



www.epa.gov

Redevelopment and the Benefit to Community Fort Devens Superfund Site

Introduction

In 1917, Camp Devens was established as a temporary training camp for World War I soldiers on 11,000 acres of property located in the towns of Ayer, Lancaster, Harvard and Shirley. Upon its designation as a permanent post in 1931, the facility was renamed Fort Devens in honor of Civil War Union Army General and former U.S. Attorney General Charles Devens. Shortly thereafter, and continuing through the end of World War II, Fort Devens served as an Army induction center and training installation. Decades of military training and related operations resulted in soil, sediment and groundwater contamination. In 1989, the U.S. Environmental Protection Agency (EPA) added Fort Devens to the Agency's National Priorities List (NPL) for investigation under the federal facility provisions of the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA), also known as Superfund. In 1991, Fort Devens was identified for closure under the Defense Base Realignment and Closure (BRAC) Act of 1990, which resulted in the accelerated investigation and cleanup (as warranted) of areas slated for transfer and redevelopment. Although investigatory and monitoring activities continue in several areas, cooperation among the Army, the Commonwealth of Massachusetts, the EPA, MassDevelopment, developers and the local communities has resulted in the successful cleanup, continued use and redevelopment of most of the former Army base. Today, land uses at the former Army base include commercial and industrial businesses, residential neighborhoods, natural areas, recreation facilities and Army reserve training facilities.

Superfund site restoration and redevelopment activities, particularly at former military installations, have revitalized local economies by stimulating corporate growth, creating new employment opportunities for communities impacted by historical base closures, and augmenting current tax revenue. As home to a thriving community of high-tech and related businesses, Devens, Massachusetts, is a significant employment center and contributor to the Commonwealth's economy. Today, advanced manufacturing, professional, scientific and technical services, wholesale trade, and transportation and warehousing are all strongly represented in Devens.

Beneficial Effects

- In 2016, 4,602 people were employed at Devens' businesses, earning an estimated annual income of close to \$345 million.
- Devens' businesses generate over \$850 million in annual sales revenues.
- Former Army base properties have a combined 2017 value of over \$94 million and generate about \$12,000 in annual property tax revenues.
- Devens is home to the 1,697-acre Oxbow National Wildlife Refuge, created through land transfers from the Army to the U.S. Fish and Wildlife Service beginning in 1974 in order to protect wildlife habitat and local native species. This natural treasure, located along the banks of the Nashua River, protects wildlife habitat and local native species.
- Devens hosts a variety of recreation opportunities, including The Red Tail Golf Club, the first Audubon International Signature Sanctuary golf course in New England.

**Fort Devens,
Massachusetts**



Sources: Esri, DeLorme, AND, Tele Atlas, First American, UNEP-WCMC and USGS.

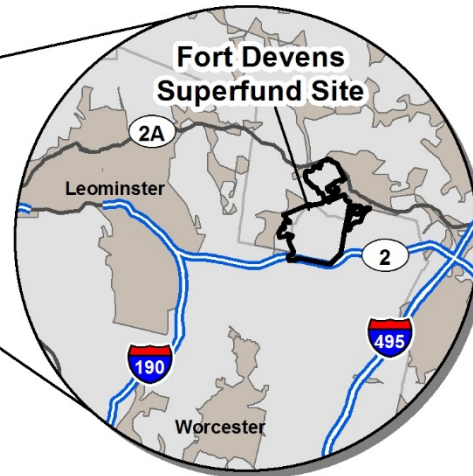


Figure 1. The former Army base's location in Fort Devens, Middlesex and Worcester counties, Massachusetts.

Site History

The Army began operating Camp Devens in 1917 as a summer training camp for soldiers. Between 1929 and 1940, it was upgraded to an active duty training installation and induction center and renamed Fort Devens. In 1988, after nearly eight decades of operation, the Army identified numerous waste, storage and disposal areas on the base where hazardous materials, such as polychlorinated biphenyls, heavy metals, pesticides, petroleum-related compounds and volatile organic compounds, were released into the environment. The contaminants impacted soils, sediments and groundwater. In November 1989, after initial investigations revealed significant soil, sediment and groundwater contamination in many of these areas, the Fort Devens Army Installation was added to EPA's NPL for further evaluation under CERCLA. When Fort Devens was identified for realignment and closure under BRAC in 1991, the installation encompassed 9,310 acres divided into the North Post, Main Post and South Post.


Fort Devens continued to operate as an active duty installation until its official closure in 1996 and subsequent transfer of 4,400 acres to federal, state and private entities. In March 1996, one day after its official closure, property retained by the Army in the South Post and part of the former Main Post was reactivated as the Devens Reserve Forces Training Area.

Site Cleanup

The Army and EPA entered into a Federal Facility Agreement (FFA) with EPA in November 1991 that provided a framework and timetable for site investigations and cleanup. EPA and the Army agreed, whenever possible, to expedite investigation and cleanup actions so that redevelopment could occur more quickly and impacts of base closure could be minimized. Investigations initially identified 324 potential areas of contamination. Since that time, EPA has determined that 230 of the initial 324 areas do not require further action, either because they did not pose a threat to human health and the environment or contaminant concentrations had been eliminated or reduced



Figure 2. Dewatering activities associated with the former plow shop pond, as part of site cleanup.



to below applicable cleanup standards. The U.S. Army and EPA, with concurrence from the Massachusetts Department of Environmental Protection, signed the first CERCLA Record of Decision in March 1995. Since then, EPA has issued Records of Decision for 27 other areas of contamination. Site investigations for remaining areas are ongoing.

