

## Introduction

EPA and the New Jersey Department of Environmental Protection (NJDEP) took action early on to delete a 140-acre portion of the American Cyanamid Co. Superfund site from the Superfund program's National Priorities List (NPL). This action spurred early reuse and redevelopment as cleanup continues on the remainder of the site. Today, the site is home to businesses including the Bridgewater Promenade Shopping Center and the TD Bank Ballpark, a popular minor league baseball stadium. On-site parking lots for a local New Jersey Transit railway station provide easy access for commuters, simplifying regional transit and alleviating traffic on area roads. Site reuse and redevelopment have bolstered the regional economy and attracted businesses and residents to the area.

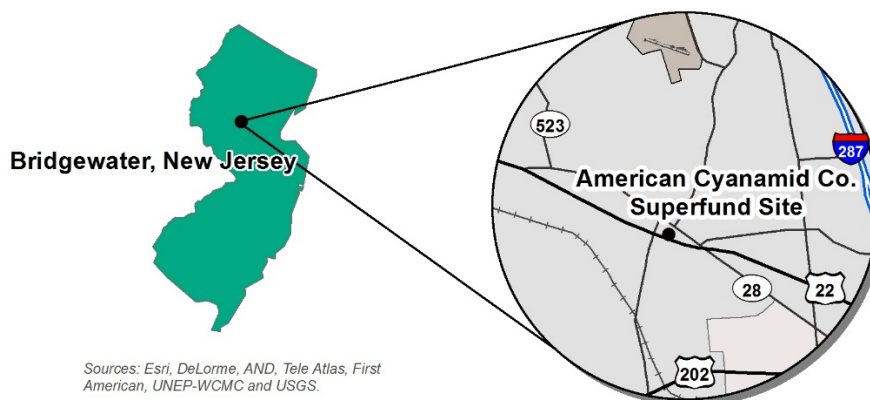
Superfund site restoration and reuse can revitalize local economies with jobs, new businesses, tax revenues and local spending. Cleanup may also take place while active land uses remain on site. This case study explores the American Cyanamid Co. Superfund site area's cleanup and reuse, illustrating the beneficial effects of Superfund redevelopment.

## Beneficial Effects

Site businesses employ about 1,470 people, providing an estimated annual employment income of nearly \$40 million and generating over \$327 million in annual sales revenue.

Site properties are currently valued at over \$133 million and generate more than \$2 million in annual property tax revenues.

Early investigation and action enabled the development of a commercial shopping center and a minor league baseball stadium on part of the site. Solar energy infrastructure currently meets about 90 percent of the ballpark's energy needs and 60 to 80 percent of retail store energy needs at the shopping center.



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

Figure 1. The American Cyanamid Co. Superfund site is located in Bridgewater, Somerset County, New Jersey.

## Site History

For more than nine decades, various companies used facilities at the 575-acre site in Bridgewater Township and the Borough of Bound Brook, Somerset County, New Jersey, to manufacture a range of chemical products, including rubber-based chemicals, dyes, pigments, petroleum-based products and pharmaceuticals. Industrial operations began at the site in 1915 when Calco Chemical Company manufactured chemicals and dyes. In 1929, American Cyanamid Company purchased the facility and made a range of industrial and pharmaceutical chemicals at the site through World War II and into the second half of the 20th century.

Surrounding features include the Raritan River to the south and major roadways to the east and north, with commercial, residential and light industrial uses located nearby. According to the 2015 U.S. Census, about 45,000 people live in Bridgewater Township.

The site includes several areas of buildings, open fields, small wetlands and waste disposal areas where operators disposed of about 877,000 tons of chemical wastes and byproducts. EPA and NJDEP investigations began in 1981. The agencies identified 27 impoundments, 21 of which were waste disposal areas or wastewater lagoons, as well as groundwater contamination.

Historical chemical manufacturing and waste disposal practices led to contamination of site soil, sediment, and groundwater. EPA investigations found that on-site waste and contaminated groundwater posed risks to human health. In 1983, EPA placed the site on the NPL. All manufacturing activities at the site ended in 1999. NJDEP served as the lead regulatory agency for site cleanup until 2009. EPA has been the lead regulatory agency at the site since then.

