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Reuse and the Benefit to Community Wells G&H Superfund Site

Executive Summary

For much of the twentieth century, industrial businesses were active at the Wells G&H Superfund Site (“Wells G&H” or “Site”). Their operations and waste disposal practices resulted in groundwater, soil, sediment and sludge contamination. Cooperation and careful planning by the U.S. Environmental Protection Agency (EPA), Massachusetts Department of Environmental Protection (MassDEP), City of Woburn, Woburn Redevelopment Authority, the parties legally responsible for cleanup (“Responsible Parties”) and the local community has facilitated significant cleanup of the area under the Superfund law, as well as continued productive use and reuse of the Site properties. Today, Site uses include walking trails along the Aberjona River, the Holland Arena ice skating facility, physical redevelopment of the former W.R. Grace & Co. - Conn (W.R. Grace) owned property and the addition of several new commercial businesses.

Superfund site restoration and redevelopment can revitalize local economies with jobs, new businesses, tax revenues and local spending. Cleanup may also take place while the site is still in active use. This case study explores the Wells G&H area’s cleanup and redevelopment, illustrating the beneficial effects of Superfund redevelopment.

Beneficial Effects

An EPA-funded Land Use Plan allowed the City of Woburn to explore different reuse options for three site properties:

- Aberjona Auto Parts property successful reuse into ice rink known as Holland Arena provides area youth teams and leagues with much-needed practice space;
- City-owned property successful reuse after river cleanup provides the community with recreational and educational opportunities, known as the “Aberjona Nature Trail”; and
- The safe transformation of the W.R. Grace property into restaurants and a hotel.

Businesses on properties associated with cleanup actions support 297 jobs and provide over \$12 million in annual employment income. These businesses generated almost \$47 million in sales in 2016. Businesses on properties not associated with cleanup actions support 2,442 jobs and provide over \$195 million in annual employment income. These businesses generated nearly \$365 million in sales in 2016.

In 2017, site properties associated with cleanup actions generated over \$350,000 in property taxes. They had a total estimated property value of nearly \$23 million. Site properties not associated with cleanup actions generated nearly \$1.7 million in property taxes in 2017. They had a total estimated property value of over \$66 million.

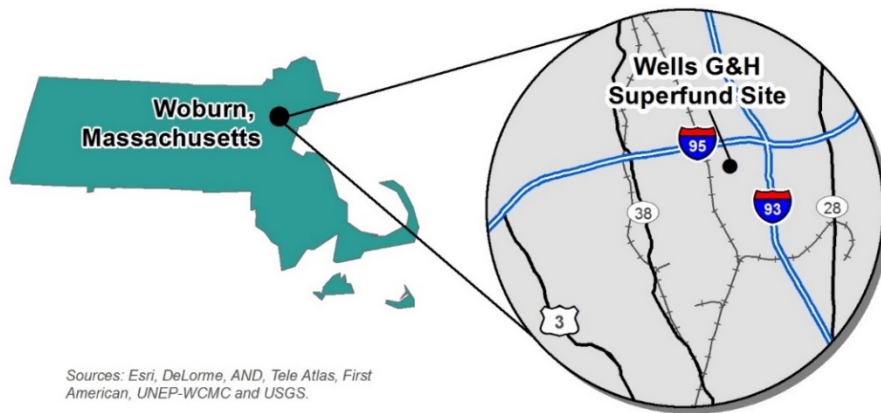


Figure 1. The site's location in Woburn, Middlesex County, Massachusetts.

Site History

The Site occupies 330 acres in the town of Woburn, Middlesex County, Massachusetts. Commercial, industrial and residential areas surround the Site in all directions. Current Site features include commercial, industrial and residential buildings, as well as ecological areas and walking trails. According to the U.S. Census Bureau, about 1.6 million people live in Middlesex County and about 40,000 people live in Woburn.

During much of the twentieth century, the Site was home to residential, commercial and light/heavy industrial businesses. Industrial activities at the Site included manufacturing, warehousing, distribution and industrial agriculture.

In May 1979, the Woburn Police Department found 184 drums containing hazardous chemicals on a vacant lot near the Site. The discovery prompted MassDEP to sample two nearby public water supply wells (wells G and H). These initial investigations found volatile organic compounds in both wells, which were shut down on May 21, 1979.

From 1979 to 1983, EPA and Site property owners conducted initial studies to evaluate various properties and groundwater conditions. EPA placed the Wells G&H Site on the Superfund Program's National Priorities List in September 1983.



Figure 2. The former W.R. Grace building.

Site Cleanup

EPA started the Site's remedial investigation in 1985 and the feasibility study of remedial alternatives in 1987. EPA conducted soil and groundwater sampling across the Site and collected surface water and sediment samples from the nearby Aberjona River. The remedial investigation and feasibility study originally identified five source area properties/facilities – W.R. Grace, UniFirst, New England Plastics, Wildwood and Olympia – as contributing to Site groundwater, sediments, soils and/or sludge contamination. Contaminants included volatile organic compounds, pesticides, polychlorinated biphenyls (PCBs), polycyclic aromatic hydrocarbons and metals. EPA selected the Site's long-term remedy, as memorialized in a 1989 Record of Decision, a 1991 Explanation of Significant Differences, and a 2006 Record of Decision. More recently, a 2017 Record of Decision was finalized for an area of the Site defined to include the Southwest Properties, as described further below.



Figure 3. The Aberjona River flows north to south through the site.

To manage the cleanup, EPA has divided the Site into four phases/areas, or operable units (OUs). OU1 is focused on addressing contamination at the source-area properties. OU2 addresses groundwater contamination in the central area of the Site. OU3 addresses surface water and sediment contamination along the Aberjona River and its associated wetlands. And finally, OU4 will address soil, sediment, Non-Aqueous Phase Liquid (NAPL) and groundwater contamination at the Southwest Properties portion of the site. Cleanup actions for OU1 have been underway since 1992 and are ongoing; OU2 is in the investigations phase; OU3 was completed in 2017; and the Record of Decision for OU4 was finalized in September 2017, and further investigation and cleanup work will begin after negotiations with the responsible parties are completed.

The Wells G&H OU1 cleanup includes treatment of contaminated soils using in-situ volatilization at the Wildwood and UniFirst properties, excavation and off-site disposal of sludge debris from the Wildwood property, and extraction and treatment of source-area groundwater at all four properties. The fifth source area property, owned by Olympia Nominee Trust, is being addressed under a separate settlement agreement, and cleanup of that property involves in-situ chemical oxidation to destroy trichloroethylene (TCE) contaminated soils and reduce TCE contaminated groundwater to below its Maximum Contaminant Level, as well as some excavation of PCB contaminated soils.

In 2002, EPA merged Wells G&H OU3 with the nearby, upstream Industri-plex Superfund Site's remedy as part of that site's 2006 Record of Decision. Cleanup along the Aberjona River includes dredging and off-site disposal of contaminated sediments; caps to prevent contaminated soil erosion; institutional controls to prevent contact with contaminated soils, groundwater and sediments; construction of compensatory wetlands; and long-term monitoring of groundwater, surface water and sediments.

As noted above, Wells G&H OU2 is in the investigation phase, and a Record of Decision is anticipated in the future. In 2017, EPA issued a Record of Decision for Wells G&H OU4, which includes the following three southwest area properties known as the Murphy Waste Oil, Whitney Barrel and Aberjona Auto Parts properties, totaling approximately 13 acres.

Redevelopment and Site Reuse Initiatives

In the late 1990s, while cleanup plans for some of the Site remained under development, Woburn community members and city officials began to consider what the Site might look like post-cleanup. The group applied for an EPA Superfund Redevelopment Initiative grant to support reuse planning efforts for the Site. In September 2000, EPA awarded the City of Woburn a \$55,000 grant to complete a comprehensive Land Use Plan for the Site (the Project). Three of the Site's Responsible Parties contributed an additional \$45,000 for the Project.

Acting on behalf of the City of Woburn, the Woburn Redevelopment Authority conducted an extensive bid solicitation process. In June 2001, the Authority selected a consulting firm to work with the community on a Land Use Plan. The Mayor of Woburn also appointed an Advisory Committee to advise and oversee the planning effort. The committee's nine members included residents, property owners and municipal board representatives. The City of Woburn anticipated that the Land Use Plan would also help to more broadly inform the development of future land use policies and economic development, infrastructure, and open space initiatives across Woburn.

From December 2001 to September 2002, the Advisory Committee held six meetings and selected three priority areas within the Site for the Land Use Plan consideration: the W.R. Grace property, Aberjona Auto Parts property, and the City of Woburn's open-space properties. The committee then worked with the Project's consultant team on development scenarios for each priority area. The final Land Use Plan, completed in February 2005, recommended priority reuse scenarios for each identified priority area. The sections below highlight the different reuse goals established for each area.

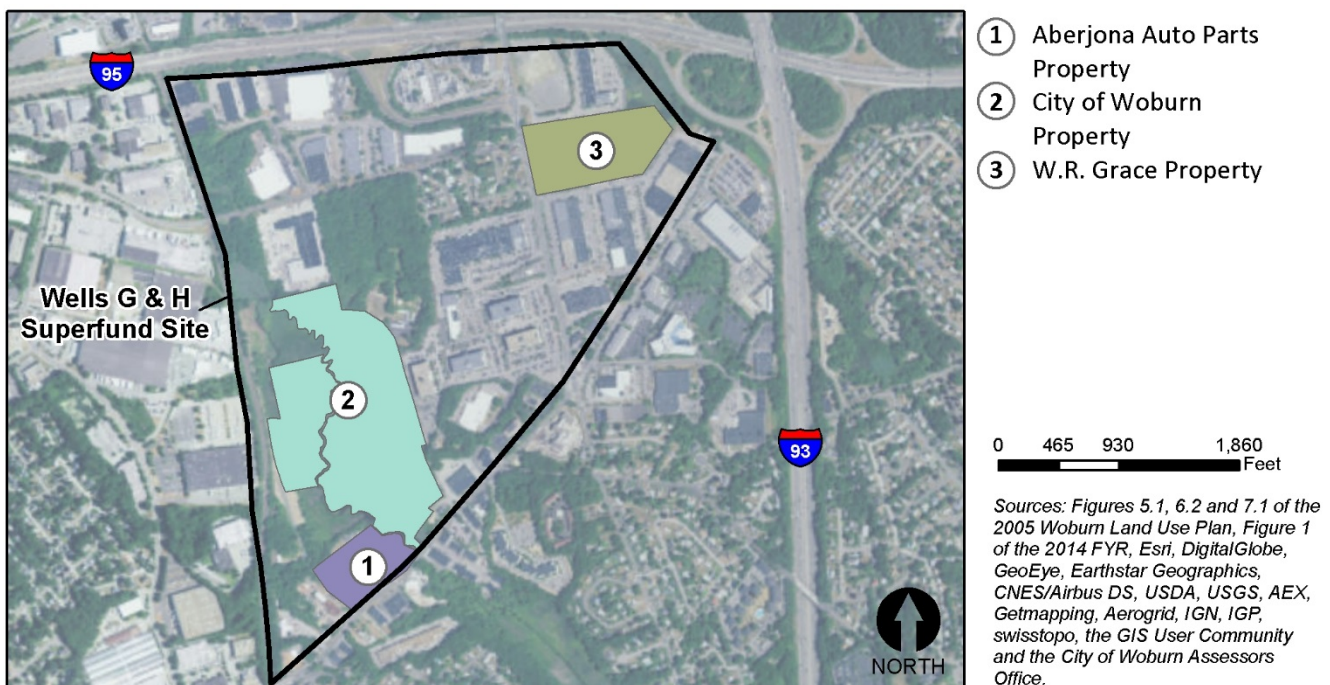


Figure 4. The Wells G&H Site boundary and focus areas of the 2005 Land Use Plan.

