens), and Westover (Chicopee) alone have the capacity to train approximately 800 students, according to Lindsey Robbins, a spokesperson for Adams and Associates, the company that operates Shriver and Grafton under contract to the DOL.

Shriver employs approximately 120 people. Robbins says the jobs range from academic and vocational training instructors to guidance counselors, dorm staff, food service, safety and security, wellness, and maintenance. At Devens last month, Rep. Trahan stated that Shriver contributes $17 million to the local economy.

Shriver is “back to normal operations,” said Robbins, but with fewer than the 244 students who were enrolled when DOL ordered it to shut down in May. The center has capacity for 272 residential and 28 nonresidential students. Approximately 60 of its residential students have been categorized as either homeless or transitioning from foster care and were still on campus when the center reopened. Of the students sent home, 51 are eligible to return, Robbins said.

Harvard students at Shriver

Mohammed Niazy (left) and Matuillah Kabir speak with the Press.

Among the returning nonresidential students is Mohammad Niazy, the son of an Afghan family living in Harvard. Niazy completed his high school diploma and earned his driver’s license at Shriver shortly before it was ordered to close. Aspiring to a career in engineering, he is back at Shriver to complete the center’s Advanced College Training program and prepare to apply to Middlesex Community College.

Matuillah Kabir, son of a second Harvard Afghan family, has decided not to return. He too earned a high school diploma at Shriver but then, because of a change to state graduation requirements, learned he had qualified for a Bromfield diploma as well. Kabir says he wants to study law. He is a competitive wrestler and hopes to attend Springfield Junior College, where wrestling is an interscholastic sport. At Shriver, Kabir was a member of the center’s soccer team and, according to family friend Terry Symula, “a bit of a student leader.” Symula told the Press that the English language skills of both young men improved considerably during their time at Shriver, and it was instructive, she said, for them to mingle with students less fortunate than themselves. She has encouraged them to pursue one of the center’s nearly one dozen training programs—including four in information technology—to gain employable skills they can put to work as they pursue their dreams, but so far the pair seem intent on qualifying for admission to community college.

Encouraging a strong work ethic

Approximately half the training offered at Shriver is dedicated to the skilled trades, including construction, advanced manufacturing, and automotive repair, spokesperson Robbins told the Press. Approximately a fourth is dedicated to the health care industry. The remaining fourth covers service industries such as IT, security, hospitality, finance, and transportation.

Shriver graduates have found employment at local businesses including the Ayer Valley Rehab and Nursing of Ayer, Sweeney Drywall of Boxborough, Closets by Design of Shirley, Herb Chambers car dealerships, and Keolis

Commuter Services of Boston, which operates the 14 lines of the Massachusetts Bay Transportation Authority commuter rail service.

Shriver's pre-apprentice carpentry program, offered with the support of the United Brotherhood of Carpenters, has a particularly strong reputation. Peter Macapulay is among its graduates. A Shirley native, he completed the Job Corps program in 2020 and following a four-year apprenticeship recently qualified as a journeyman carpenter with the union. He is currently employed in Devens on a project at Bristol-Meyers Squibb. At the June press event, Macapulay said that before learning of Job Corps he had been adrift. "I don't know where I would be without the program," he said. "I joined at the age of 24, the cut off age. I only wish I had joined sooner."

Speaking with the Press at the same event, UBC Regional Manager of Local 336 Worcester David Minasian praised the work ethic of Job Corps graduates. "We always say we can teach you the trade. … We can't teach you what's in your head and what's in your heart. [A] lot of the kids that … come out of Job Corps have dealt with adversity. They have grit. Those are the kind of people that succeed in construction. They're able to put one foot in front of the other, whether it's cold or hot. They know how to get to work, and they're really passionate about changing their lives. And it's hard to find those two things together."

"We've seen it firsthand," said Trahan in her remarks at last month's gathering. "Job Corps graduates become union carpenters, plumbers, health care workers, cyber security professionals, and small business owners. They contribute to our communities; they pay taxes; they raise families; and they fill critical jobs in our work force. Shutting down the facilities that make that possible is reckless and wrong. It pulls the rug out from under young people who are doing everything right."

Biomanufacturer breaks ground on $50M expansions in Devens, after naming site its HQ

by Eric Casey · June 23, 2025 - Worcester Business Journal

https://www.wbjournal.com/article/biomanufacturer-breaks-ground-on-50m-expansions-in-devens-after-naming-site-its-hq

Pharmaceutical ingredient developer and manufacturer Veranova is expanding its facility in Devens after designating the site as the company's headquarters in March.