The American Cyanamid Company was reorganized throughout the 1990s. The company's interests in Bridgewater Township were acquired by American Home Products, which entered into an administrative order accepting financial responsibility for the site's cleanup. American Home Products later changed its name to Wyeth. In 2009, Wyeth merged with Pfizer, Inc. The property owned by American Cyanamid Company underwent several name changes, as a subsidiary to Wyeth, finally becoming Wyeth Holdings, LLC (Wyeth). Pfizer's subsidiary Wyeth, the potentially responsible party, is leading cleanup activities for the site and continues to honor the original



**Figure 2. American Cyanamid Company owned large areas of land in Somerset County and operated facilities for chemical manufacturing.**



**Figure 3. Waste disposal impoundments at the site will be remediated using methods that will allow for security in the face of storm or flooding impacts.**

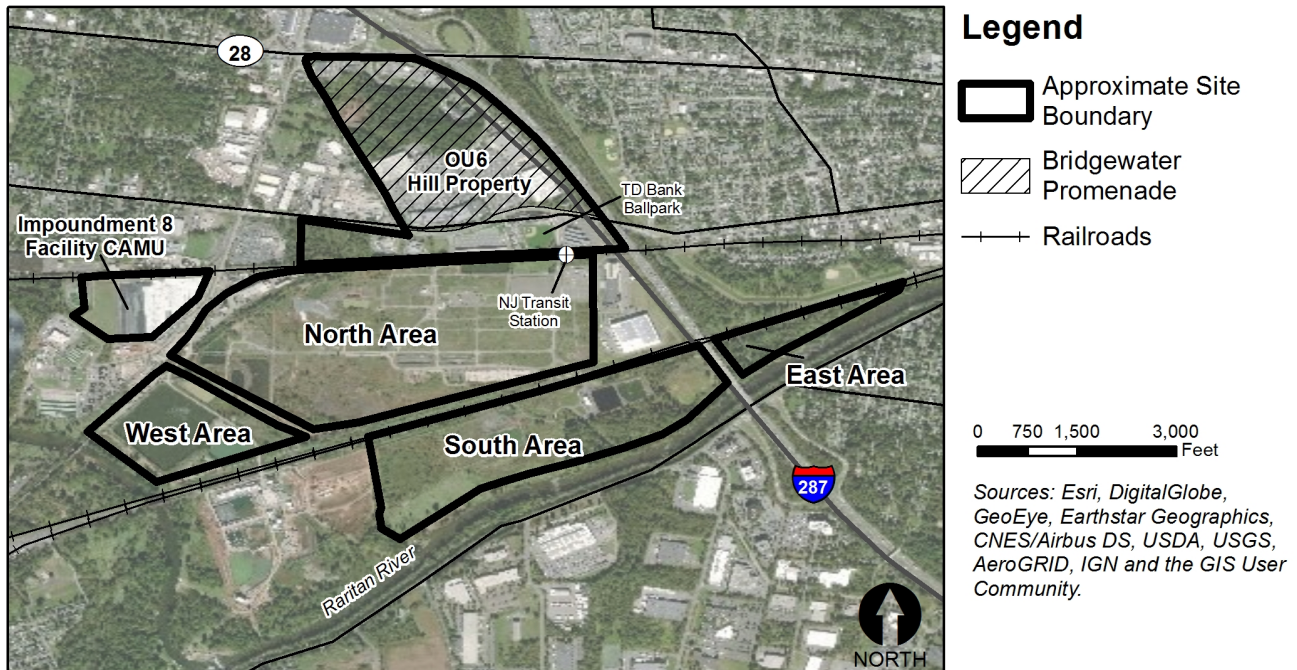


Figure 4. The American Cyanamid Co. Superfund site previously included the 140-acre northern Hill Property where redevelopment has already taken place. Cleanup of remaining site areas is ongoing.

administrative order for cleanup of the site. Wyeth works directly with EPA and NJDEP on cleanup and monitoring activities.

## Site Cleanup and Transformation

To manage the cleanup, EPA divided the site into eight operable units (OUs).

- OU1, OU2, and OU3 address contaminated waste impoundments on the southern part of the site. EPA selected remedies for these OUs in 1993, 1996, and 1998, respectively; cleanup is ongoing for OU2.
- OU4 addresses contaminated groundwater, soils, and additional waste impoundments. Site groundwater (previously OU5) and site-related wetlands (previously OU7) were incorporated into OU4 as part of the site-wide remedy selected in 2012.
- OU6 addresses contamination at the Hill Property. EPA selected a remedy in 1996 and cleanup is complete.
- OU8 will address additional cleanup for the two remaining impoundments. EPA selected the remedy for OU8 in 2018, assigning a remedy for the remaining OU to be addressed.