W.R. Grace

The W.R. Grace property area was originally home to a fabricated food wrapping and packaging equipment manufacturing facility. The property offered several development advantages: size (about 550,000 square feet of

space), contiguous acreage (rectangular shape), good street frontage (480 linear feet) and location (next to an Interstate-93/Interstate-95 interchange).

The Land Use Plan looked at several redevelopment scenarios for the property, including light manufacturing, office space, research and development facilities and hotel space. The Land Use Plan identified light manufacturing and research and development uses as the most feasible options for the property. The committee reviewed the recommendation and ultimately selected office and hotel space, as these uses would provide the greatest investment return, helping to offset the property's cleanup costs.

After remedial actions were initiated on the property, W.R. Grace attempted to sell the property from 2005 to 2006. A buyer expressed interest, but the sale was not finalized. To make the property more marketable, W.R. Grace demolished the original manufacturing building in 2006. W.R. Grace also removed about 1,500 cubic yards of contaminated soils in 2012. Subsequently, in 2014, a development company, Madison Properties, purchased the property from W.R. Grace for hotel and restaurant development. In response to a request by Madison Properties, EPA provided the company with a letter (known as a comfort/status letter) in 2014 explaining the status of cleanup work at the Site including the Grace property. The EPA comfort letter also provided recommendations associated with proposed redevelopment consistent with the on-going remedy and current property conditions, such as installation of a vapor intrusion barrier under all property buildings, establishing a soil and groundwater management plan to govern intrusive redevelopment activities, and making sure that the on-going groundwater pump and treatment remedy system would be protected.

As part of the development permitting process, the City of Woburn required traffic infrastructure improvements, which were estimated to cost about \$2 million. These improvements will be completed in stages during redevelopment and include street widening, the addition of a left turn lane and traffic lights adjustments. Construction of civil work (e.g. utilities) began on the property in 2015. During construction, W.R. Grace also removed an additional 1,500 cubic yards of contaminated soils for off-site disposal. In 2016, construction of the redevelopment's first business, a Red Robin Gourmet Burgers restaurant, began and it was opened in December 2016. This restaurant franchise, part of a national chain, provides over \$1.1 million in annual employment income. Annual sales for this business in 2016 reached nearly \$4.5 million.



Figure 5. Demolition of the former W.R. Grace building in 2006.



Figure 6. Red Robin Gourmet Burgers is a casual dining restaurant serving burgers and other American fare.
Source: Madison Properties.

New Development

Additional commercial development is underway at the former W.R. Grace property. This development project includes another two restaurants as well as a hotel – a dual Homewood Suites and Hampton Inn hotel. In January 2018, construction of the hotel began and is expected to be completed within 18 months. The developers estimate that the development will create 250 new jobs. Annual revenue benefits for the community through property taxes and other taxes will be over \$1 million. Construction of two more new restaurants is expected to begin in spring and summer 2018, one of which will house a Chick-Fil-A restaurant.



Figure 7. Graphic rendering of the Homewood Suites and Hampton Inn. Source: Group One Partners.

Aberjona Auto Parts

The Aberjona Auto Parts property was originally home to an auto dismantling and used auto parts business. The facility closed in 1998 and the business left behind scores of rusting cars scattered across the property. In 2001, a local auto parts recycler purchased the property. The recycler presented a preliminary redevelopment plan to the Advisory Committee for the proposed construction of a new skating rink facility. The proposal was both a business venture and a potential civic contribution, given the shortage of ice hockey rinks serving the area’s youth hockey leagues.



Figure 8. Former Aberjona Auto Parts Property prior to construction of the ice arena.

Committee members agreed that the facility would be a significant improvement of the property over its current use. However, the proposed rink would be partly located in the floodplain and on top of a municipal sewer line. To help support the planning process, EPA provided the recycler and the City with information on local environmental conditions. In May 2004, EPA also provided the recycler a comfort/status letter of the Southwest Properties including recommendations associated with his proposed redevelopment. The recycler thereafter revised the redevelopment proposal and submitted a final plan that avoided development in the floodplain. In September 2004, the City of Woburn approved a building permit for the ice rink. Considering economic climate during the mid-2000s, the recycler further revised the ice rink design which eliminated the sewer line relocation.



Figure 9. The Holland Arena provides much-needed space for youth hockey leagues in the Woburn area.

Construction of the ice rink, called the Holland Arena, was finished in 2008. Prior to construction, all rusting cars were removed from the property, beautifying the area.

Youth hockey teams and leagues now use the facility for practices, games, clinics, private lessons and birthday parties. The Holland Arena provides nearly \$40,000 in annual employment income and annual sales reached \$150,000 in 2016.

The recycler is also renting building space to other small businesses and expanding reuse opportunities on the property, including the businesses profiled below.

Pet Pals and Dog Club

This dog park provides 36,000 square feet of outdoor play space where dogs can play, socialize and get lots of exercise. Founded in 1994 and operating on the property since approximately 2008, it provides over \$50,000 in annual employment income to the surrounding community. In 2016, sales reached nearly \$100,000.

Global Automotive

Founded in 2011, this automobile repair business provides nearly \$100,000 in annual employee income. Annual sales in 2016 exceeded \$135,000.

Victory Towing Services

Also located on the former Aberjona Auto Parts property, this towing company contributes about \$78,000 in annual employment income.

Callahan's Auto Service

This company has been servicing cars in Woburn for over 40 years. Also located on the former Aberjona Auto Parts property, the family-owned-and-operated business contributes over \$180,000 in annual employment income. In 2016, it generated nearly \$350,000 in annual sales revenues.

Route 16 Auto Brokers

Specializing in used car sales, Route 16 Auto Brokers sells top quality pre-owned cars, trucks, SUVs and vans in the Woburn area.



Figure 10. The Pet Pals and Dog Club also offers professional in-home pet sitting, as well as pick up and drop off services for pets.



Figure 11. Callahan's Auto Service offers brake and tire service, among other services.

City of Woburn Property

During the reuse planning process, the City of Woburn-owned property was mostly undeveloped – about one-third wooded upland and two-thirds shallow marsh wetland, with the Aberjona River flowing north to south through the wetland. Early EPA investigations characterized the property as an ecologically diverse wetland that provides habitat for a wide variety of plants and animals. Plants and trees include broad-leaf cattail, purple loosestrife, gray birch and quaking aspen. Animals populating the area include migrating waterfowl, red-tailed hawks, beavers and possums. According to the City's commissioned Land Use Plan, "the area represents a fast-disappearing example of a natural wetland environment in an urban setting."

Recognizing the area's striking natural resources and community need for more green space, the Land Use Plan identified public open space and passive recreation as priority future uses for the property. The local community preference for these identified future uses were contingent on the cleanup of contaminated sediments along the banks of the Aberjona River. After EPA issued the 2006 Record of Decision for the Site as part of the Industri-plex Superfund Site remedy, which included this City-owned land, cleanup of the Aberjona River began in 2015. With EPA oversight, the Industri-plex responsible parties removed over 2,400 cubic yards of contaminated sediments, backfilled clean soils and restored the wetlands by 2016. During the Remedial Design process of this cleanup work, EPA and the Industri-plex responsible parties coordinated with the City of Woburn, the U.S. Army Corps of Engineers and the U.S. Fish and Wildlife Service regarding incorporation of potential mitigation projects and use of the space for passive recreation. As a component of the cleanup of the Woburn property, extensive construction debris was removed from the floodplain areas. This action increased flood storage capacity within the watershed, enhanced and restored the floodplains, and helped to construct the Aberjona Nature Trail. The



Figure 12. The City of Woburn property before cleanup and construction of the trail.

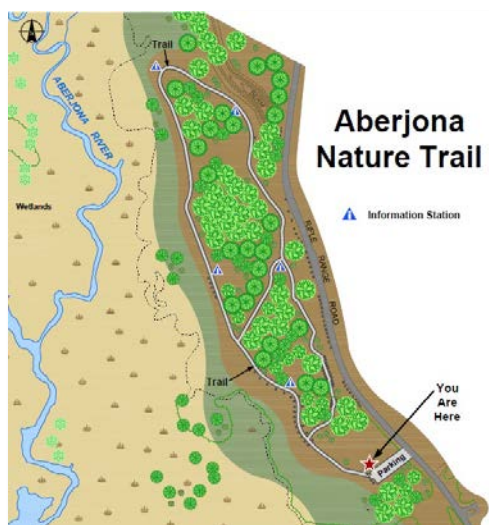


Figure 13. This map is located at the beginning of the trail and allows visitors to see where features are located.



Figure 14. The Aberjona Nature Trail allows visitors ample bird watching and wildlife observation opportunities.

Nature Trail includes a parking area with kiosk and five information displays that share information about the wetlands, floodplains and habitat. In July 2017, the City of Woburn, EPA and MassDEP officially opened the Aberjona Nature Trail along the Aberjona River. The area is now a well-established natural area, wetland and recreation resource enjoyed by Woburn residents and visitors.

The Benefits of Green Space at Superfund Sites

Green spaces at Superfund sites support diverse activities, including recreational, ecological and agricultural uses. Careful planning enables the integration of green spaces as part of cleanup plans, helping restore once-contaminated properties as valuable community assets. Green spaces are integral components of sustainable communities – they protect the environment and public health while also providing social and economic benefits. For example, parks, community gardens and other public green spaces provide opportunities for people to gather, exercise and connect with nature.

Green spaces at once-contaminated properties also provide opportunities to re-introduce ecosystems and biodiversity into urban and suburban landscapes, opening corridors for migrating species and preserving habitat. They address storm water management issues by slowly absorbing and naturally filtering the water, reducing erosion and improving water quality. Parks, natural areas and scenic landscapes also have significant economic value, supporting regional economies through tourism, agriculture and other activities. Economic impacts of recreation activities development include outdoor recreational spending and reduced public costs related to healthcare and infrastructure. Protected green space can also increase the property values of nearby homes, providing amenities that draw people to live and work in the community.

To learn more, visit EPA's Green Infrastructure: Thinking Regionally website at <https://www.epa.gov/superfund-redevelopment-initiative/green-infrastructure-thinking-regionally> and EPA's Smart Growth website at <https://www.epa.gov/smartgrowth>.