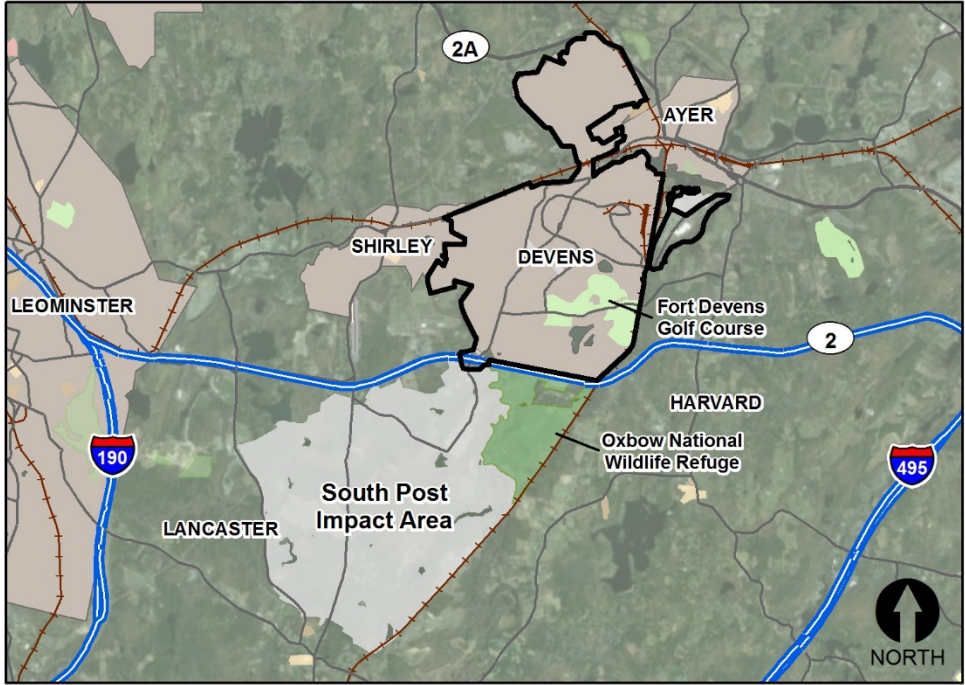
To date, cleanup actions have included excavation and treatment of contaminated soils, extraction and treatment of contaminated groundwater, landfill capping, wetland protection and restoration, monitored natural attenuation of contaminated groundwater, landfill waste disposal, soil vapor extraction, groundwater and surface water monitoring, and implementation of institutional controls. Many of these cleanup actions are also ongoing.

Prioritizing Redevelopment During Cleanup

In recognition of the economic impact of base closure on surrounding communities, the Army, EPA and the Commonwealth of Massachusetts made it a priority to facilitate redevelopment. In 1994, the Massachusetts General Court passed legislation, commonly known as Chapter 498, that set the legal framework for redevelopment of the base. Chapter 498 designated the acreage as the Devens Regional Enterprise Zone (Devens) and created the Devens Enterprise Commission, a public agency tasked with approving all future land uses at the site. It also contributed \$200 million in bonding authority and gave the Massachusetts Government Land Bank (now MassDevelopment) authority for acquisition, control, maintenance and redevelopment of Devens.

Building on extensive community involvement efforts, MassDevelopment and the towns of Ayer, Harvard, Lancaster and Shirley put together the 1994 Devens Reuse Plan. The plan focuses on three strategic themes: (1) attract technology and innovation enterprises that will draw on the rich academic and research base of the region; (2) capitalize on existing transportation infrastructure; and (3) preserve natural areas and integrate open space and recreational uses into land use planning. Stakeholders designed the plan to be implemented in several phases over 40 years.

To further expedite redevelopment, the Commonwealth of Massachusetts designated Devens as a State Economic Target and Opportunity Area. The designation provided developers with several incentives, including wholesale utility rates, no personal property taxes, reduced water and sewer rates, and a unified permitting process to speed up permit review. As a result of these efforts, Devens has become a 4,400-acre community (managed by MassDevelopment) that is an important center for commercial, industrial and residential activities in north-central Massachusetts.



Legend

Former Fort Devens boundary

0 0.5 1 2 Miles

Sources: Esri, DeLorme, AND, Tele Atlas, First American, UNEP-WCMC, USGS, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AEX, Getmapping, Aerogrid, IGN, IGP, swisstopo, the GIS User Community and Figure 1 of the 2006 Site Reuse Profile.

Figure 3. Aerial view of the Fort Devens Superfund site and current site features.

Beneficial Effects

Today, land uses at the former Army base include commercial and industrial businesses, residential neighborhoods, natural areas and recreation facilities. The Army also continues to operate a reserve forces training facility on the former Army base. This section describes the beneficial effects of continued use and redevelopment activities at the former Army base.

Table 1. Site Business/Economic Summary Information (2016/2017)^a

Federal Facility	Businesses	Total Employees	Total Annual Employment Income	Total Annual Sales	Total Market Value Land & Improvements	Total Property Tax
Fort Devens	157	4,602	\$345 million	\$852 million	\$94 million	\$12,000

^a See Technical Appendix. These economic figures differ from a 2016 University of Massachusetts Donahue Institute Report due to differences in methods of data collection and sourcing.

Commercial/Industrial Use

Devens is now home to nearly 160 commercial and industrial businesses. They range from high-tech manufacturing plants to medical centers to restaurants and other small businesses. Together, they employ over 4,600 people and provide nearly \$345 million in annual employee income. In 2016, combined annual sales revenues generated by the on-site businesses exceeded \$850 million. The section below profiles some of these businesses.

American Superconductor Corporation

Headquartered at Devens, this company employs over 350 employees, and designs and makes technology systems for renewable energy resources. The company operates out of a 355,000-square-foot facility in Devens; it also has

operations in Asia, Australia, Europe and other parts of North America. In 2016, the company had sales of over \$75 million and provided nearly \$33 million in employee income.

Bristol-Meyers Squibb

This global biopharmaceutical company opened its Devens location in 2009. At \$750 million, Bristol-Myers' Devens facility represents the company's largest capital investment, and the company further invested in the facility with a \$250 million expansion that opened in 2016. In 2016, the company employed 715 people, provided over \$51 million in employee income and generated nearly \$79 million in sales.



Figure 4. American Superconductor Corporation was chosen as a supplier for the Tres Amigas Project, the first renewable energy market hub in the United States.



Figure 5. Bristol-Meyers Squibb currently makes 30 prescription medicines on site.



Figure 6. Nypro, Inc. has more than 40 years of experience in design and manufacturing of medical devices.

Nypro, Inc.

Operating out of a 200,000-square-foot facility, Nypro is a subsidiary of the Jabil Company. It manufactures and designs medical devices for a variety of customers. It employed 200 people, provided close to \$14 million in employee income and had sales of over \$15 million in 2016.

N.B. Kenney Company, Inc.

Serving the Devens area since 1970, the N.B. Kenney Company designs, fabricates and installs heating, ventilation, air conditioning, plumbing and process piping systems. In 2016, its facility on site employed 150 people, provided over \$10 million in employee income and generated nearly \$31 million in sales.