The 140-acre Hill Property, located on the northern part of the site, historically included a research laboratory and administrative buildings. Heavy industrial manufacturing and waste disposal areas were located on the southern part of the site. Remedial investigations at the Hill Property determined that the contaminants detected in the soils did not pose an unacceptable risk to human health or the environment. No further action with groundwater monitoring was selected as the remedy for the Hill Property soils.

In the early 1980s, after groundwater contamination was identified at the site, American Cyanamid Company installed groundwater extraction wells on the Hill Property to create a hydraulic gradient that would prevent

contamination from moving off the site parcels. As a result, groundwater contamination migrated from the former manufacturing areas onto the Hill Property. In 1996, EPA selected long-term monitoring and institutional controls to prevent exposure to contaminated groundwater at the Hill Property.

In 1998, a consultant hired by The Home Depot and Target contacted NJDEP regarding potential redevelopment and use of a part of the Hill Property as a commercial retail center. The consultant's environmental site assessment indicated that the property could support commercial redevelopment. Although contaminated groundwater had been pulled onto the Hill Property by the extraction well system, the plume was at a depth precluding concerns about vapor intrusion and NJDEP had implemented a groundwater Classification Exception Area (CEA) to prevent installation of wells and to restrict use of contaminated groundwater.

While the proposed reuse was compatible with the remedy, the retailers were uncomfortable with the idea of building on an NPL site and concerned about Superfund liability. As a result, the retailers approached NJDEP with a request that EPA delete the Hill Property from the NPL. NJDEP consulted with EPA Region 2 and EPA Headquarters about the possibility of a partial deletion, a relatively new approach at the time that EPA had begun to implement to remove parts of Superfund sites where cleanup had been completed from the NPL. In December 1998, EPA deleted the Hill Property from the NPL. It was the first-ever partial deletion in Region 2.

As construction work started on the Bridgewater Promenade Shopping Center, the extraction wells on the Hill Property were moved south to the site's former manufacturing area. With contaminated groundwater no longer being pulled onto the Hill Property and no source contamination remaining in OU6, groundwater contamination concentrations declined. NJDEP removed the CEA in 2008 once groundwater contaminant concentrations had declined below groundwater quality standards/cleanup goals.

Cleanup for the remaining 435 acres of the site, most of which are located in the Raritan River floodplain area, is ongoing. After cleanup, this land will likely remain undeveloped and in ecological use. The floodplain also offers ecosystem services – flood mitigation and supplemental groundwater storage capacity along the Raritan River. A small property near the New Jersey Transit station at the site may be able to support reuse in the future.

### *EPA Technical Assistance Grant (TAG)*

In 1992, EPA awarded a TAG to CRISIS, a community-based group in Bridgewater, New Jersey. For more than two decades, CRISIS has served as an environmental and health advocacy group helping residents of Bridgewater and Somerset counties learn about and engage in the Superfund process at the site. CRISIS reviewed, monitored and suggested environmental testing for the site and provided technical reviews and comments on proposed cleanup alternatives. When the site-wide cleanup plan was finalized in 2012, it reflected years of work to ensure that community concerns were addressed. In 2016, CRISIS received EPA's Environmental Champion Award for its dedicated work and advocacy.

TAGs provide funding to community groups to work with a technical advisor to interpret and explain technical reports, site conditions, and EPA cleanup to community stakeholders. The grants help communities participate in Superfund cleanup and decision-making processes. EPA awards TAG grants to incorporated non-profit organizations in communities affected by Superfund sites across the country. For more information, visit <https://www.epa.gov/superfund/technical-assistance-grant-tag-program>.

After EPA assumed responsibility as the site's lead regulatory agency in 2009, Wyeth entered into several administrative orders on consent with EPA for feasibility studies, remedial designs, removal actions, and remedial actions at the site. Wyeth installed additional groundwater wells and protective barriers along the river banks at the southern end of the site. The installation includes a groundwater collection trench, a containment wall that fortifies the river banks, and a temporary groundwater treatment plant. Today, the company continues to work with EPA and NJDEP on further studies and remedial designs for protective barriers for on-site waste impoundments. The company also coordinates with the owners of the Hill Property area and actively supports site reuses. For example, Pfizer granted access to a secure portion of its property for the launching of fireworks for baseball-related events at the TD Bank Ballpark.