Beneficial Effects

During investigation, cleanup and reuse planning, many of the existing businesses maintained their operations, while redevelopment has attracted expanded commercial use and new business to the area. Some of the new businesses occupy properties that were part of redevelopment activities during and after Superfund cleanup, but many businesses were able to continue operating even during cleanup related activities on nearby properties. This case study evaluated many of the business entities on Site, but not all. The information below highlights two categories of businesses evaluated for this study: business entities on properties impacted by cleanup activities, and business entities located within the Site boundaries but not directly impacted by cleanup activities.

Businesses Associated with Cleanup Actions:

Six businesses are located on the three properties identified in Woburn's Land Use Plan. These three properties (W.R. Grace, Aberjona Auto Parts, and City of Woburn) and associated businesses have already been profiled in the above sections. Eight other businesses also operate on properties within the Site where cleanup actions took place and are on-going. The information below details several of these businesses. In total, businesses on Site properties associated with cleanup actions employ about 297 people, providing over \$12 million in annual employment income. In 2016, these businesses generated combined total sales revenues of nearly \$47 million.

ExtraSpace Storage

This facility operates at the one of the source area properties associated with Wells G&H Site OU1. The business rents storage units of different sizes to the public. In 2016, it had sales of over \$550,000 and provided over \$165,000 in estimated employee income.

M&L Transit Systems Inc.

This facility operates at the one of the source area properties associated with Wells G&H Site OU1. The business offers group transportation for individuals, businesses and communities. It generated nearly \$2.1 million in estimated employee income in 2016 and had sales of over \$2.8 million.

Dicom-Eastern Connection Operating Inc.

This facility operates at the one of the source area properties associated with Wells G&H Site OU1. The company sells shipping and freight services for the East Coast. It generated over \$2.3 million in estimated employee income in 2016 and had sales of nearly \$22 million.

New England Plastics Corporation

This facility operates at the one of the source area properties associated with Wells G&H Site OU1. The company produces many forms of plastic extrusions and vacuum-formed parts. In 2016, its sales were almost \$5 million, and it generated just over \$2.7 million in estimated employee income.

Murphy Waste Oil Service Inc.

This facility is associated with cleanup actions at Wells G&H Site OU4. The business is a division of Clean Harbors Environmental



Figure 15. ExtraSpace Storage was founded in 1977.



Figure 16. Both M&L Transit Systems and Dicom-Eastern Connection Operating are located at the source area property at 60 Olympia Avenue.



Figure 17. Murphy Waste Oil Service was founded in 1972.

Services and specializes in services associated with the recovery of used oil, which is then sold as supplemental fuel. In 2016, its sales were over \$5.5 million and is estimated to have generated over \$1.5 million in employee income.

Businesses Not Associated with Cleanup Actions:

While the businesses described below are not located on properties undergoing active cleanup actions, they are still located within the Site boundaries. This section, in particular, profiles businesses associated with the Cummings Properties, which began operating at this location around the 1980s. In total, 289 businesses operate on the Cummings Properties, employing about 2,442 people. These businesses generated nearly \$365 million in sales in 2016, providing over \$195 million in estimated employee income.

Health Resources Corporation

This company is in the 600 building of Cummings Properties. It specializes in coordinating medical and behavioral services for employees at other companies. It generated over \$5.3 million in estimated employee income in 2016, with sales of over \$5.9 million.

Youth Villages Inc.

This organization is in the 400 building of Cummings Properties. The organization provides various services for children and families, including mentoring, residential treatment and specialized crisis services. In 2016, it generated over \$1.8 million in estimated employee income.

Systems & Technology Research LLC

This company is in the 600 building of Cummings Properties. It focuses on advanced research and development for defense, intelligence and homeland security applications. It generated over \$9.5 million in annual employee income in 2016, with sales of \$21 million.

Scientific Systems Company Inc.

This company is in the 500 building of Cummings Properties. It focuses its work on the creation of intelligence products and technologies for unmanned ground, air and maritime vehicles. The company was founded in 1987 and generates nearly \$6.5 million in annual employee income in 2016 with sales of nearly \$7.3 million.



Figure 18. The 800 building of the Cummings Properties is one of the many buildings of the development.



Figure 19. The Cummings Properties host many commercial businesses, like the ones pictured above.

Property Values and Property Tax Revenues

Properties cleaned up under the Superfund program and kept in active use provide tax revenues for local municipalities and funding for schools, local governments and public transit. With respect to the Wells G&H Superfund Site highlighted in this case study, the 2017 value of land and improvements at the properties associated with cleanup actions was nearly \$23 million. Continued operation of businesses on these Site properties contributed over \$350,000 in annual property taxes. In addition, the 2017 value of land and improvements at the Site properties that were not the direct focus of cleanup work was over \$66 million. The tax benefits to Woburn of all the businesses operating at the Site contributed nearly \$1.7 million in annual property taxes. On-site businesses that produce retail sales and services also generate tax revenues through the collection of sales taxes, which support state and local governments.¹

Conclusion

Collaboration and cooperation among EPA, MassDEP, the City of Woburn, Woburn Redevelopment Authority, the Responsible Parties and the community has been instrumental to the successful cleanup, continued use and reuse of the Wells G&H Superfund Site. The Superfund cleanup plans protect public health and the environment while also supporting land uses that provide multiple community benefits. Site reuses protect ecological resources and enable recreational and economic opportunities for the Woburn community. Walking trails along the Aberjona River provide access to nature, while the Holland Arena serves as a community resource for area hockey teams and skaters. Businesses located on properties associated with cleanup actions employ 297 people, generated over \$12 million in estimated employee income, and nearly \$47 million in estimated sales revenues in 2016. Businesses located on Site properties not associated with direct cleanup actions employ 2,442 people, generated over \$195 million in estimated employee income, and nearly \$365 million in estimated sales revenues in 2016. Combined, these businesses employ over 2,700 people, generate over \$200 million in employee income, and produce over \$410 million in sales revenues.

For more information about EPA's Superfund Redevelopment Initiative (SRI), visit:
<http://www.epa.gov/superfund-redevelopment-initiative>.

¹ The Massachusetts sales tax rate is 6.25 percent. For more information, see <http://www.mass.gov/dor/all-taxes/sales-and-use>.



In May 2017, Administrator Scott Pruitt established a task force to restore EPA's Superfund program to its rightful place at the center of the Agency's core mission to protect health and the environment.

<https://www.epa.gov/superfund/superfund-task-force>



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Technical Appendix

Employment Information for On-site Jobs

EPA obtained the data included in this Technical Appendix directly from reputable sources, and reported the data as presented by those sources. Information on the number of employees and sales volume for on-site businesses came from the Hoovers/Dun & Bradstreet (D&B) database.¹ EPA also gathered information on businesses and corporations from D&B. D&B maintains a database of over 225 million active and inactive businesses worldwide.

When Hoovers/D&B database research could not identify employment and sales volume for on-site businesses, EPA used the ReferenceUSA database.² In cases where ReferenceUSA did not include employment and sales volume for on-site businesses, EPA used the Manta database.³ These databases include data reported by businesses. Accordingly, some reported values might be underestimates or overestimates. In some instances, business and employment information came from local newspaper stories/articles and discussions with local officials and business representatives. While sales values typically exceed estimated totals of annual income, sales can sometimes be lower than estimated income. This could be attributed to a number of business conditions and/or data reporting.

Wage and Income Information for On-site Jobs

EPA obtained wage and income information from the U.S. Bureau of Labor Statistics (BLS). Part of the U.S. Department of Labor, the BLS is the principal federal agency responsible for measuring labor market activity, working conditions and price changes in the economy. All BLS data meet high standards of accuracy, statistical quality and impartiality.

EPA used the BLS Quarterly Census of Employment and Wages database to obtain average weekly wage data for businesses at the Wells G&H Superfund site. Average weekly wage data were identified by matching the North American Industry Classification System (NAICS) codes for each type of business with weekly wage data for corresponding businesses in Middlesex County. If weekly wage data were not available at the county level, EPA sought wage data by state or national level, respectively. In cases where wage data were not available for the six-digit NAICS code, EPA used higher-level (less-detailed) NAICS codes to obtain the wage data.

To determine the annual wages (mean annual) earned from jobs generated by each of the selected businesses at the Wells G&H Superfund site, EPA multiplied the average weekly wage figure by the number of weeks in a year (52) and by the number of jobs (employees) for each business.

¹ <http://www.dnb.com>

² <http://resource.referenceusa.com>

³ <https://www.manta.com>

Table 1. Wells G&H Superfund Site: Information for On-site Organizations and Businesses Associated with Cleanup Actions

On-site Business	NAICS Code ^a	NAICS Title	Number of Employees ^b	Average Weekly Wage (2016) ^c	Annual Wage (Mean Annual) per Employee	Total Annual Employee Income ^d	Annual Sales (2016) ^b
Bachelor Party Express	485510	Charter Bus Industry	22 ^e	\$563	\$29,276	\$644,072	\$2,291,000 ^e
Callahan's Auto Service	811111	General Automotive Repair	4 ^f	\$875	\$45,500	\$182,000	\$348,075 ^f
Dicom-Eastern Connection Operating, Inc.	492210	Local Messengers and Local Delivery	92	\$490	\$25,480	\$2,344,160	\$21,615,754 ^g
Extra Space Storage Inc.	493110	General Warehousing and Storage	3	\$1,059	\$55,068	\$165,204	\$556,000 ^e
Global Automotive	811118	Other Automotive Mechanical and Electrical Repair and Maintenance	2	\$949	\$49,348	\$98,696	\$135,960
Holland Arena Inc.	713940 ^h	Fitness and Recreational Sports Centers	2 ^f	\$368	\$19,136	\$38,272	\$150,000 ^f
M&L Transit Systems Inc.	485111	Mixed Mode Transit Systems	43	\$921	\$47,892	\$2,059,356	\$2,810,000
Murphy's Waste Oil Service Inc.	562211	Hazardous Waste Treatment and Disposal	25	\$1,180	\$61,360	\$1,534,000	\$5,530,000
New England Plastics Corporation	326113	Unlaminated Plastics Film and Sheet (Except Packaging) Manufacturing	30	\$1,742	\$90,584	\$2,717,520	\$4,968,000
Pet Pals and Dog Club Inc.	453910	Pet and Pet Supplies Stores	2	\$498	\$25,896	\$51,792	\$99,870
Red Robin Gourmet Burgers	722511	Full-Service Restaurants	50 ^e	\$457	\$23,764	\$1,188,200	\$4,473,000 ^e
Route 16 Auto Brokers	441120 ^h	Used Car Dealers	NA	\$1,108	\$57,616	NA	NA
Ryder Integrated Logistics, Inc.	532120	Truck, Utility Trailer, and RV (Recreational Vehicle) Rental and Leasing	20	\$1,099	\$57,148	\$1,142,960	\$3,574,000 ^e

On-site Business	NAICS Code ^a	NAICS Title	Number of Employees ^b	Average Weekly Wage (2016) ^c	Annual Wage (Mean Annual) per Employee	Total Annual Employee Income ^d	Annual Sales (2016) ^b
Victory Towing Services Inc.	488410	Motor Vehicle Towing	2	\$753	\$39,156	\$78,312	\$38,620 ⁱ
Total			297			\$12,244,544	\$46,590,279

^a NAICS code provided in the D&B database, unless otherwise noted.