Figure 7. N.B. Kenney Company operates out of this 25,000-square-foot facility.

Parker-Hannifan Corporation (Gas Turbine Fuel Systems Division)

This manufacturing facility for the Parker-Hannifan Corporation manufactures gas turbine fuel systems for airplanes. It operates out of a 60,000-square-foot facility and employed 123 people, provided over \$8 million in employee income and had sales of over \$46 million in 2016.

Johnson Matthey Pharmaceutical Materials

Founded in 1972, this business is a branch of the larger Johnson Matthey Fine Chemicals company. It specializes in custom pharma solutions, controlled substances and life cycle management. In 2016, its facility on site employed 135 people, provided about \$20.5 million in employee income and generated over \$22.5 million in sales.

Laddawn, Inc.

Founded in 1976, Laddawn, Inc. manufactures packaging products for distributors. Laddawn, Inc. bought and renovated the former Devens Davis Library as its corporate headquarters. In 2016, it employed 100 people, had sales of over \$42 million and provided over \$6 million in employee income.



Figure 8. Primary products manufactured at the Gas Turbine Fuel Systems Division of Parker-Hannifan include advanced cooling systems and fuel and spray nozzles.



Figure 9. The Devens Johnson Matthey facility opened for business in 2000.



Figure 10. Laddawn, Inc. operates out of this 110,000-square-foot facility.

Patterson Veterinary Supply

This company provides an online marketplace for veterinary supplies. Built in 2001, its facility employed 125 people, provided close to \$9.5 million in employee income, and generated nearly \$200 million in sales revenues in 2016.

United Native American Cultural Center

Located in Fort Devens' former P-5 building, this volunteer-led organization is committed to education and cultural enrichment focused on Native Americans and their traditional ways of life. In 2016, the center provided over \$64,000 in employee income and generated nearly \$120,000 in sales.



Figure 11. The United Native American Cultural Center presents cultural programs at many surrounding schools in the area.



Figure 12. Patterson Veterinary Supply is located on the northeast part of the former Army base.

Loaves and Fishes Food Pantry

Serving six nearby communities surrounding Devens, this organization provides over 500 families with food, clothing and referral services each month. MassDevelopment sold its property and building to Loaves and Fishes for \$1 in 2005. The organization had over \$1 million in sales in 2016 and provided nearly \$160,000 in employee income.

Hilton Garden Inn

Offering a convenient lodging option for visitors, this inn is one of two hotels on site. In 2016, it generated over \$5.7 million in sales revenues, employed approximately 50 people and provided over \$1.8 million in employee income.



Figure 13. The Hilton Garden Inn was built on site in early 2016.



Figure 14. The Devens Loaves and Fishes organization was founded in 1983.

Natural Areas and Recreation

The 1994 Devens Reuse Plan devoted more than a third of the former Fort Devens' land area to natural areas and recreation. Today, these uses include a wildlife refuge, a golf course and sports fields. This section highlights these areas in greater detail.

Oxbow National Wildlife Refuge, the Bill Ashe Visitor Center and Other Natural Areas

Created by land transfers dating back to the late 1970s, portions of the former Fort Devens were transferred to the U.S. Fish and Wildlife Service to help create the 1,697-acre Oxbow National Wildlife Refuge. The refuge, which extends along almost 8 miles of the Nashua River, aims to protect ecologically valuable wetland and upland areas that provide habitat for many species. Twenty of these species are listed on the Massachusetts state endangered species list. The refuge especially aims to protect migratory waterfowl and birds that are dependent on grass/shrub land habitat. A trail system provides access throughout the refuge.



Figure 15. Maps and trail information at the Oxbow National Wildlife Refuge.



Figure 16. The Bill Ashe Visitor Center hosts frequent environmental education classes.

In May 2016, the U.S. Fish and Wildlife

Service officially opened the Bill Ashe Visitor Center on site. The facility – an environmental education center – welcomes visitors to the refuge. The center is named after a longtime U.S. Fish and Wildlife Service employee and Harvard resident credited with preserving over a million acres of land and making the refuge possible. The facility includes a handicapped-accessible education building, parking, bathrooms, a fire pit and a pollinator garden. The U.S. Fish and Wildlife Service has also added 2 miles of handicapped-accessible trails and a boat launch that provides canoeists and kayakers with direct access to the Nashua River.

Other natural areas on site include Mirror Lake, Little Mirror Lake, Black Spruce Bog, Cold Spring Brook and a glacial esker. Little Mirror Lake includes a waterfront area for swimming, boating, canoeing and fishing. Lake facilities also include a boat ramp, picnic tables and a playground. Black Spruce Bog is a rare ecological formation that consists of a vegetated floating mat surrounded by a moat. The glacial esker is a steep-sloped land formation that was part of an ancient glacier. By preserving these areas, MassDevelopment, area communities and other stakeholders have ensured that future generations will be able to enjoy these remarkable natural resources in perpetuity.

Red Tail Golf Club and other Recreation Areas

Established in 2002, Red Tail Golf Club is an 18-hole championship course located in Devens' southeast corner. The course is named for the red-tailed hawks often seen overhead in the area. Course terrain varies from classic New England landscapes – maple, birches, oaks and pines – to tall grasses and sands reminiscent of coastal areas. In addition to offering lessons and clinics, the club also has a golf shop and a restaurant. It was honored as the first Audubon International Signature Sanctuary golf course in New England for its environmentally sustainable design and management. In 2016, the club provided over \$900,000 in annual employee income and generated \$2 million in annual sales revenues.



Figure 17. The pollinator garden at the Bill Ashe Visitor Center.



Figure 18. Golf World Magazine rated the Red Tail Golf Course as one of the top 50 public golf courses in America in 2009.



Figure 19. Rogers Field's 44 acres include sports fields for soccer, lacrosse and ultimate frisbee.

Devens is also home to dozens of sports fields and other recreation facilities. Rogers Field, a former military parade ground, is now a community open space and playing field. It hosts sporting events, special events and youth camp programs. Located next to Rogers Field, the Bob Eisengrein Community Center hosts community events, meetings and parties. Devens Disc Golf operates two courses – the Hill and the General – on site. The company offers disc golf tournaments, a summer league and beginner courses for children. Willard Park includes a multi-use field and three softball fields.