## Beneficial Effects

Active participation and coordination between site stakeholders – including Wyeth, EPA, NJDEP, Bridgewater Township, Bound Brook Borough, Somerset County, site developers, and the local technical assistance grant recipient group in the community, CRISIS – resulted in the beneficial reuse of the 140-acre Hill Property and continued cleanup of the site that will allow for further reuse in the future.

Today, 140 acres of the site are home to the Bridgewater Promenade, a thriving commercial shopping center, and TD Bank Ballpark, a minor league baseball stadium for the Somerset Patriots. Businesses that operate on site bolster the local economy and help generate local and state tax revenues. The site also includes innovative use of solar arrays on the roofs of buildings and parking lots. This section describes the beneficial effects of reuse at the site.

### TD Bank Ballpark

TD Bank Ballpark, which was dedicated in June of 1999, is owned by the Somerset County Improvement Authority and is operated under a long term lease by



Figures 5 and 6. TD Bank Ballpark, home of the Somerset Patriots.

Somerset Patriots minor league baseball team. The 6,488-seat stadium hosts more than 70 events annually, including baseball games, playoff events, concerts, and corporate and collegiate events. The stadium has hosted more than six million people since it opened.

As part of a county-wide effort to generate more renewable energy, the Somerset County Improvement Authority supported installation of 3,465 elevated solar panels over two of the stadium's parking lots – the Red Lot and the White Lot – in 2013. In total, the panels produce over 1.14 million kilowatt-hours of electricity annually while also shading visitor parking. Solar power from these arrays meets about 90 percent of the ballpark's energy needs. The

stadium was honored with a New Jersey Golden Trowel Grand Design Award and has been named Ballpark Digest's Best Independent Ballpark in the nation for two consecutive years. The ballpark generates about \$7 million in sales revenue annually.

### New Jersey Transit Commuter Rail Station

When not in use for games and events, one of the parking lots at TD Bank Ballpark serves as a commuter parking lot for New Jersey Transit's Bridgewater Station, located next to the site's eastern edge. The station is part of the Raritan Valley Line, which provides service to major transfer points in New Jersey, New York, and Pennsylvania.

Bridgewater Station is the location of the former Calco Station that serviced American Cyanamid Company prior to its closure. New Jersey Transit rebuilt the station in 1999 during construction of the TD Bank Ballpark. The parking lot is privately operated and generates additional revenue while not in use for stadium events. The parking lot accommodates over 470 vehicles and has elevated solar panels that shield vehicles from the sun and snow. On an average weekday, the station serves nearly 350 riders, resulting in fewer cars on the road, reducing traffic congestion and greenhouse gas emissions.<sup>1</sup>

### Somerset County Improvement Authority

The Somerset County Improvement Authority (SCIA) was established in 2001 as an additional shared services program to help municipalities and local school districts finance facilities and lower operating costs.

Between 2010 and 2012, SCIA issued \$67,540,000 in bond funding for 69 solar projects at 31 local facilities for a total of 14 megawatts of solar-generated renewable energy. SunLight General Somerset Solar, LLC, the solar development partner, is responsible for operation and maintenance of these projects for 15 years and also funded part of the projects' development costs.

<https://www.co.somerset.nj.us/government/administrator-s-office/improvement-authority/solar-renewable-energy-program>



Figures 7, 8 and 9. The TD Bank Ballpark is next to New Jersey Transit's Bridgewater Station. When not in use for stadium games and events, the parking lots are used for commuter parking. Two parking lots at the stadium have elevated solar panels that generate clean, renewable energy for the stadium and provide shaded parking spaces.

<sup>1</sup> Here are New Jersey Transit's Most, Least-Used Train Stations. February 21, 2018. <https://patch.com/new-jersey/livingston/here-are-new-jersey-transit-s-most-least-used-train-stations>.

## Solar Energy for Retail and Commercial Use

The 3,465 solar panels installed in the Red and White parking lots at the TD Bank Ballpark are providing renewable energy on bi-directional meters that enable the park to consume energy produced during the day at nighttime events. The system produces over 1.14 million kilowatt-hours of electricity annually, meeting about 90 percent of the ballpark's energy needs.