^b Data are from the D&B database, unless otherwise noted

^c Average weekly wage per employee based on BLS 2016 Average Weekly Wage data.

^d Total annual employee income figures derived by multiplying “Number of Employees” by “Annual Wage (Mean Annual) per Employee.”

^e Data are from the ReferenceUSA database.

^f Data are from the Manta website.

^g Annual sales value calculated using the “Sales Per Employee” method. In cases where information sources do not provide annual sales data, an estimated annual sales value was calculated using the “Sales Per Employee Method”. This method involves dividing the company-wide sales value by the number of employees that work at all branches of the business. That value equals an estimated business sales value per employee for the entire business, for all locations. That value is then multiplied by the number of employees at the on-site business location to calculate an estimated annual sales value for the site-specific business location.

^h NAICS code assumed, based on business type.

ⁱ While sales values typically exceed estimated totals of annual employee income, annual reported sales can sometimes be lower than estimated annual income. This atypical condition of estimated income exceeding sales can be a result of business conditions, estimated business wages not accurately reflecting actual wages for the site-specific business, annual sales being under-reported, a business loss for the year or a combination of those factors.

NA = Not Available

Table 2. Wells G&H Superfund Site: Information for On-site Organizations and Businesses Not Associated with Cleanup Actions

On-site Business	NAICS Code ^a	NAICS Title	Number of Employees ^b	Average Weekly Wage (2016) ^c	Annual Wage (Mean Annual) per Employee	Total Annual Employee Income ^d	Annual Sales (2016) ^b
3rdshot	518210	Data Processing, Hosting, and Related Services	2	\$2,723	\$141,596	\$283,192	\$73,760 ^e
617 Weddings	812990	All Other Personal Services	2	\$681	\$35,412	\$70,824	\$72,670
A 1 Taxi of Woburn	485310	Taxi Service	2	\$459	\$23,868	\$47,736	\$60,910

On-site Business	NAICS Code ^a	NAICS Title	Number of Employees ^b	Average Weekly Wage (2016) ^c	Annual Wage (Mean Annual) per Employee	Total Annual Employee Income ^d	Annual Sales (2016) ^b
Abclonal-Neo Inc.	325412	Pharmaceutical Preparation Manufacturing	10	\$2,346	\$121,992	\$1,219,920	\$615,140 ^e
Aberjona Valley Distributors, Inc.	561720	Janitorial Services	10	\$590	\$30,680	\$306,800	\$311,530
Abpro Corporation	325412	Pharmaceutical Preparation Manufacturing	30	\$2,346	\$121,992	\$3,659,760	\$8,220,000
Academy Knoll Associates	531110	Lessors of Residential Buildings and Dwellings	1	\$1,241	\$64,532	\$64,532	\$100,110
Advanced Microscopy Techniques Corp	541512	Computer Systems Design Services	6	\$2,772	\$144,144	\$864,864	\$928,270
Alfa Computer Inc.	443142	Electronics Stores	2	\$966	\$50,232	\$100,464	\$800,000
Allen James & Co., Inc.	561990	All Other Support Services	1	\$1,267	\$65,884	\$65,884	\$46,020 ^e
Alliance Homecare Visiting Nurse Agency Inc.	621610	Home Health Care Services	5	\$793	\$41,236	\$206,180	\$100,000 ^e
American Plant Maintenance, LLC	561720	Janitorial Services	11	\$590	\$30,680	\$337,480	\$727,580
American Telecom Services LLC	561421	Telephone Answering Services	3	\$640	\$33,280	\$99,840	\$250,120
Analytix Business Solutions, LLC	561110	Office Administrative Services	20	\$1,504	\$78,208	\$1,564,160	\$2,515,789
Anna Lotan USA Inc.	424210	Drugs and Druggists' Sundries Merchant Wholesalers	1	\$3,841	\$199,732	\$199,732	\$38,630 ^e
Apple Village	531110	Lessors of Residential Buildings and Dwellings	3	\$1,241	\$64,532	\$193,596	\$319,545 ^f
APT Management Group, Inc.	531210	Offices of Real Estate Agents and Brokers	70	\$1,487	\$77,324	\$5,412,680	\$3,176,923 ^{e,f}

On-site Business	NAICS Code ^a	NAICS Title	Number of Employees ^b	Average Weekly Wage (2016) ^c	Annual Wage (Mean Annual) per Employee	Total Annual Employee Income ^d	Annual Sales (2016) ^b
Arclight Consulting LLC	541690	Other Scientific and Technical Consulting Services	1	\$2,432	\$126,464	\$126,464	\$45,730 ^e
Arcpoint Labs of Woburn	621511	Medical Laboratories	3	\$1,489	\$77,428	\$232,284	\$47,440 ^e
Armory Inc.	451110	Sporting Goods Stores	1 ^g	\$493	\$25,636	\$25,636	\$597,000 ^g
Askinlife Aesthetics and Distribution	423990	Other Miscellaneous Durable Goods Merchant Wholesalers	1	\$1,510	\$78,520	\$78,520	\$65,000 ^e
Atc Group Services LLC	541330	Engineering Services	55	\$2,188	\$113,776	\$6,257,680	\$7,041,247 ^f
Atlantic Restoration And Contracting Inc.	238140	Masonry Contractors	2	\$1,340	\$69,680	\$139,360	\$149,300
Atlantic Western Consulting, Inc.	541611	Administrative Management and General Management Consulting Services	55	\$2,434	\$126,568	\$6,961,240	\$2,293,902 ^{e,f}
Automotive Services of Boston	488999	All Other Support Activities for Transportation	5	\$713	\$37,076	\$185,380	\$120,000 ^e
B.good LLC	424480 ^h	Fresh Fruit and Vegetable Merchant Wholesalers	1	\$1,246	\$64,792	\$64,792	\$46,420 ^e
Bank of America, National Association	522110	Commercial Banking	19	\$1,445	\$75,140	\$1,427,660	\$2,617,000 ^g
Bay State Martial Arts	611620	Sports and Recreation Instruction	2	\$441	\$22,932	\$45,864	\$98,500
Beacon Homecare LLC	621610	Home Health Care Services	5	\$793	\$41,236	\$206,180	\$98,140 ^e
Bear Communications, Inc.	453998	All Other Miscellaneous Store Retailers (except Tobacco Stores)	11	\$738	\$38,376	\$422,136	\$150,000 ^e

On-site Business	NAICS Code ^a	NAICS Title	Number of Employees ^b	Average Weekly Wage (2016) ^c	Annual Wage (Mean Annual) per Employee	Total Annual Employee Income ^d	Annual Sales (2016) ^b
Beauty Alliance Inc.	812112	Beauty Salons	2	\$537	\$27,924	\$55,848	\$32,280 ^e
Bella Bridal Shoppe	448120	Women's Clothing Stores	1 ^g	\$346	\$17,992	\$17,992	\$49,340
Beyond The Shaker LLC	311942	Spice and Extract Manufacturing	6	\$1,143	\$59,436	\$356,616	\$387,350
Bible LLC	541511	Custom Computer Programming Services	1	\$2,769	\$143,988	\$143,988	\$29,290 ^e
Big Business Solutions Inc.	561110	Office Administrative Services	5	\$1,504	\$78,208	\$391,040	\$385,940 ^e
Biorx, LLC	424210	Drugs and Druggists' Sundries Merchant Wholesalers	20	\$3,841	\$199,732	\$3,994,640	\$3,246,000 ^{e,g}
Bittersweet	311812	Commercial Bakeries	4	\$774	\$40,248	\$160,992	\$250,010
Bluesel Commercial Solar, Inc.	238220	Plumbing, Heating, and Air-Conditioning Contractors	15	\$1,381	\$71,812	\$1,077,180	\$686,830 ^e
Boston Appliance Company	443141	Household Appliance Stores	15	\$1,158	\$60,216	\$903,240	\$10,000,000
Boston Energy Retrofit, LLC	238310	Drywall and Insulation Contractors	16	\$1,372	\$71,344	\$1,141,504	\$2,000,000
Boston Minuteman Council, Inc., BSA	813410	Civic and Social Organizations	10	\$357	\$18,564	\$185,640	\$616,364
Boston Restaurant Associates, Inc.	722513	Limited-Service Restaurants	11	\$371	\$19,292	\$212,212	\$446,729 ^f
Broadley, Debra	621330 ^h	Offices of Mental Health Practitioners (except Physicians)	NA	\$1,042	\$54,184	NA	NA
Building Technologies, Inc.	423310	Lumber, Plywood, Millwork, and Wood Panel Merchant Wholesalers	5	\$1,465	\$76,180	\$380,900	\$2,343,750 ^f

On-site Business	NAICS Code ^a	NAICS Title	Number of Employees ^b	Average Weekly Wage (2016) ^c	Annual Wage (Mean Annual) per Employee	Total Annual Employee Income ^d	Annual Sales (2016) ^b
C. Beck, Inc.	448190	Other Clothing Stores	12	\$557	\$28,964	\$347,568	\$2,571,429 ^f
Caley and Whitmore Corporation	811219	Other Electronic and Precision Equipment Repair and Maintenance	20	\$1,561	\$81,172	\$1,623,440	\$2,010,000
Calorie Counter LLC	541511	Custom Computer Programming Services	1	\$2,769	\$143,988	\$143,988	\$100 ^e
Candy House Inc.	311340	Nonchocolate Confectionery Manufacturing	3	\$872	\$45,344	\$136,032	\$113,040 ^e
Cardone Family Dental	621210	Offices of Dentists	1 ^g	\$1,096	\$56,992	\$56,992	\$623,000 ^g
Cartago Consulting Inc.	541618	Other Management Consulting Services	2	\$2,288	\$118,976	\$237,952	\$48,820 ^e
Cassidy Landscaping	561730	Landscaping Services	1	\$906	\$47,112	\$47,112	\$28,090 ^e
Cathy McCarthy & Associates	541611	Administrative Management and General Management Consulting Services	1	\$2,434	\$126,568	\$126,568	\$66,590 ^e
Cbg Benefits Group & Hr I	524210	Insurance Agencies and Brokerages	2	\$1,600	\$83,200	\$166,400	\$96,230 ^e
Censa Inc.	541611	Administrative Management and General Management Consulting Services	5	\$2,434	\$126,568	\$632,840	\$875,000
Center For Diagnostic Imaging	621511	Medical Laboratories	3	\$1,489	\$77,428	\$232,284	\$58,470 ^e
Century Homecare	621610 ^h	Home Health Care Services	NA	\$793	\$41,236	NA	NA