Residential Use

The 1994 Devens Reuse Plan also called for the renovation of former military housing for civilian use. MassDevelopment focused its efforts on high-quality housing in already-established neighborhoods located near recreation areas and community resources. It also made sure to maintain a network of open space to buffer the neighborhoods from commercial and industrial areas. The plan limited residential use to 282 units, 25 percent of which would be made available as affordable housing.

To date, MassDevelopment has renovated 120 units, 14 of which serve as units for homeless veterans. MassDevelopment has also built 37 new homes, 20 of which are zero net energy and 17 are Emerson Green homes. Additionally, MassDevelopment has constructed 13 new units for homeless single mothers and children as part of a Devens transitional program. These units do not count toward the overall cap of 282 units. MassDevelopment is currently in the planning stages for building another 107 Emerson Green units and 120 senior housing units in the Shirley Village Growth District.



Figure 20. Renovated housing on site.

Continued Military Use – Fort Devens

Today, the Army owns about 5,400 acres of the former Army base for training facilities and training support to enhance the readiness of reserve components units in New England. The area also provides base operations support to military and other federal activities on and off site.¹ Devens Reserve Forces Training Area trains and supports over 30,000 non-permanent soldiers, cadets and other personnel annually and provides over \$8 million in estimated annual employee income for permanent military personnel.

“Devens’ transformation into a regional hub shows how a collaborative approach to cleanup and redevelopment can help turn challenging sites into economic drivers. The Devens community is now home to more than 100 businesses, sustainable housing, and acres of open space, offering something for everyone in north-central Massachusetts.”

– Lauren Liss, President and CEO, MassDevelopment

Property Values and Tax Revenues

On-site properties help generate property tax revenues that support local government and public services. Today, former Army base properties have a combined value of over \$94 million. In 2017, former Army base properties will generate nearly \$12,000 in total property tax revenues.² On-site businesses also generate tax revenues through the collection of sales taxes, which support state and local governments.³

¹ <https://www.globalsecurity.org/military/facility/fort-devens.htm>.

² Many site parcels are government-owned and are therefore exempt from property taxes.

³ The Massachusetts sales tax rate is 6.25 percent. There are no state or county sales taxes in the towns of Ayer, Shirley, Lancaster, Devens and Harvard. For more information, see <http://www.mass.gov/dor/all-taxes/sales-and-use>.

Conclusion

Collaboration and cooperation among EPA, the Commonwealth of Massachusetts, MassDevelopment, the Army, developers and the community was vital to the successful cleanup and beneficial redevelopment of the former Fort Devens Army base. The carefully-designed cleanup protects public health and the environment while also taking future development considerations into account. The EPA and the Army also expedited cleanup actions so that redevelopment could happen more quickly, helping to offset the loss of jobs from base closure. The Commonwealth of Massachusetts' designation of the former Army base as a State Economic Target and Opportunity Area provided developers with several key incentives to get projects moving.

Today, Devens is home to well-established commercial, industrial, ecological, recreational and residential areas. The Army also continues to operate a training area on the former Army base. On-site businesses support local economic growth, providing over 4,600 jobs and nearly \$345 million in estimated annual employee income. In 2016, on-site businesses generated over \$850 million in sales revenues. Cleanup and redevelopment at the former Fort Devens Army base has transformed the once-contaminated property into an economic hub and source of pride for Devens, its community and the state of Massachusetts. The project demonstrates the importance of Superfund redevelopment, providing long-term benefits that mitigate job losses and other impacts from the closure of a major military facility and regional employer.

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



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>



www.epa.gov

Reuse and the Benefit to Community Fort Devens Superfund Site

Technical Appendix

Employment Information for On-Site Jobs

EPA obtained the data included in this 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 was unable to 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 and articles. 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 Fort Devens 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 and Worcester Counties. 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 Fort Devens 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. Fort Devens Superfund Site: Information for On-Site Organizations and Businesses

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 Income ^d	Annual Sales (2016) ^b
Accel-RF Corp.	423610	Electrical Appartus/Wiring Supls/Rel Equip Whlsrs	5	\$1,615	\$83,980	\$419,900	\$6,143,000
Acorn Technology Systems, Inc.	541330	Engineering Services	4	\$1,787	\$92,924	\$371,696	\$442,370
Adaptive Optics Associates, Inc.	333314	Lenses, optical: all types except ophthalmic	12	\$1,210	\$62,920	\$755,040	\$1,232,000 ^e
Adelie Online, Inc.	561990	All Other Support Services	2	\$823	\$42,796	\$85,592	\$87,230
American Superconductor Corporation	334413	Semiconductor and Related Device Manufacturing	354	\$1,791	\$93,132	\$32,968,728	\$75,200,000
Anytime Fitness	713940	Fitness and Recreational Sports Centers	2	\$285	\$14,820	\$29,640	\$73,230
Apple Wild	624410	Child Day Care Services	2	\$495	\$25,740	\$51,480	\$85,990
ASC Securities Corp.	523120	Securities Brokerage	2	\$3,353	\$174,356	\$348,712	\$230,730 ^f
Axis Engineering Technologies	541330	Engineering Services	1 ^e	\$1,787	\$92,924	\$92,924	NA
Ayer Animal Medical Center	541940	Veterinary Services	12	\$896	\$46,592	\$559,104	\$560,000
Ayer Beauty Salon	812112	Beauty Salons	1	\$537	\$27,924	\$27,924	\$36,000
Ayer Native American Cultural (United Native American Cultural Center)	712110 ^g	Museums	2	\$619	\$32,188	\$64,376	\$116,320
Ayer-Shirley Regional School District	611110	Elementary and Secondary Schools	10 ^e	\$1,117	\$58,084	\$580,840	\$14,238,224 ^h