Operating a system of this scale prevents the equivalent of:\*

- 805 metric tons of carbon dioxide (CO<sub>2</sub>) emissions.
- Annual greenhouse gas emissions from 168 passenger vehicles.
- CO<sub>2</sub> emissions from 90,291 gallons of gasoline consumed.
- CO<sub>2</sub> emissions from electricity use in 131 homes for one year.
- CO<sub>2</sub> emissions from burning 3.5 railcars' worth of coal.

\* Reichard, Kevin. TD Bank Ballpark goes green with solar panels. May 2, 2013. Ballpark Digest.com.

<https://ballparkdigest.com/201305026243/independent-baseball/news/td-bank-ballpark-goes-green-with-solar-panels>.

### Bridgewater Promenade

Completed in 1999, the 625,000-square-foot Bridgewater Promenade Shopping Center serves Somerset County with conveniently located stores and restaurants. Current commercial retail tenants include Costco, Target, Home Depot, Old Navy, Bed Bath & Beyond, Marshalls, Michaels, and PetSmart. Restaurants include Applebee's, Pancheros Mexican Grill, and McDonalds. The total leasable commercial area is over 240,000 square feet. The parking lots accommodate over 2,200 vehicles.

Kimco Realty, the property developer, invested \$35.6 million in developing Bridgewater Promenade. The company is pursuing initiatives at its shopping centers that provide positive environmental benefits with zero greenhouse gas emissions while reducing costs. In 2012, the company installed solar panels on the roofs of several buildings at Bridgewater Promenade. The panels meet about 60 to 80 percent of energy needs of two of the retailers in the shopping center. In total, the stores generate over \$313 million in business sales and employ over 1,200 people.



Figure 10. Redevelopers built a shopping center on the Hill Property after EPA determined the land qualified for deletion from the NPL.

### Van Horne House

The Van Horne House sits on Main Street between Bridgewater Promenade Shopping Center and the TD Bank Ballpark. Built in 1750, the house was a headquarters for the Continental Army during the American Revolutionary War. In 1934, American Cyanamid Company purchased the property with its acquisition of surrounding lands for its chemical manufacturing operations. The company’s owner had the colonial-era architectural features of the house restored between 1937 and 1944. The County of Somerset now owns the property and lease the house and surrounding land to the Heritage Trail Association, which features an exhibit space. In 2002, the house was added to the National Register of Historic Places.



Figure 11. The historic Van Horne House.

### Hilton Garden Inn

This 129-room hotel is conveniently located near the TD Bank Ballpark and Bridgewater Promenade Shopping Center. It includes a fitness center, indoor pool, full-service restaurant, and a 2,200-square-foot conference space. The hotel generates \$1.5 million in annual sales and the jobs at the hotel generate \$570,000 in estimated annual employee income.



Figure 12. Front view of the Hilton Garden Inn located on-site.

### Costco

This warehouse club at Bridgewater Promenade Shopping Center employs 200 people and generates \$51.7 million in sales annually. Estimated annual employee income for the store is more than \$7 million.

### Target

One of the first two retailers that sought to redevelop the site, Target now employs over 300 employees on site, generating estimated annual employee income of \$6.2 million. Annual business sales for the store total more than \$63 million. A CVS Pharmacy operating within the Target store also generates over \$2 million in annual sales.

### The Home Depot

The second retailer interested in the site’s redevelopment potential, The Home Depot, currently generates over \$125 million in sales and about \$6.8 million in estimated annual income at its store on site.



Figures 13, 14 and 15. Anchor tenants at Bridgewater Promenade Shopping Center include Costco, Target, and The Home Depot.



## Property Values and Tax Revenues

On-site properties help generate property tax revenues that support local government and public services. Today, site properties have a combined value of over \$133 million. In 2017, site properties generated over \$2 million in total property tax revenues. On-site businesses also generate tax revenues through the collection of sales taxes, which support state and local governments.<sup>2</sup>

## Conclusion

Collaboration and cooperation among EPA, NJDEP, Wyeth, Somerset County Board of Chosen Freeholders, Bridgewater Township Mayor and Council, Borough of Bound Brook Mayor and Council, site developers, and the community has made possible the successful reuse of 140 acres at the American Cyanamid Co. Superfund site. The close cooperation between agencies and site stakeholders made sure that the remedy for the Hill Property was protective of public health and the environment and compatible with commercial and recreational reuse. Wyeth continues to explore future use options for remaining areas of the site, ranging from light industrial to additional recreational uses. EPA, NJDEP, and Wyeth will coordinate to make sure that proposed future uses for these areas will be compatible with ongoing cleanup and the long-term protection of public health and the environment.