On-site Business	NAICS Code ^a	NAICS Title	Number of Employees ^b	Average Weekly Wage (2016) ^c	Annual Wage (Mean Annual) per Employee	Total Annual Employee Income ^d	Annual Sales (2016) ^b
Cg Scientific, Inc.	541715	Research and Development in the Physical, Engineering, and Life Sciences (except Nanotechnology and Biotechnology)	4	\$3,270	\$170,040	\$680,160	\$124,060 ^e
Children's Dyslexia Centers, Inc.	621111	Offices of Physicians (except Mental Health Specialists)	4	\$1,951	\$101,452	\$405,808	\$7,640,000
Clean Membranes ^h	561790	Other Services to Buildings and Dwellings	NA	\$1,079	\$56,108	NA	NA
Coastal Calibration Laboratories Inc.	541380	Testing Laboratories	10	\$1,816	\$94,432	\$944,320	\$1,640,000
Cohn & Dussi, LLC	541110	Offices of Lawyers	10	\$1,498	\$77,896	\$778,960	\$1,900,000
Compassionate Care Hospice of Central New Jersey LLC	623110	Nursing Care Facilities	1	\$786	\$40,872	\$40,872	\$1,130,000 ^g
Concurrent Technologies, Inc.	334111	Electronic Computer Manufacturing	6	\$3,306	\$171,912	\$1,031,472	\$1,310,000
Conestoga Rovers & Assoc Inc.	541330	Engineering Services	2	\$2,188	\$113,776	\$227,552	\$133,330 ^e
Consumer Credit Counseling Service of Southern New England, Inc.	561110	Office Administrative Services	14	\$1,504	\$78,208	\$1,094,912	\$110,000 ^e
Control Network Inc.	238210	Electrical Contractors and Other Wiring Installation Contractors	7	\$1,395	\$72,540	\$507,780	\$580,000
Control Solutions International, Inc.	541618	Other Management Consulting Services	25	\$2,288	\$118,976	\$2,974,400	\$2,590,000 ^e
Copy Depot Inc.	323111	Commercial Printing (except Screen and Books)	2	\$1,932	\$100,464	\$200,928	\$170,000 ^e

On-site Business	NAICS Code ^a	NAICS Title	Number of Employees ^b	Average Weekly Wage (2016) ^c	Annual Wage (Mean Annual) per Employee	Total Annual Employee Income ^d	Annual Sales (2016) ^b
Corner Office Gourmet, LLC	722513	Limited-Service Restaurants	13	\$371	\$19,292	\$250,796	\$1,500,000
Cornerstone Vending LLC	454210	Vending Machine Operators	2	\$943	\$49,036	\$98,072	\$112,660
Coupons LLC	541511	Custom Computer Programming Services	1	\$2,769	\$143,988	\$143,988	NA
Cranston MRI	621610	Home Health Care Services	10	\$793	\$41,236	\$412,360	\$580,000
CT Realty of Massachusetts LLC	531210	Offices of Real Estate Agents and Brokers	2	\$1,487	\$77,324	\$154,648	\$117,270 ^e
Culbert Healthcare Solutions, Inc.	541611	Administrative Management and General Management Consulting Services	4	\$2,434	\$126,568	\$506,272	\$941,000
Cummings Foundation, Inc.	623312	Homes for the Elderly	5	\$512	\$26,624	\$133,120	\$2,614,576 ^f
Cummings Properties, LLC	531120	Lessors of Nonresidential Buildings (except Miniwarehouses)	72	\$1,617	\$84,084	\$6,054,048	\$8,304,000 ^f
Custom Cable Services, Inc.	515210	Cable and Other Subscription Programming	34	\$1,656	\$86,112	\$2,927,808	\$30,178,000 ^g
Cycle Gear Inc.	441228	Motorcycle, ATV, and All Other Motor Vehicle Dealers	9	\$927	\$48,204	\$433,836	\$707,000 ^g
Cyprus Surveying and Engineering	541330	Engineering Services	10	\$2,188	\$113,776	\$1,137,760	\$561,470 ^e
Datamars	813410	Civic and Social Organizations	3	\$357	\$18,564	\$55,692	\$298,470
Devereux Therapeutic Foster Care	624190	Other Individual and Family Services	6	\$797	\$41,444	\$248,664	\$173,670 ^e

On-site Business	NAICS Code ^a	NAICS Title	Number of Employees ^b	Average Weekly Wage (2016) ^c	Annual Wage (Mean Annual) per Employee	Total Annual Employee Income ^d	Annual Sales (2016) ^b
DG3 Group America, Inc.	511210	Software Publishers	8	\$3,009	\$156,468	\$1,251,744	\$2,110,000 ^g
Digital Video Communications, Inc.	335999	All Other Miscellaneous Electrical Equipment and Component Manufacturing	4	\$1,601	\$83,252	\$333,008	\$490,000
Diligent Personal Care Inc.	623110	Nursing Care Facilities	3	\$786	\$40,872	\$122,616	\$54,730 ^e
Diner In The Park	722511	Full-service Restaurants	5 ^g	\$457	\$23,764	\$118,820	\$336,000 ^g
Diversified Construction Group LLC	236220	Commercial and Institutional Building Construction	5	\$1,934	\$100,568	\$502,840	\$1,200,000
Dr. Alan Rosansky Associates	541611	Administrative Management and General Management Consulting Services	1	\$2,434	\$126,568	\$126,568	\$62,490 ^e
DRH Enterprises	541618	Other Management Consulting Services	1	\$2,288	\$118,976	\$118,976	\$57,890 ^e
Dunkin' Donuts	722515	Snacks & Nonalcoholic Beverage Bars	35 ^g	\$346	\$17,992	\$629,720	\$1,917,000
Dunkin' Donuts	445291	Baked Goods Stores	4	\$535	\$27,820	\$111,280	\$93,850 ^e
Edge Life Healthcare Inc.	621999	All Other Miscellaneous Ambulatory Health Care Services	2	\$1,412	\$73,424	\$146,848	\$62,180 ^e
Edible Arrangements	445299	All Other Specialty Food Stores	3	\$618	\$32,136	\$96,408	\$167,830
Educational Career Solutions LLC	611699	All Other Miscellaneous Schools and Instruction	2	\$502	\$26,104	\$52,208	\$30,400 ^e
Electrochem, Inc.	325120	Industrial Gas Manufacturing	10	\$1,720	\$89,440	\$894,400	\$1,500,000

On-site Business	NAICS Code ^a	NAICS Title	Number of Employees ^b	Average Weekly Wage (2016) ^c	Annual Wage (Mean Annual) per Employee	Total Annual Employee Income ^d	Annual Sales (2016) ^b
Elite Fitness Professionals - Woburn, LLC	713940	Fitness and Recreational Sports Centers	2	\$368	\$19,136	\$38,272	\$43,100
Emery Federal Credit Union	522390	Other Activities Related to Credit Intermediation	1	\$1,197	\$62,244	\$62,244	\$243,810
Emmanuel Home Care Services LLC	623311	Continuing Care Retirement Communities	6	\$642	\$33,384	\$200,304	\$77,520 ^e
Encirca Inc.	541512	Computer Systems Design Services	5	\$2,772	\$144,144	\$720,720	\$750,000
Endeavour Laser Technologies, Inc.	335999	All Other Miscellaneous Electrical Equipment and Component Manufacturing	1	\$1,601	\$83,252	\$83,252	\$250,000
English At Large	611699	All Other Miscellaneous Schools and Instruction	4	\$502	\$26,104	\$104,416	\$183,620
Environmental Compliance Service, Inc.	541620	Environmental Consulting Services	16	\$1,934	\$100,568	\$1,609,088	\$953,090 ^e
Environmental Data Resources, Inc.	541620	Environmental Consulting Services	5	\$1,934	\$100,568	\$502,840	\$1,274,250 ^f
Examination Management Services, Inc.	621999	All Other Miscellaneous Ambulatory Health Care Services	15	\$1,412	\$73,424	\$1,101,360	\$563,000 ^{e,g}
Exocad America, Inc.	541512	Computer Systems Design Services	5	\$2,772	\$144,144	\$720,720	\$238,730 ^e
F.A.I. Home Security (USA), Inc.	813990	Other Similar Organizations (except Business, Professional, Labor, and Political Organizations)	2	\$814	\$42,328	\$84,656	\$100,000
Fedex Office And Print Services, Inc.	561910	Packaging and Labeling Services	6	\$703	\$36,556	\$219,336	\$441,000 ^g

On-site Business	NAICS Code ^a	NAICS Title	Number of Employees ^b	Average Weekly Wage (2016) ^c	Annual Wage (Mean Annual) per Employee	Total Annual Employee Income ^d	Annual Sales (2016) ^b
Fev Tutor	611691	Exam Preparation and Tutoring	2	\$801	\$41,652	\$83,304	\$34,700 ^e
Firestone Chiropractic & Wellness, LLC	621999	All Other Miscellaneous Ambulatory Health Care Services	3	\$1,412	\$73,424	\$220,272	\$172,240 ^e
Fit House	812191	Diet & Weight Reducing Centers	5 ^g	\$481	\$25,012	\$125,060	\$372,000 ^g
Fitness Tracker LLC	541511	Custom Computer Programming Services	1	\$2,769	\$143,988	\$143,988	\$29,290 ^e
Fitzgerald Physical Therapy	621340	Offices of Physical, Occupational and Speech Therapists, and Audiologists	2 ⁱ	\$881	\$45,812	\$91,624	\$65,603 ^{e,i}
Flavia Leal Institute Esthetics	611511	Cosmetology and Barber Schools	5	\$657	\$34,164	\$170,820	\$224,640
Focus Education Inc.	611699	All Other Miscellaneous Schools and Instruction	5	\$502	\$26,104	\$130,520	\$190,000
Food Addicts In Recovery Anonymous	624190	Other Individual and Family Services	1	\$797	\$41,444	\$41,444	\$232,380
Food Safety MA	611430 ^h	Professional and Development Management Training	NA	\$1,647	\$85,644	NA	NA
Foundation Management & Pro PR	561110	Office Administrative Services	2	\$1,504	\$78,208	\$156,416	\$58,050 ^e
Frances Health Services LLC	621610	Home Health Care Services	10	\$793	\$41,236	\$412,360	\$500,000
Full Throttle Films, Inc.	561499	All Other Business Support Services	1	\$1,158	\$60,216	\$60,216	\$27,980 ^e
Gary & Theresa Kitaeff, Inc.	448120	Women's Clothing Stores	4	\$346	\$17,992	\$71,968	\$320,860