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 Income ^d	Annual Sales (2016) ^b
Ayer-Shirley Youth Football & Cheer, Inc.	711211	Sports Teams and Clubs	2	\$555	\$28,860	\$57,720	\$54,490 ^f
B13 Studio	541511 ^g	Web (Internet) Page Design Services	NA	\$2,769	\$143,988	NA	NA
BattleZone	713990 ^g	All Other Amusement and Recreation Industries	NA	\$238	\$12,376	NA	NA
Bill Ashe Visitor Facility - Oxbow National Wildlife Center	712190 ^g	Nature Parks and Other Similar Institutions	NA	\$1,166	\$60,632	NA	NA
Bionostics, Inc.	325412	Pharmaceutical Preparation Manufacturing	90	\$2,913	\$151,476	\$13,632,840	\$31,010,000
Bonobos Ecomm	561499	All Other Business Support Services	1	\$1,894	\$98,488	\$98,488	\$27,980 ^f
Bristol-Meyers Squibb Company	541720	Research and Development in the Social Sciences and Humanities	715 ^j	\$1,378	\$71,656	\$51,234,040	\$78,625,000 ^e
Caston Holdings LLC	551112	Offices of Other Holding Companies	NA	\$3,943	\$205,036	NA	NA
Christine M Deguglielmo	NA	NA	NA	NA	NA	NA	NA
Chung GE Oriental Market	445110	Supermarkets and Other Grocery (except Convenience) Stores	2	\$441	\$22,932	\$45,864	\$164,510
Coherent	236220	Commercial and Institutional Building Construction	2	\$1,373	\$71,396	\$142,792	\$124,270 ^f
Comco Graphics Inc	541430	Graphic Design Services	1	\$1,100	\$57,200	\$57,200	\$36,360 ^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 Income ^d	Annual Sales (2016) ^b
Comm of Mass Fort Devens Museum	712110	Museums	3	\$579	\$30,108	\$90,324	\$89,160 ^f
Comrex Corp	334310	Audio & Video Equipment Manufacturing	20 ^e	\$2,530	\$131,560	\$2,631,200	\$5,990,000 ^e
Cynthia S Thomas CPA	541211	Offices of Certified Public Accountants	1	\$1,578	\$82,056	\$82,056	\$60,000 ^f
Dan's Place	722511	Full-Service Restaurants	5	\$457	\$23,764	\$118,820	\$171,800
DCS Corp.	541512 ^g	Computer Systems Design Services	NA	\$2,772	\$144,144	NA	NA
Devens Cleaners & Tailoring	448190	Other Clothing Stores	1	\$611	\$31,772	\$31,772	\$33,380
Devens Commerce Center	813910	Business Associations	2	\$1,296	\$67,392	\$134,784	\$92,590 ^f
Devens Common Center	721110	Hotels (except Casino Hotels) and Motels	13	\$705	\$36,660	\$476,580	\$536,890
Devens Concrete Cutting	423320	Brick, Stone, and Related Construction Material Merchant Wholesalers	2	\$1,369	\$71,188	\$142,376	\$129,830 ^f
Devens Cpl, Inc.	424490	Other Grocery and Related Products Merchant Wholesalers	60	\$1,117	\$58,084	\$3,485,040	\$7,740,000
Devens Day Spa	812113	Nail Salons	3	\$353	\$18,356	\$55,068	\$85,920
Devens Disc Golf	711211 ^g	Sports Teams and Clubs	NA	\$555	\$28,860	NA	NA
Devens Eco-Efficiency Center, Inc.	611699	All Other Miscellaneous Schools and Instruction	2	\$470	\$24,440	\$48,880	\$81,230
Devens Enterprise Commission	925120	Administration of Urban Planning and Community and Rural Development	3	\$1,027	\$53,404	\$160,212	\$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 Income ^d	Annual Sales (2016) ^b
Devens Golf Course Limited Partnership	713910	Golf Courses and Country Clubs	40	\$448	\$23,296	\$931,840	\$2,000,000
Devens Grill	722513	Limited-Service Restaurants	30	\$297	\$15,444	\$463,320	\$824,210
Deven's Pizza & Deli	722511	Full-Service Restaurants	1 ^e	\$457	\$23,764	\$23,764	\$56,000 ^e
Devens Recreation Div.	713990 ^g	All Other Amusement and Recreation Industries	4	\$535	\$27,820	\$111,280	\$54,790 ^f
Devens Recycling Center, LLC	541618	Other Management Consulting Services	20	\$2,288	\$118,976	\$2,379,520	\$6,300,000
Devens Regional Household Hazardous Products Collection Center	562112 ^g	Hazardous Waste Collection	NA	\$1,176	\$61,152	NA	NA
Dragon Fly Wellness Center	621999	All Other Miscellaneous Ambulatory Health Care Services	2	\$1,490	\$77,480	\$154,960	\$42,040 ^f
Dunkin' Donuts	445291	Baked Goods Stores	4	\$610	\$31,720	\$126,880	\$86,490 ^f
Dunkin' Donuts Central Production Location	311812 ^g	Commercial Bakeries	NA	\$774	\$40,248	NA	NA
Eco2 Copy Center	323111	Commercial Printing (except Screen and Books)	2	\$885	\$46,020	\$92,040	\$306,040
Eglomise Design Inc	327110	Pottery Ceramics & Plumbing Fixture Manufacturing	20 ^e	\$926	\$48,152	\$963,040	\$838,000 ^{e,f}
Employment and Training Administration	923130	Administration of Human Resource Programs (except Education, Public Health, and Veterans' Affairs Programs)	200	\$1,458	\$75,816	\$15,163,200	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 Income ^d	Annual Sales (2016) ^b
Evergreen Garden Play School	624410	Child Day Care Services	2	\$495	\$25,740	\$51,480	\$171,330
Father Bill's & Mainspring, Inc.	624221	Temporary Shelters	1	\$658	\$34,216	\$34,216	NA
Federal Medical Center Devens	922140	Correctional Institutions	500	\$1,479	\$76,908	\$38,454,000	NA
FMC Devens Employees Club	561990	All Other Support Services	4	\$823	\$42,796	\$171,184	\$35,290 ^f
Fort Devens Range Control	928110 ^g	National Security	2	\$1,313	\$68,276	\$136,552	\$170,000
Francis W. Parker Charter Essential School	611110	Elementary and Secondary Schools	72	\$993	\$51,636	\$3,717,792	\$5,350,000
Freedom's Way Heritage Assoc., Inc.	813990	Other Similar Organizations (except Business, Professional, Labor, and Political Organizations)	2	\$796	\$41,392	\$82,784	\$629,980
Fresh Ayer Sports	451110	Sporting Goods Stores	2	\$493	\$25,636	\$51,272	\$94,610
Great American Grill	722511	Full-Service Restaurants	5 ^h	\$381	\$19,812	\$99,060	\$79,131 ^{f,h}
Guild Saint Agnes Devens Center Daycare	624410	Child Day Care Services	27	\$538	\$27,976	\$755,352	\$297,700 ^f
Guilford Motor Express, Inc.	488210	Support Activities for Rail Transportation	7	\$841	\$43,732	\$306,124	\$762,060
Hanscom Federal Credit Union	522130	Federal credit unions	4	\$1,001	\$52,052	\$208,208	\$891,000 ^e
Happy Camper Web Services	541511 ^g	Web (Internet) Page Design Services	NA	\$2,769	\$143,988	NA	NA
Hawk's Nest Disc Golf Shop	451110	Sporting Goods Stores	2	\$493	\$25,636	\$51,272	\$80,260