Today, the Hill Property supports businesses that provide jobs and services to the community and strive to do so in environmentally conscious ways. On-site businesses support local economic growth, providing about 1,470 jobs and nearly \$40 million in estimated annual employee income. In 2017, on-site businesses generated about \$327.7 million in sales revenue.

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

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<sup>2</sup> The New Jersey sales tax rate is 6.625 percent. There is no separate sales tax for Somerset County. For more information, see <https://www.state.nj.us/treasury/taxation/ratechange/su-overview.shtml>.



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

[epa.gov/superfund/superfund-task-force](https://epa.gov/superfund/superfund-task-force)



www.epa.gov

## Reuse and the Benefit to Community American Cyanamid Co. 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.<sup>1</sup> EPA also gathered information on businesses and corporations from D&B. D&B maintains a database of 300 million 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.<sup>2</sup> These databases include data reported by businesses. Accordingly, some reported values might be underestimates or overestimates. 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 American Cyanamid Co. 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 Somerset 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 American Cyanamid Co. 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.

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<sup>1</sup> <http://www.dnb.com>

<sup>2</sup> <http://resource.referenceusa.com>

**Table 1. American Cyanamid Co. Superfund Site: Information for On-Site Organizations and Businesses**

On-Site Business	NAICS Code <sup>a</sup>	NAICS Title	Number of Employees <sup>b</sup>	Average Weekly Wage (2017) <sup>c</sup>	Annual Wage (Mean Annual) per Employee	Total Annual Employee Income <sup>d</sup>	Annual Sales (2017) <sup>b</sup>
7-Eleven	445120	Convenience Stores	3	\$435	\$22,620	\$67,860	\$148,000
Adult Day Center of Somerset County Inc	624120	Services for the Elderly and Persons with Disabilities	35	\$536	\$27,872	\$975,520	\$1,200,000
Banfield The Pet Hospital	541940	Veterinary Services	20	\$907	\$47,164	\$943,280	\$426,000 <sup>e,f</sup>
Bed Bath & Beyond Inc.	442299	All Other Home Furnishings Stores	140	\$445	\$23,140	\$3,239,600	\$5,855,000 <sup>f</sup>
Bridgewater Hotel, LLC (Hilton Garden Inn)	721110	Hotels (except Casino Hotels) and Motels	15	\$730	\$37,960	\$569,400	\$1,500,000
CEC Entertainment, Inc. (Chuck E. Cheese's)	722513	Limited-Service Restaurants	35	\$327	\$17,004	\$595,140	\$2,458,000 <sup>f</sup>
Costco Wholesale Corporation	452910	Warehouse Clubs and Superstores	200	\$677	\$35,204	\$7,040,800	\$51,704,000 <sup>f</sup>
CVS Pharmacy	446110	Pharmacies and Drug Stores	7 <sup>f</sup>	\$861	\$44,772	\$313,404	\$2,147,000 <sup>f</sup>
Doherty Enterprises, Inc. (Applebee's)	722511	Full-Service Restaurants	90	\$430	\$22,360	\$2,012,400	\$6,143,000 <sup>f</sup>
Gamestop, Inc.	451120	Hobby, Toy, and Game Stores	7	\$283	\$14,716	\$103,012	\$752,000 <sup>f</sup>
Hilti, Inc.	423840	Industrial Supplies Merchant Wholesalers	1	\$1,986	\$103,272	\$103,272	\$446,250 <sup>g</sup>
Home Depot U.S.A., Inc.	444110	Home Centers	230	\$574	\$29,848	\$6,865,040	\$126,838,000 <sup>f</sup>
Marmaxx Operating Corp. (Marshalls)	452112	Discount Department Stores	30	\$392	\$20,384	\$611,520	\$20,682,000 <sup>f</sup>
McDonalds 23375	722513	Limited-Service Restaurants	43	\$327	\$17,004	\$731,172	\$606,000 <sup>e</sup>
Michael Delatte	621320	Offices of Optometrists	4	\$692	\$35,984	\$143,936	\$137,000 <sup>e</sup>