On-site Business	NAICS Code ^a	NAICS Title	Number of Employees ^b	Average Weekly Wage (2016) ^c	Annual Wage (Mean Annual) per Employee	Total Annual Employee Income ^d	Annual Sales (2016) ^b
Get In Shape For Women	713940	Fitness and Recreational Sports Centers	2	\$368	\$19,136	\$38,272	\$50,880
Gmak Solutions Mortgage Company, Inc.	522390	Other Activities Related to Credit Intermediation	3	\$1,197	\$62,244	\$186,732	\$391,150
Godavari Indian Restaurant	722511	Full-Service Restaurants	6	\$457	\$23,764	\$142,584	\$101,210 ^e
Gordon Scott Assoc	561320	Temporary Help Services	NA	\$1,001	\$52,052	NA	\$54,870
Gozaik LLC	541512	Computer Systems Design Services	1	\$2,772	\$144,144	\$144,144	\$76,070 ^e
Graphx, Inc.	541511	Custom Computer Programming Services	7	\$2,769	\$143,988	\$1,007,916	\$640,000 ^e
Green Network Exchange LLC	423830	Industrial Machinery and Equipment Merchant Wholesalers	2	\$1,863	\$96,876	\$193,752	\$257,520
Green Status Pro	541512	Computer Systems Design Services	5	\$2,772	\$144,144	\$720,720	\$219,270 ^e
Gt Enterprise Inc.	811212	Computer and Office Machine Repair and Maintenance	4	\$2,112	\$109,824	\$439,296	\$571,429
Hanger Prosthetics & Orthotics, Inc.	446199	All Other Health and Personal Care Stores	10	\$1,016	\$52,832	\$528,320	\$313,000 ^e
Harvard Protection Services, LLC	561621	Security Systems Services (except Locksmiths)	5	\$1,164	\$60,528	\$302,640	\$538,596 ^f
Health Resources Corporation	621610	Home Health Care Services	130	\$793	\$41,236	\$5,360,680	\$5,915,000
High Spirits Cash & Cari Inc.	445310	Beer, Wine, and Liquor Stores	2	\$556	\$28,912	\$57,824	\$103,130
Hill For Literacy, Inc.	611699	All Other Miscellaneous Schools and Instruction	7	\$502	\$26,104	\$182,728	\$2,420,000

On-site Business	NAICS Code ^a	NAICS Title	Number of Employees ^b	Average Weekly Wage (2016) ^c	Annual Wage (Mean Annual) per Employee	Total Annual Employee Income ^d	Annual Sales (2016) ^b
HI Filter USA, LLC	333999	All Other Miscellaneous General Purpose Machinery Manufacturing	2	\$1,662	\$86,424	\$172,848	\$107,440 ^e
Hollywood East Talent Casting	711410 ^h	Agents and Managers for Artists, Athletes, Entertainers, and Other Public Figures	NA	\$1,692	\$87,984	NA	NA
Home Again Health Care LLC	621999	All Other Miscellaneous Ambulatory Health Care Services	2	\$1,490	\$77,480	\$154,960	\$190,670
Hoskin & Muir, Inc.	423310	Lumber, Plywood, Millwork, and Wood Panel Merchant Wholesalers	4	\$1,465	\$76,180	\$304,720	\$7,387,000 ^g
Hospital Equipment Loan Program	813410 ^h	Civic and Social Organizations	NA	\$357	\$18,564	NA	NA
Ieh Auto Parts LLC	441310	Automotive Parts and Accessories Stores	8	\$579	\$30,108	\$240,864	\$1,764,000 ^g
Influence Technology, Inc.	541512	Computer Systems Design Services	2	\$2,772	\$144,144	\$288,288	\$145,990 ^e
Infrastructure Repair Technologies, Inc.	238110	IRT	2	\$1,458	\$75,816	\$151,632	\$251,520
Innovations In Optics, Inc.	334413	Semiconductor and Related Device Manufacturing	4	\$2,806	\$145,912	\$583,648	\$973,540
Intellezy, LLC	541511	Custom Computer Programming Services	2	\$2,769	\$143,988	\$287,976	\$50,780 ^e
J & J Finishes, Inc.	238990	All Other Specialty Trade Contractors	3	\$1,275	\$66,300	\$198,900	\$2,780,000
Jacob Lamb Photography	541921	Photography Studios, Portrait	1	\$577	\$30,004	\$30,004	\$20,740 ^e

On-site Business	NAICS Code ^a	NAICS Title	Number of Employees ^b	Average Weekly Wage (2016) ^c	Annual Wage (Mean Annual) per Employee	Total Annual Employee Income ^d	Annual Sales (2016) ^b
Jca Inc.	423940	Jewelry, Watch, Precious Stone, and Precious Metal Merchant Wholesalers	3	\$1,102	\$57,304	\$171,912	\$496,820
Jenkyns Physical Therapy	621340	Offices of Physical, Occupational and Speech Therapists, and Audiologists	1	\$881	\$45,812	\$45,812	\$62,000
Jillian's Hair Salon	812112	Beauty Salons	2	\$537	\$27,924	\$55,848	\$52,000 ^e
Joan K Norton Fsc Securities	541611	Administrative Management and General Management Consulting Services	2	\$2,434	\$126,568	\$253,136	\$180,000 ^e
Kathy Connors	531210	Offices of Real Estate Agents and Brokers	2	\$1,487	\$77,324	\$154,648	\$118,830 ^e
Kemlab, Inc.	541715	Research and Development in the Physical, Engineering, and Life Sciences (except Nanotechnology and Biotechnology)	5	\$3,720	\$193,440	\$967,200	\$433,980 ^e
Kitchen Cabinet Warehouse Outlet of Woburn Inc.	337124	Metal Household Furniture Manufacturing	4	\$894	\$46,488	\$185,952	\$365,170
L H Sisitzky Sales Inc.	424450	Confectionery Merchant Wholesalers	8	\$1,157	\$60,164	\$481,312	\$1,680,000
Lande Light Home Health LLC	621610	Home Health Care Services	7	\$793	\$41,236	\$288,652	\$81,360 ^e
Latanision Studio and Gallery	611519	Other Technical and Trade Schools	2	\$816	\$42,432	\$84,864	\$54,770 ^e
Leadspark Inc.	541820	Public Relations Agencies	1	\$1,670	\$86,840	\$86,840	\$71,910 ^e

On-site Business	NAICS Code ^a	NAICS Title	Number of Employees ^b	Average Weekly Wage (2016) ^c	Annual Wage (Mean Annual) per Employee	Total Annual Employee Income ^d	Annual Sales (2016) ^b
Leo M. Cass, M.D., P.C.	621111	Offices of Physicians (except Mental Health Specialists)	5	\$1,951	\$101,452	\$507,260	\$299,960 ^e
Liquor Junction	445310	Beer, Wine, and Liquor Stores	2	\$556	\$28,912	\$57,824	\$113,440
Loperfido Dance Academy	611610	Fine Arts Schools	2	\$452	\$23,504	\$47,008	\$107,110
Lumber Liquidators, Inc.	444110	Home Centers	1	\$678	\$35,256	\$35,256	\$848,000 ^g
Maddash E-Media, Inc.	541840	Media Representatives	15	\$1,766	\$91,832	\$1,377,480	\$1,630,000
Magnolia Optical Technologies, Inc.	333314	Optical Instrument and Lens Manufacturing	5	\$3,354	\$174,408	\$872,040	\$606,810 ^e
Maki Maki Japanese Restaurant	722511	Full-Service Restaurants	9	\$457	\$23,764	\$213,876	\$222,100
Manaf Jewelry LLC	448310	Jewelry Stores	1	\$754	\$39,208	\$39,208	\$40,530
Manganaro Northeast, LLC	238140	Masonry Contractors	37	\$1,340	\$69,680	\$2,578,160	\$4,890,000
Massachusetts Science Center Corporation	712110	Museums	15	\$619	\$32,188	\$482,820	\$300,000 ^e
Medmar Medical LLC	621999	All Other Miscellaneous Ambulatory Health Care Services	2	\$1,412	\$73,424	\$146,848	\$66,580 ^e
Melrose Wakefield Behavioral	621111	Offices of Physicians (Exc Mental Health Specs)	1 ^g	\$1,951	\$101,452	\$101,452	\$637,000 ^g
Micalizzi, John (Getty)	447190	Other Gasoline Stations	5	\$579	\$30,108	\$150,540	\$542,790
Micro Coders LLC	561499	All Other Business Support Services	1	\$1,158	\$60,216	\$60,216	\$36,150 ^e
Micros Northeast, Inc.	443142	Electronics Stores	15	\$966	\$50,232	\$753,480	\$3,240,000

On-site Business	NAICS Code ^a	NAICS Title	Number of Employees ^b	Average Weekly Wage (2016) ^c	Annual Wage (Mean Annual) per Employee	Total Annual Employee Income ^d	Annual Sales (2016) ^b
Microscale, Inc.	334413	Semiconductor and Related Device Manufacturing	5	\$2,806	\$145,912	\$729,560	\$639,020 ^e
Micros Express	334413	Semiconductor and Related Device Manufacturing	7	\$2,806	\$145,912	\$1,021,384	\$286,450 ^e
Millennium Training Institute, Inc.	624310	Vocational Rehabilitation Services	12	\$630	\$32,760	\$393,120	\$786,667 ^f
Minimally Invasive Thoracic	621111	Offices of Physicians (Exc Mental Health Specs)	1 ^g	\$1,951	\$101,452	\$101,452	\$637,000 ^g
Mk Boxing	713940	Fitness and Recreational Sports Centers	10	\$368	\$19,136	\$191,360	\$327,470
MMS Group	524292	Third Party Administration of Insurance and Pension Funds	32	\$1,472	\$76,544	\$2,449,408	\$5,994,667 ^f
Molex, LLC	423690	Other Electronic Parts and Equipment Merchant Wholesalers	30	\$2,527	\$131,404	\$3,942,120	\$6,956,000 ^g
Montgomery Asso	621498	All Other Outpatient Care Centers	2	\$1,199	\$62,348	\$124,696	\$151,720
Mucell Extrusion, LLC	561110	Office Administrative Services	4	\$1,504	\$78,208	\$312,832	\$701,150
Myriant Corporation	541715	Research and Development in the Physical, Engineering, and Life Sciences (except Nanotechnology and Biotechnology)	21	\$3,270	\$170,040	\$3,570,840	\$3,716,087 ^f
Nanny Poppins, Inc.	561311	Employment Placement Agencies	3	\$1,599	\$83,148	\$249,444	\$163,050 ^e

On-site Business	NAICS Code ^a	NAICS Title	Number of Employees ^b	Average Weekly Wage (2016) ^c	Annual Wage (Mean Annual) per Employee	Total Annual Employee Income ^d	Annual Sales (2016) ^b
Navigant	541611	Administrative Management and General Management Consulting Services	2	\$2,434	\$126,568	\$253,136	\$109,760 ^e
Necnic Group LLC	561311	Employment Placement Agencies	3	\$1,599	\$83,148	\$249,444	\$246,940 ^e
Nelco USA	238990	All Other Specialty Trade Contractors	6	\$1,275	\$66,300	\$397,800	\$622,880
Neo Green Technology Corporation	339999	All Other Miscellaneous Manufacturing	4	\$913	\$47,476	\$189,904	\$245,730
Neuro Rehab Management, Inc.	541611	Administrative Management and General Management Consulting Services	8	\$2,434	\$126,568	\$1,012,544	\$847,580 ^e
New England Pet Distributor Center LLC	325412	Pharmaceutical Preparation Manufacturing	5	\$2,346	\$121,992	\$609,960	\$3,000,000
New England Urogynecology	621111	Offices of Physicians (Exc Mental Health Specs)	1	\$1,951	\$101,452	\$101,452	\$637,000
Newpro Operating, LLC	238130	Framing Contractors	50	\$991	\$51,532	\$2,576,600	\$12,545,000 ^f
Next Level Promotions, LLC	541890	Other Services Related to Advertising	4	\$1,412	\$73,424	\$293,696	\$624,130
Nicole Blanche Russo	812199	Other Personal Care Services	1	\$426	\$22,152	\$22,152	\$49,840
North Shore Pain Management	621111 ^h	Offices of Physicians (except Mental Health Specialists)	NA	\$1,951	\$101,452	NA	NA
Northeast Paging	423690	Other Electronic Parts and Equipment Merchant Wholesalers	3	\$2,527	\$131,404	\$394,212	\$270,000 ^e