Veranova broke ground on Wednesday on a 9,000-square-foot expansion to its Devens site, which will see it construct a process development laboratory and two good manufacturing practice suites, according to a Thursday press release from the firm. The goal of the expansion is to boost Veranova's development and production capabilities for complex molecules used in next-generation therapeutics.

The groundbreaking came after Veranova announced on June 16 an additional planned expansion of its good manufacturing practice capabilities at the site, citing strong demand for biomanufacturing capabilities in the United States. Combined, the two expansions will represent more than $50 million in investment and create up to 70 new jobs.

"The fight to end cancer once and for all depends on trailblazers like Veranova, where innovative work in specialty medications is reshaping treatment options for cancer and rare diseases," Congresswoman Lori Trahan (D-MA) said in the Thursday press release. "Their new facility in Devens will create good-paying jobs, boost economic growth, and bolster the domestic supply of active medical ingredients, ensuring Massachusetts stays at the forefront of health care innovation."

Photo | Courtesy of Veranova
Congresswoman Lori Trahan (D-MA) speaks during the groundbreaking ceremony for Veranova's expansion efforts.

Veranova's investment in its Devens facility, located at 25 Patton Road, comes after the firm moved its headquarters there from Wayne, Pennsylvania in March, according to a March 3 press release from the firm. Veranova has additional locations in North Andover, New Jersey, and two locations in the United Kingdom.

"This expansion reflects Veranova's deep commitment to supporting our partners in the development and manufacture of complex, life-saving therapies," Veranova CEO Mike Riley said in the Thursday press release. "By enhancing our capabilities in Devens, we're not only investing in innovation and growth, but also strengthening domestic infrastructure for the production of critical medicines like ADCs and other highly potent compounds."

Formerly known as Johnson Matthey Health, Veranova was launched as an independent company in 2022 after being acquired from Johnson Matthey by New York-based Altaris Capital Partners, according to a press release from Veranova.

Commonwealth Fusion Systems and Google Partnership

June 30, 2025, from Jessica Strunkin, Community Relations & Local Government Affairs Principal, Commonwealth Fusion Systems

I'm writing with some big news for CFS and anyone who needs clean power: today we announced a landmark, multifaceted partnership with Google that'll accelerate fusion power's progress onto the power grid and cement CFS' leadership to drive it there. This deal has three parts:

- Google has agreed to buy 200 megawatts of fusion power from our first ARC power plant sited in Chesterfield County, Virginia — half its output. This is the first direct offtake agreement between a fusion company and a commercial customer.
- Google is also making a second capital investment in CFS, increasing its investment stake, a followup to its initial investment in 2021.
- Moreover, Google has the option to buy more fusion power from future ARC fusion power plants, too.

The deal joins the top fusion energy company with a computer industry leader that's got a track record bringing clean energy technologies to the grid at scale. The result will be a new energy source that can help meet Google's clean power needs, bolster the grid with steady power, and meet the growing demand for electricity from countless consumers and businesses.

This agreement validates that CFS is developing one of the most promising paths to commercial fusion power in the coming decade. The 400 megawatts ARC power plant that CFS will build in Chesterfield County is expected to be the first grid-scale fusion power plant in the world, exemplifying the company's scientifically proven approach to developing fusion power; its application of key advances in high-temperature superconducting (HTS) magnets; and its demonstrated ability to execute given the rapid construction of its commercially relevant net energy fusion machine, SPARC, in Devens, Massachusetts. This landmark agreement will help to enable fusion as a potentially transformative energy technology that can play a key role in our long-term power needs by providing clean, large-scale, baseload power. A link to a YouTube video announcing the deal can be found HERE.

Commonwealth Fusion Systems' Cumulative Impact Analysis Fact Sheet

July 7, 2025

Commonwealth Fusion Systems (CFS) is proposing to build a new temporary research facility at its campus located at 117 Hospital Road in Devens, Massachusetts. The purpose of this new facility, called the fusion power systems research center, is to demonstrate key technology needed for fusion power plants. This facility will supplement our ongoing work on SPARC, CFS' fusion energy machine, which is currently under construction at our Devens campus.

Please find more information in the attached Fact Sheet. We are also in the process of scheduling an informational meeting as part of our ongoing community events and the permitting process for this project. We will keep you informed of the meeting date as soon as it is confirmed. Please don't hesitate to contact me if you have any questions. CFS CIA EJ Fact Sheet July 2 2025.docx (1).pdf

Jessica Strunkin
Community Relations & Local Government Affairs Principal
Commonwealth Fusion Systems
she/her/hers