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 Income ^d	Annual Sales (2016) ^b
Hazen Memorial Library	519120	Libraries and Archives	9	\$665	\$34,580	\$311,220	\$329,660
Hilton Garden Inn	721110	Hotels (except Casino Hotels) and Motels	50 ^e	\$705	\$36,660	\$1,833,000	\$5,703,000 ^e
Home Harmony Realty	531210	Offices of Real Estate Agents and Brokers	2	\$949	\$49,348	\$98,696	\$120,000
Image Software Svc.	423430	Computer and Computer Peripheral Equipment and Software Merchant Wholesalers	2	\$3,027	\$157,404	\$314,808	\$64,940 ^f
IMPACT Technology Development	541690	Other Scientific and Technical Consulting Services	12 ^e	\$2,090	\$108,680	\$1,304,160	\$1,491,000 ^e
In The Fourth Watch	423940 ^g	Jewelry, Watch, Precious Stone, and Precious Metal Merchant Wholesalers	4	\$1,848	\$96,096	\$384,384	\$320,000 ^f
Inland American Industrial Management LLC	561110	Office Administrative Services	2	\$1,518	\$78,936	\$157,872	\$102,400 ^f
Instrumentation Laboratory Company	561499	All Other Business Support Services	1	\$1,158	\$60,216	\$60,216	\$27,980 ^f
Integra	423840	Industrial Supplies Merchant Wholesalers	25 ^e	\$1,514	\$78,728	\$1,968,200	\$30,168,000 ^e
Invivo Solutions, Inc.	541712	Research and Development in the Physical, Engineering, and Life Sciences (except Biotechnology)	1	\$1,939	\$100,828	\$100,828	\$55,910 ^f
Johnson Matthey Pharmaceutical Materials, Inc.	325412	Pharmaceutical Preparation Manufacturing	135	\$2,913	\$151,476	\$20,449,260	\$22,608,000 ⁱ

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 Income ^d	Annual Sales (2016) ^b
Kairos Pilgrimages, Inc.	561520	Tour Operators	1	\$1,378	\$71,656	\$71,656	\$114,400
Keena Keel	813410	Civic and Social Organizations	2	\$357	\$18,564	\$37,128	\$90,500
Kenco Logistic Svc	493110	General Warehousing and Storage	20	\$1,059	\$55,068	\$1,101,360	\$1,437,000 ^e
Laddawn, Inc.	326111	Plastics Bag and Pouch Manufacturing	100	\$1,164	\$60,528	\$6,052,800	\$42,335,260 ⁱ
Learning Express, Inc.	533110	Lessors of Nonfinancial Intangible Assets (except Copyrighted Works)	31	\$2,072	\$107,744	\$3,340,064	\$6,758,000 ⁱ
Lewa Process Technologies, Inc.	334513	Instruments and Related Products Manufacturing for Measuring, Displaying, and Controlling Industrial Process Variables	63	\$1,534	\$79,768	\$5,025,384	\$14,645,077 ⁱ
Little Leaf Farms, LLC	424410	General Line Grocery Merchant Wholesalers	11	\$850	\$44,200	\$486,200	\$336,000 ^{e,f}
Loaves & Fishes Food Pantry	813110	Religious Organizations	4 ^e	\$777	\$40,404	\$161,616	\$1,078,125 ^h
Lscc - Mfg	339999	All Other Miscellaneous Manufacturing	1	\$851	\$44,252	\$44,252	\$69,610
Magnemotion Inc.	333922	Conveyor and Conveying Equipment Manufacturing	72	\$1,756	\$91,312	\$6,574,464	\$23,076,923 ⁱ
Main Street Bank	522120	Savings Institutions	7	\$1,212	\$63,024	\$441,168	\$714,000 ^e
Maria School Dance	611610	Fine Arts Schools	2	\$452	\$23,504	\$47,008	\$57,350
Massachusetts Bay Support Center	541990	All Other Professional, Scientific, and Technical Services	2	\$1,871	\$97,292	\$194,584	\$400,000

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 Income ^d	Annual Sales (2016) ^b
Massachusetts Department of State Police	922120	Police Protection	12	\$2,275	\$118,300	\$1,419,600	NA
Massachusetts Development Finance Agency	925120	Administration of Urban Planning and Community and Rural Development	17	\$1,521	\$79,092	\$1,344,564	NA
Massachusetts Veterans Inc.	813410	Civil & Social Organizations	2 ^e	\$279	\$14,508	\$29,016	NA
MassDevelopment	522320	Financial Transactions Processing, Reserve, and Clearinghouse Activities	65	\$1,827	\$95,004	\$6,175,260	\$16,703,000 ^e
Maxant Industries Inc	333241	Food Product Machinery Manufacturing	10	\$1,358	\$70,616	\$706,160	\$2,040,000
Medianews Group, Inc.	323111	Commercial Printing (except Screen and Books)	70	\$885	\$46,020	\$3,221,400	\$273,000 ^{e,f}
Mediapower Incorporated	541420	Industrial Design Services	2	\$1,689	\$87,828	\$175,656	\$129,830 ^f
Medical University of The Americas, Ltd	611519	Other Technical and Trade Schools	6	\$576	\$29,952	\$179,712	\$280,000
Megawave Corporation	334511	Search, Detection, Navigation, Guidance, Aeronautical, and Nautical System and Instrument Manufacturing	5	\$2,343	\$121,836	\$609,180	\$703,550
Mig Corp Inc	237310	Highway, Street, and Bridge Construction	2	\$1,682	\$87,464	\$174,928	\$100,030 ^f
Minuteman Press	323111	Commercial Printing (except Screen and Books)	2	\$885	\$46,020	\$92,040	\$88,480 ^f
Mount Wachusett Community College	611210	Junior Colleges	5	\$850	\$44,200	\$221,000	\$15,938 ^{f,i}