On-site Business	NAICS Code ^a	NAICS Title	Number of Employees ^b	Average Weekly Wage (2016) ^c	Annual Wage (Mean Annual) per Employee	Total Annual Employee Income ^d	Annual Sales (2016) ^b
Nova Care	339113	Surgical Appliance and Supplies Manufacturing	3	\$1,580	\$82,160	\$246,480	\$225,300 ^e
Nova Idea, Inc.	541613	Marketing Consulting Services	4	\$2,115	\$109,980	\$439,920	\$376,260 ^e
Novatein Biosciences	541714	Research and Development in Biotechnology (except Nanobiotechnology)	4	\$3,270	\$170,040	\$680,160	\$253,440 ^e
Nupath Inc.	813311	Human Rights Organizations	30 ^g	\$1,447	\$75,244	\$2,257,320	NA
O & P Iam Inc.	334510	Electromedical and Electrotherapeutic Apparatus Manufacturing	6	\$2,389	\$124,228	\$745,368	\$920,310
One Source Salon System	561499	All Other Business Support Services	1	\$1,158	\$60,216	\$60,216	\$27,980 ^e
Otturboli Insurance & Financial Services	522320	Financial Transactions Processing, Reserve, and Clearinghouse Activities	1	\$2,795	\$145,340	\$145,340	\$27,980 ^e
Park Cummings Dry Cleaners	812320 ^h	Drycleaning and laundry services (except coin-operated)	1	\$488	\$25,376	\$25,376	\$53,920
Passport Health Woburn Travel	621493	Freestanding Ambulatory Surgical & Emergency Ctrs	10 ^g	\$1,412	\$73,424	\$734,240	\$2,548,000 ^g
People's United Bank, National Association	522120	Savings Institutions	4	\$1,468	\$76,336	\$305,344	\$952,000 ^g
Petnet Solutions	424210	Drugs & Druggists' Sundries Merchant Wholesalers	1 ^g	\$3,841	\$199,732	\$199,732	\$10,680,000 ^g
Petrogas Group New England Inc.	561990	All Other Support Services	2	\$1,267	\$65,884	\$131,768	\$86,750 ^e

On-site Business	NAICS Code ^a	NAICS Title	Number of Employees ^b	Average Weekly Wage (2016) ^c	Annual Wage (Mean Annual) per Employee	Total Annual Employee Income ^d	Annual Sales (2016) ^b
Photo Editor LLC	541511	Custom Computer Programming Services	1	\$2,769	\$143,988	\$143,988	\$29,290 ^e
Physicians Ancillary Services	621111	Offices of Physicians (except Mental Health Specialists)	3	\$1,951	\$101,452	\$304,356	\$54,130 ^e
Primary Rate	541519	Other Computer Related Services	5	\$2,319	\$120,588	\$602,940	\$420,000 ^e
Principal Health Care	621999	All Other Misc Ambulatory Health Care Services	7 ^g	\$1,412	\$73,424	\$513,968	\$1,194,000 ^g
Privo It LLC	541512	Computer Systems Design Services	16	\$2,772	\$144,144	\$2,306,304	\$2,000,000 ^e
Pumps Real Fitness For Women	621999	All Other Miscellaneous Ambulatory Health Care Services	4	\$1,412	\$73,424	\$293,696	\$149,280 ^e
Purposeenergy, Inc.	325199	All Other Basic Organic Chemical Manufacturing	3	\$1,680	\$87,360	\$262,080	\$402,210
Pw MA Sub I Corp.	722513	Limited-Service Restaurants	7	\$371	\$19,292	\$135,044	\$116,910 ^e
Qualicare Health LLC	621999	All Other Miscellaneous Ambulatory Health Care Services	2	\$1,412	\$73,424	\$146,848	\$38,220 ^e
Quality Care Inc.	623311	Continuing Care Retirement Communities	5	\$642	\$33,384	\$166,920	\$128,220 ^e
Quest Drape	314120	Curtain and Linen Mills	2	\$796	\$41,392	\$82,784	\$49,550 ^e
Ram Accounting and Tax Services	541219	Other Accounting Services	1	\$1,242	\$64,584	\$64,584	\$31,940 ^e
Rancourt, Deborah	624190	Other Individual & Family Services	1 ^g	\$797	\$41,444	\$41,444	\$68,000 ^g
Red Cosmetics, Corp.	446120	cosmetics, Beauty Supplies, and Perfume Stores	1	\$545	\$28,340	\$28,340	\$36,280

On-site Business	NAICS Code ^a	NAICS Title	Number of Employees ^b	Average Weekly Wage (2016) ^c	Annual Wage (Mean Annual) per Employee	Total Annual Employee Income ^d	Annual Sales (2016) ^b
Reddy, Shalini M.D.	621111	Offices of Physicians (except Mental Health Specialists)	3	\$1,951	\$101,452	\$304,356	\$54,130 ^e
Revere Tanning Salon, Inc.	812199	Other Personal Care Services	2	\$426	\$22,152	\$44,304	\$150,000
Re'vive Medical	621999	All Other Miscellaneous Ambulatory Health Care Services	2	\$1,412	\$73,424	\$146,848	\$40,100 ^e
Rockstar Wholesale LLC	423990	Other Miscellaneous Durable Goods Merchant Wholesalers	1	\$1,510	\$78,520	\$78,520	\$41,560 ^e
Romito, Tomasetti & Associates, P.C.	541219	Other Accounting Services	11	\$1,242	\$64,584	\$710,424	\$780,930
Salon Centric	446120	Cosmetics, Beauty Supplies & Perfume Stores	4 ^g	\$545	\$28,340	\$113,360	\$3,255,000 ^g
Scientific Systems Company Inc.	541511	Custom Computer Programming Services	45	\$2,769	\$143,988	\$6,479,460	\$7,260,000
Semitronics Corp.	423690	Other Electronic Parts and Equipment Merchant Wholesalers	26	\$2,527	\$131,404	\$3,416,504	\$2,887,000 ^{e,g}
Senopsys LLC	325412	Pharmaceutical Preparation Manufacturing	6	\$2,346	\$121,992	\$731,952	\$841,520
Signature Printing and Consulting	541611	Administrative Management and General Management Consulting Services	1	\$2,434	\$126,568	\$126,568	\$750,000
Signs To Go Inc.	339950	Sign Manufacturing	5	\$1,563	\$81,276	\$406,380	\$590,810
Solomon Systems, LLC	541330	Engineering Services	1	\$2,188	\$113,776	\$113,776	\$81,810 ^e
Source Audio LLC	443142	Electronics Stores	5	\$966	\$50,232	\$251,160	\$377,040

On-site Business	NAICS Code ^a	NAICS Title	Number of Employees ^b	Average Weekly Wage (2016) ^c	Annual Wage (Mean Annual) per Employee	Total Annual Employee Income ^d	Annual Sales (2016) ^b
Speed Test LLC	541613	Marketing Consulting Services	1	\$2,115	\$109,980	\$109,980	\$1,000 ^e
Spinnaker Island Yacht Club & Condo Association	813990	Other Similar Organizations (except Business, Professional, Labor, and Political Organizations)	2	\$814	\$42,328	\$84,656	\$125,510
Spo Global Inc.	518210	Data Processing, Hosting, and Related Services	3	\$2,723	\$141,596	\$424,788	\$66,720 ^e
Stalker Electric, Inc.	238210	Electrical Contractors and Other Wiring Installation Contractors	6	\$1,395	\$72,540	\$435,240	\$900,000 ^f
Standard Insurance Company	524113	Direct Life Insurance Carriers	21	\$2,410	\$125,320	\$2,631,720	\$12,357,513 ^f
Staples, Inc.	453210	Office Supplies and Stationery Stores	46	\$736	\$38,272	\$1,760,512	\$11,844,000 ^g
Star Brite Cleaning Service, Inc.	561720	Janitorial Services	50	\$590	\$30,680	\$1,534,000	\$1,400,000 ^e
Starbucks Corporation	722513	Limited-Service Restaurants	5	\$371	\$19,292	\$96,460	\$895,000 ^g
Strategy Sales Inc.	561499	All Other Business Support Services	2	\$1,158	\$60,216	\$120,432	\$114,890 ^e
Subway	722513	Limited-Service Restaurants	5 ^g	\$371	\$19,292	\$96,460	\$280,000 ^g
Supportive Living, Inc.	623220	Residential Mental Health and Substance Abuse Facilities	2	\$730	\$37,960	\$75,920	\$433,940
Systems & Technology Research LLC	541330	Engineering Services	84	\$2,188	\$113,776	\$9,557,184	\$21,000,000 ^f
Taligen LLC	541512	Computer Systems Design Services	2	\$2,772	\$144,144	\$288,288	\$124,280 ^e

On-site Business	NAICS Code ^a	NAICS Title	Number of Employees ^b	Average Weekly Wage (2016) ^c	Annual Wage (Mean Annual) per Employee	Total Annual Employee Income ^d	Annual Sales (2016) ^b
Teachtown, Inc.	541511	Custom Computer Programming Services	7	\$2,769	\$143,988	\$1,007,916	\$608,590 ^e
The Bridge Spot Inc.	611620	Sports and Recreation Instruction	1	\$441	\$22,932	\$22,932	\$250,000
The Little Gym of Woburn	611620	Sports and Recreation Instruction	2	\$441	\$22,932	\$45,864	\$53,950
The Metro Group Inc.	561790	Other Services to Buildings and Dwellings	2	\$1,079	\$56,108	\$112,216	\$178,500
The R D Connors Corp	236116	New Multifamily Housing Construction (except Operative Builders)	9	\$2,116	\$110,032	\$990,288	\$916,050 ^e
The Terminix International Company Limited Partnership	561710	Exterminating and Pest Control Services	3	\$1,000	\$52,000	\$156,000	\$2,340,000 ^g
Thomas W Stinson III MD	621111	Offices of Physicians (except Mental Health Specialists)	3	\$1,951	\$101,452	\$304,356	\$100,200 ^e
Timewise Management Systems, Inc.	541219	Other Accounting Services	1	\$1,242	\$64,584	\$64,584	\$128,899 ^f
Timothy F. Allen	541211	Offices of Certified Public Accountants	5	\$1,657	\$86,164	\$430,820	\$400,000 ^e
Total Gard Corp	621210	Offices of Dentists	2	\$1,096	\$56,992	\$113,984	\$229,170
Towne Craft Designs, Inc.	541990	All Other Professional, Scientific, and Technical Services	2	\$1,871	\$97,292	\$194,584	\$98,410 ^e
True Fit Corporation	541490	Other Specialized Design Services	7	\$1,517	\$78,884	\$552,188	\$887,110
Tucci & Roselli	541219	Other Accounting Services	12	\$1,242	\$64,584	\$775,008	\$750,000 ^e