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 Income ^d	Annual Sales (2016) ^b
Mulantix LLC	423440	Other Commercial Equipment Merchant Wholesalers	2	\$1,355	\$70,460	\$140,920	\$116,610 ^f
N.B. Kenney Company, Inc.	238220	Plumbing, Heating, and Air-Conditioning Contractors	150	\$1,314	\$68,328	\$10,249,200	\$30,810,000
Nashoba Valley Regional Dispatch District	541690	Other Scientific and Technical Consulting Services	11	\$2,090	\$108,680	\$1,195,480	\$855,740 ^f
National Guard, Massachusetts	928110	National Security	72	\$1,313	\$68,276	\$4,915,872	NA
Natural Cafe	722511 ^g	Full-Service Restaurants	NA	\$381	\$19,812	NA	NA
Nestal Machinery Inc	811310	Commercial and Industrial Machinery and Equipment (except Automotive and Electronic) Repair and Maintenance	3	\$1,270	\$66,040	\$198,120	\$47,610 ^f
New England Environmental Education Alliance, Inc.	813920	Professional Organizations	3	\$1,629	\$84,708	\$254,124	\$137,83 ^f
New England Sheets, LLC	332322	Sheet Metal Work Manufacturing	60	\$1,170	\$60,840	\$3,650,400	\$12,200,000
New England Studios Devens, LLC	512199	Other Motion Picture and Video Industries	2	\$1,544	\$80,288	\$160,576	\$235,870
Newlink Genetics Corporation	325412	Pharmaceutical Preparation Manufacturing	1	\$2,913	\$151,476	\$151,476	\$293,197 ⁱ
NFI Distribution	423990	Other Miscellaneous Durable Goods Merchant Whlsrs	10 ^e	\$1,510	\$78,520	\$785,200	\$11,743,000 ^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 Income ^d	Annual Sales (2016) ^b
Northrop Grumman Corporation	334511	Search, Detection, Navigation, Guidance, Aeronautical, and Nautical System and Instrument Manufacturing	2	\$2,343	\$121,836	\$243,672	\$77,450 ^f
Nypro, Inc.	326199	All Other Plastics Product Manufacturing	200 ^j	\$1,300	\$67,600	\$13,520,000	\$15,092,000 ^e
Odic, Inc	541712	Research and Development in the Physical, Engineering, and Life Sciences (except Biotechnology)	7	\$1,939	\$100,828	\$705,796	\$1,500,000
Optodot Corp	541712 ^g	Research and Development in the Physical, Engineering, and Life Sciences (except Biotechnology)	4 ^e	\$1,939	\$100,828	\$403,312	NA
O'Reilly Auto Parts Distribution Center	493110 ^g	General Warehousing & Storage	NA	\$1,059	\$55,068	NA	NA
Oxbow Schoolhouse	624410	Child Day Care Services	2	\$495	\$25,740	\$51,480	\$218,730
Parker-Hannifan Corporation (Gas Turbine Fuel Systems Division)	336413	Other Aircraft Parts and Auxiliary Equipment Manufacturing	123	\$1,271	\$66,092	\$8,129,316	\$46,254,000 ^e
Patterson Logistics Services, Inc.	488999	All Other Support Activities for Transportation	2	\$583	\$30,316	\$60,632	\$260,790
Patterson Veterinary Supply, Inc.	423450	Medical, Dental, and Hospital Equipment and Supplies Merchant Wholesalers	125	\$1,448	\$75,296	\$9,412,000	\$199,473,825 ⁱ

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 Income ^d	Annual Sales (2016) ^b
Pitstop Barber Shop	812111	Barber Shops	2 ^e	\$488	\$25,376	\$50,752	\$88,000 ^e
Pizza Bella Two	722511	Full-Service Restaurants	1 ^e	\$381	\$19,812	\$19,812	\$56,000 ^e
Pk3 Group Inc.	325180	Other Basic Inorganic Chemical Manufacturing	2	\$1,743	\$90,636	\$181,272	\$74,430 ^f
Polycarbon Industries, Inc.	325412	Pharmaceutical Preparation Manufacturing	1	\$2,913	\$151,476	\$151,476	\$944,000 ^e
Quiet Logistics	333519	Rolling Mill and Other Metalworking Machinery Manufacturing	14	\$1,708	\$88,816	\$1,243,424	\$4,950,000
R3 Education Inc	611310	Colleges, Universities, and Professional Schools	9	\$1,113	\$57,876	\$520,884	\$89,610 ^f
Rapid Refill	445120 ^g	Convenience Stores	3	\$381	\$19,812	\$59,436	\$129,020
Regency Warehouse & Distribution	493110	General Warehousing & Storage	2 ^e	\$1,059	\$55,068	\$110,136	\$230,000 ^e
Response Microwave, Inc.	453998	All Other Miscellaneous Store Retailers (except Tobacco Stores)	5	\$595	\$30,940	\$154,700	\$430,000
Rofin-Baasel Inc.	335999	All Other Miscellaneous Electrical Equipment and Component Manufacturing	30	\$1,601	\$83,252	\$2,497,560	\$4,925,455 ⁱ
Ryerson	423510	Metal Service Centers and Other Metal Merchant Wholesalers	35 ^e	\$1,268	\$65,936	\$2,307,760	\$65,148,000 ^e
Saba University School of Medicine	611310	Colleges, Universities, and Professional Schools	20	\$1,113	\$57,876	\$1,157,520	\$1,290,000
SABIC Polymershapes	326199	All Other Plastics Product Manufacturing	20 ^f	\$1,300	\$67,600	\$1,352,000	\$4,025,000 ^e
Sandys Smoke Shop	453991 ^g	Tobacco Stores	2	\$403	\$20,956	\$41,912	\$44,050

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 Income ^d	Annual Sales (2016) ^b
Seven Hills Foundation	624190	Other Individual & Family Services	5 ^e	\$797	\$41,444	\$207,220	\$328,000 ^e
Shirley Sewer Comm	541990	All Other Professional, Scientific, and Technical Services	2	\$1,871	\$97,292	\$194,584	\$68,900 ^f
Sleepy Jones LLC	424330	Women's, Children's, and Infants' Clothing and Accessories Merchant Wholesalers	2	\$1,202	\$62,504	\$125,008	\$62,500 ^f
SMC Ltd.	326199	All Other Plastics Product Manufacturing	80	\$1,304	\$67,808	\$5,424,640	\$19,280,000
Suez Water Environmental Services, Inc.	237110	Water and Sewer Line and Related Structures Construction	5	\$1,626	\$84,552	\$422,760	\$358,060 ^f
Taravista Behavioral Health Center	623220 ^g	Residential Mental Health and Substance Abuse Facilities	NA	\$672	\$34,944	NA	NA
Teknewell Engineering	541511	Custom Computer Programming Services	1	\$2,181	\$113,412	\$113,412	\$40,000 ^f
The United States Department of the Army	928110	National Security	7	\$1,313	\$68,276	\$477,932	NA
Tighe Warehouse	493110	General Warehousing & Storage	15	\$771	\$40,092	\$601,380	\$4,164,000
Town of Ayer	926130	Regulation and Administration of Communications, Electric, Gas, and Other Utilities	74	\$1,123	\$58,396	\$4,321,304	NA
Town of Shirley	921110	Executive Offices	238	\$1,329	\$69,108	\$16,447,704	NA
Town of Shirley	922120	Police Protection	20	\$1,740	\$90,480	\$1,809,600	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 Income ^d	Annual Sales (2016) ^b
Town of Shirley	925120	Administration of Urban Planning and Community and Rural Development	3	\$1,590	\$82,680	\$248,040	NA
Transformations Realty LLC	531210	Offices of Real Estate Agents and Brokers	3	\$1,487	\$77,324	\$231,972	\$238,450
Transitions At Devens	624190	Other Individual and Family Services	2	\$647	\$33,644	\$67,288	\$50,900 ^f
True North Hotel Group, Inc.	721110	Hotels (except Casino Hotels) and Motels	20 ^e	\$705	\$36,660	\$733,200	\$3,308,000 ^e
United States Department of the Army	928110	National Security	121	\$1,313	\$68,276	\$8,261,396	NA
United States Postal Service	491110	Postal Service	1	\$1,131	\$58,812	\$58,812	NA
US Army Corps of Engineers	928110	National Security	15	\$1,313	\$68,276	\$1,024,140	NA
Waiteco Machine, Inc.	332999	All Other Miscellaneous Fabricated Metal Product Manufacturing	3	\$941	\$48,932	\$146,796	\$612,350
Wattjoule Corporation	335911	Storage Battery Manufacturing	2	\$1,525	\$79,300	\$158,600	\$140,990 ^f
Westrock - Southern Container, LLC	322299	All Other Converted Paper Product Manufacturing	11	\$1,364	\$70,928	\$780,208	\$6,742,000 ^e
Total			4,602			\$344,452,212	\$852,378,765

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

^b Data are from the D&B database.

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

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

^e Data are from the ReferenceUSA database.

^f 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.

^g NAICS code assumed based on business type.

^h Data are from the Manta website.

ⁱ 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 company. 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.

^j Employee number provided by news article: <http://www.wbjournal.com/article/20171113/PRINTEDITION/311109996/after-100-years-devens-has-become-a-technology-hub>.

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 Fort Devens Superfund site in August 2017 through property records accessible through Ayer, Shirley, Harvard and Lancaster online property appraisal databases.⁴ EPA also calculated the 2017 property tax values for the site parcels based on the municipality’s 2017 tax rates.⁵

Table 2. Property Value and Tax Summary for Taxes Payable in 2017

Parcel ID No.	Total Market Value of Land and Improvements (2017)	Total Property Tax (2017)
1250200002600000	\$3,000.00	\$54.30
1250040001100000	\$69,510,100.00	\$0.00 ^a
019/032.0-0000-0001.0	\$194,100.00	\$0.00
019/010.0-0000-0001.0	\$303,800.00	\$0.00
019/001.0-0000-0004.0	\$253,200.00	\$0.00
13 B 17	\$366,300.00	\$0.00
14 A 1	\$113,800.00	\$0.00
23 C 26	\$6,058,000.00	\$0.00

⁴ Ayer Property Values: <http://epas.csc-ma.us/PublicAccess/Pages/SearchParcel.aspx?town=AYER>; Harvard Property Values: <http://gis.vgsi.com/harvardma/Search.aspx>; Lancaster Property Values: <http://www.axisgis.com/LancasterMA/>; Shirley Property Values: <http://shirley.patriotproperties.com/search.asp>

⁵ Ayer Tax Rate: <https://www.ayer.ma.us/assessor/pages/tax-rates>; Harvard Tax Rate: <https://www.harvard.ma.us/assessors>; Lancaster Tax Rate: Phone call to the Lancaster Assessor’s Office on 8/30/17; Shirley Property Tax Rate: http://www.shirley-ma.gov/pages/shirleyma_bcomm/assessors/index

Parcel ID No.	Total Market Value of Land and Improvements (2017)	Total Property Tax (2017)
26 A 1	\$252,600.00	\$0.00
26 A 1.1	\$202,400.00	\$0.00
26 A 1.2	\$14,773,700.00	\$0.00
29 B 3	\$375,300.00	\$0.00
29 B 4	\$9,700.00	\$0.00
29 B 5	\$141,200.00	\$0.00
29 B 6	\$218,800.00	\$0.00
49 A 1	\$318,100.00	\$0.00
49 A 1.1	\$175,900.00	\$0.00
49 A 1.2	\$157,200.00	\$0.00
13 B 6.2	\$284,200.00	\$4,694.98
13 B 10	\$163,600.00	\$2,702.67
13 B 4.3	\$200.00	\$3.30
29 B 1	\$267,000.00	\$4,410.84
1470100000000370	NA	NA
1470220000000020	NA	NA
1470250000000330	NA	NA
1470310000000010	NA	NA
Fee parcel - no ID	NA	NA
Fee parcel - no ID	NA	NA
Fee parcel - no ID	NA	NA
Fee parcel - no ID	NA	NA
Railroad Right of Way	NA	NA
Right of Way	NA	NA
Right of Way	NA	NA
Water	NA	NA
Water	NA	NA
Water	NA	NA

Parcel ID No.	Total Market Value of Land and Improvements (2017)	Total Property Tax (2017)
Water	NA	NA
Water	NA	NA
Water	NA	NA
Water	NA	NA
Total	\$94,142,200	\$11,866

NA = not available.

^a A property tax value of \$0.00 denotes that the parcel is tax-exempt, due to being owned by either the locality, state or federal government.