On-site Business	NAICS Code ^a	NAICS Title	Number of Employees ^b	Average Weekly Wage (2016) ^c	Annual Wage (Mean Annual) per Employee	Total Annual Employee Income ^d	Annual Sales (2016) ^b
Two Images	812112	Beauty Salons	2	\$537	\$27,924	\$55,848	\$80,190
Tyco Fire & Security LLC	541511	Custom Computer Programming Services	25	\$2,769	\$143,988	\$3,599,700	\$11,742,000 ^g
Underpinning Foundation Skanska	813410	Civic and Social Organizations	3	\$357	\$18,564	\$55,692	\$35,210 ^e
Unified Construction Group LLC	236115	New Single-Family Housing Construction (except Operative Builders)	7	\$1,227	\$63,804	\$446,628	\$537,050
United Group	524210	Insurance Agencies and Brokerages	2	\$1,600	\$83,200	\$166,400	\$152,470 ^e
UPS Store	561439	Other Business Service Centers (Inc.luding Copy Shops)	2	\$738	\$38,376	\$76,752	\$231,730
USA Battery, LLC	423610	Electrical Apparatus and Equipment, Wiring Supplies, and Related Equipment Merchant Wholesalers	6	\$1,719	\$89,388	\$536,328	\$926,840
USA Vein Clinics	621110	General Medical & Surgical Hospitals	50 ^g	\$1,926	\$100,152	\$5,007,600	\$8,993,000 ^g
Vat Incorporated	423830	Industrial Machinery and Equipment Merchant Wholesalers	32	\$1,863	\$96,876	\$3,100,032	\$12,070,000
Venture Financial Systems Group Ltd	541611	Administrative Management and General Management Consulting Services	23	\$2,434	\$126,568	\$2,911,064	\$6,169,000 ^g
Veterinary School At Tufts LLC	611310 ^h	Colleges, Universities, and Professional Schools	4	\$1,831	\$95,212	\$380,848	\$74,320 ^e
Vineyard Environmental Services Inc.	541618	Other Management Consulting Services	6	\$2,288	\$118,976	\$713,856	\$750,000

On-site Business	NAICS Code ^a	NAICS Title	Number of Employees ^b	Average Weekly Wage (2016) ^c	Annual Wage (Mean Annual) per Employee	Total Annual Employee Income ^d	Annual Sales (2016) ^b
W A Z N A M 1470 Studio Line	515111	Radio Networks	4	\$1,420	\$73,840	\$295,360	\$112,480 ^e
W B Mason	453210	Office Supplies & Stationery Stores	10 ^g	\$736	\$38,272	\$382,720	\$3,317,000 ^g
W Fs Capital Advisory	523910	Miscellaneous Intermediation	2	\$5,654	\$294,008	\$588,016	\$107,840 ^e
Wall Street Horizon, Inc.	561990	All Other Support Services	10	\$1,267	\$65,884	\$658,840	\$947,700
WAP Services	541614	Process, Physical Distr/Logistics Consulting Svcs	3 ^g	\$2,182	\$113,464	\$340,392	\$528,000 ^g
Web Com Group Inc.	541512	Computer Systems Design Services	1	\$2,772	\$144,144	\$144,144	\$53,330 ^e
Winchester Hospital (Laboratory)	541380 ^h	Testing Laboratories	NA	\$1,816	\$94,432	NA	NA
Winchester Hospital Home Care Division	621610	Home Health Care Services	10 ^g	\$793	\$41,236	\$412,360	\$880,000 ^g
Window World of Boston LLC	444110	Home Centers	5	\$678	\$35,256	\$176,280	\$774,080
Winter Heights Subdiv Mtc Trust	523991	Trust, Fiduciary, and Custody Activities	2	\$2,987	\$155,324	\$310,648	\$23,530 ^e
Wm Courier Inc. Local Courier	492110	Couriers and Express Delivery Services	3	\$858	\$44,616	\$133,848	\$97,030 ^e
Woburn Physical Therapy, Inc.	621640	Offices of Physical, Occupational and Speech Therapists, and Audiologists	1	\$793	\$41,236	\$41,236	\$90,400
Woburn Services, Inc.	238220	Plumbing, Heating, and Air-Conditioning Contractors	14	\$1,381	\$71,812	\$1,005,368	\$1,220,000

On-site Business	NAICS Code ^a	NAICS Title	Number of Employees ^b	Average Weekly Wage (2016) ^c	Annual Wage (Mean Annual) per Employee	Total Annual Employee Income ^d	Annual Sales (2016) ^b
World Conference Holding Company, Inc.	541611	Administrative Management and General Management Consulting Services	50	\$2,434	\$126,568	\$6,328,400	\$10,000 ^e
Wynne Huang MD	621111	Offices of Physicians (except Mental Health Specialists)	4	\$1,951	\$101,452	\$405,808	\$317,140 ^e
Youredi Ltd.	541511	Custom Computer Programming Services	8	\$2,769	\$143,988	\$1,151,904	\$200,800 ^e
Youth Villages, Inc.	813410	Civic and Social Organizations	98	\$357	\$18,564	\$1,819,272	\$190,000 ^{e,h}
Zoza Wellness Inc.	621999	All Other Miscellaneous Ambulatory Health Care Services	2	\$1,412	\$73,424	\$146,848	\$34,740 ^e
Total			2,442			\$195,221,624	\$364,723,805

^a NAICS code provided in the D&B database, unless otherwise noted.

^b Data are from the D&B database, unless otherwise noted

^c Average weekly wage per employee based on BLS 2016 Average Weekly Wage data.

^d Total annual employee income figures derived by multiplying “Number of Employees” by “Annual Wage (Mean Annual) per Employee.”

^e While sales values typically exceed estimated totals of annual employee income, annual reported sales can sometimes be lower than estimated annual income. This atypical condition of estimated income exceeding sales can be a result of business conditions, estimated business wages not accurately reflecting actual wages for the site-specific business, annual sales being under-reported, a business loss for the year or a combination of those factors.

^f Annual sales value calculated using the “Sales Per Employee” method. In cases where information sources do not provide annual sales data, an estimated annual sales value was calculated using the “Sales Per Employee Method”. This method involves dividing the company-wide sales value by the number of employees that work at all branches of the business. That value equals an estimated business sales value per employee for the entire business, for all locations. That value is then multiplied by the number of employees at the on-site business location to calculate an estimated annual sales value for the site-specific business location.

^g Data are from the ReferenceUSA database.

^h NAICS code assumed, based on business type.

ⁱ Data are from the Manta website.

NA = Not Available

Property Values and Local Tax Revenue Generated from Property Taxes

EPA obtained data on the most recently assessed values for property parcels at the Wells G&H Superfund site in March 2017 through property records accessible through Middlesex County's online property appraisal database (<http://www.mass.gov/anf/research-and-tech/it-serv-and-support/application-serv/office-of-geographic-information-massgis/online-mapping/massgis-par-vwr.html>). EPA also estimated 2017 property tax information for the site parcels using publicly available property tax rates for the City of Woburn (<http://cityofwoburn.com/Index.aspx?NID=94>).

Table 3. Property Value and Tax Summary for Taxes Payable in 2017 at Parcels Associated with Cleanup Actions

Parcel ID No.	Parcel Address	Total Market Value of Land and Improvements (2017)	Total Property Tax (2017) ^a
38-1-5	270 Salem St Woburn, MA 01801	\$893,300	\$22,306
38-1-6	280 Salem St Woburn, MA 01801	\$836,400	\$20,885
32-1-17	280 Salem St R Woburn, MA 01801	\$6,263,900	\$0 ^b
32-1-14	Salem St R Woburn, MA 01801	\$533,900	\$0 ^b
26-4-6	369 Washington St Woburn, MA 01801	\$3,768,400	\$94,097
32-1-16	10 Common Street Woburn, MA 01801	\$1,721,700	\$0 ^b
25-18-01	60 Olympia Ave Woburn, MA 01801	\$4,513,600	\$112,705
26-02-07	15 Olympia Ave Woburn, MA 01801	\$3,160,400	\$78,915
38-01-03	252 Salem St Woburn, MA 01801	\$929,300	\$23,205
		\$22,620,900	\$352,112

^a Middlesex County does not publish exact property tax values. Estimated 2017 property tax values were calculated by multiplying the publicly available City of Woburn property tax rates by the total value of each individual site parcel. Based on property parcel classification, the tax calculations used the 2017 commercial tax rate of \$24.97 per \$1,000 dollars assessed.

^b Tax exempt parcel owned by the City of Woburn.

Table 4. Property Value and Tax Summary for Taxes Payable in 2017 at Parcels Not Associated with Cleanup Actions

Parcel ID No.	Parcel Address	Total Market Value of Land and Improvements (2017)	Total Property Tax (2017) ^a
32-01-19	330 Washington St Woburn, MA 01801	\$8,227,200	\$205,433

Parcel ID No.	Parcel Address	Total Market Value of Land and Improvements (2017)	Total Property Tax (2017) ^a
32-01-05	322 Washington St Woburn, MA 01801	\$8,855,700	\$221,127
32-01-08	320 Washington St Woburn, MA 01801	\$9,734,800	\$243,078
32-01-11	346 Washington St Woburn, MA 01801	\$2,099,700	\$52,430
32-01-09	340 Washington St Woburn, MA 01801	\$10,036,100	\$250,601
32-01-10	344 Washington St Woburn, MA 01801	\$784,000	\$19,576
26-09-01-03	350 Washington St #C Woburn, MA 01801	\$388,300	\$9,696
32-02-05	325 Washington St Woburn, MA 01801	\$807,200	\$20,156
32-02-04	331 Washington St Woburn, MA 01801	\$1,135,600	\$28,356
32-02-01	26 Cedar St Woburn, MA 01801	\$1,166,400	\$29,125
32-02-02	28 Cedar St Woburn, MA 01801	\$359,900	\$8,987
32-02-03	335 Washington St Woburn, MA 01801	\$4,461,100	\$111,394
26-04-07	345 Washington St Woburn, MA 01801	\$6,745,100	\$168,425
26-04-08	30 Cedar St Woburn, MA 01801	\$6,651,700	\$166,093
26-04-01	32 Cedar St Woburn, MA 01801	\$4,855,500	\$121,242
		\$66,308,300	\$1,655,719

^a Middlesex County does not publish exact property tax values. Estimated 2017 property tax values were calculated by multiplying the publicly available City of Woburn property tax rates by the total value of each individual site parcel. Based on property parcel classification, the tax calculations used the 2017 commercial tax rate of \$24.97 per \$1,000 dollars assessed.