On-Site Business	NAICS Code <sup>a</sup>	NAICS Title	Number of Employees <sup>b</sup>	Average Weekly Wage (2017) <sup>c</sup>	Annual Wage (Mean Annual) per Employee	Total Annual Employee Income <sup>d</sup>	Annual Sales (2017) <sup>b</sup>
Michaels Stores, Inc.	451120	Hobby, Toy and Game Stores	35	\$283	\$14,716	\$515,060	\$7,813,000 <sup>f</sup>
Old Navy Inc.	448140	Family Clothing Stores	35	\$481	\$25,012	\$875,420	\$8,606,000 <sup>f</sup>
Pancheros Mexican Grill	722511	Full-Service Restaurants	11	\$430	\$22,360	\$245,960	\$177,000 <sup>e</sup>
Pep Boys - Manny, Moe & Jack of Delaware, Inc	441310	Automotive Parts and Accessories Stores	30	\$729	\$37,908	\$1,137,240	\$6,453,000 <sup>f</sup>
Petsmart, Inc.	453910	Pet and Pet Supplies Stores	22	\$443	\$23,036	\$506,792	\$6,959,000 <sup>f</sup>
Somerset County Senior Wellness Center at Bridgewater	624120	Services for the Elderly and Persons with Disabilities	NA	\$988	\$51,376	NA	NA
Somerset Patriots Professional Baseball Club	711211	Sports Teams and Clubs	23	\$466	\$24,232	\$577,336	\$7,000,000
Target Stores, Inc.	452112	Discount Department Stores	305 <sup>f</sup>	\$392	\$20,384	\$6,217,120	\$63,079,000 <sup>f</sup>
The Heritage Trail Association Inc	813410	Civic and Social Organizations	20	\$251	\$13,052	\$261,040	\$40,000 <sup>e</sup>
U.C. The Source, Inc.	541611	Administrative Management and General Management Consulting Services	5	\$2,357	\$122,564	\$612,820	\$513,000 <sup>e</sup>
Volume Services, Inc.	722513	Limited-Service Restaurants	101	\$327	\$17,004	\$1,717,404	\$298,000 <sup>e,f</sup>
Wireless Advocates LLC	443142	Electronics Stores	3	\$1,973	\$102,596	\$307,788	\$714,000 <sup>g</sup>
WLABT LLC (White Lot at Bridgewater Transit)	711310	Promoters with Facilities	20 <sup>f</sup>	\$622	\$32,344	\$646,880	\$4,983,000 <sup>f</sup>

On-Site Business	NAICS Code <sup>a</sup>	NAICS Title	Number of Employees <sup>b</sup>	Average Weekly Wage (2017) <sup>c</sup>	Annual Wage (Mean Annual) per Employee	Total Annual Employee Income <sup>d</sup>	Annual Sales (2017) <sup>b</sup>
<b>Total</b>			<b>1,470</b>			<b>\$37,916,216</b>	<b>\$327,677,250</b>

<sup>a</sup> NAICS code provided in the D&B database.

<sup>b</sup> Data are from the D&B database, unless otherwise noted.

<sup>c</sup> Average weekly wage per employee based on BLS 2017 Average Weekly Wage data.

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

<sup>e</sup> 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.

<sup>f</sup> Data are from the ReferenceUSA database.

<sup>g</sup> 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.

### Property Values and Local Tax Revenue Generated from Property Taxes

EPA obtained data on the most recently assessed values for property parcels at the American Cyanamid Co. Superfund site in October 2018 through property records accessible through New Jersey's online property appraisal database.<sup>3</sup> EPA also obtained 2017 property tax information for the site parcels from the same database.

**Table 2. Property Value from 2018 and Tax Summary for Taxes Payable in 2017**

Parcel ID No.	Parcel Address	Total Market Value of Land and Improvements (2018)	Total Property Tax (2017)
1804_1_37.01	West Main Street, Bound Brook Borough, New Jersey	\$102,500	\$3,496
1806_305_2	Polhemus Lane, Bridgewater Township, New Jersey	\$110,200	\$2,365
1806_306.01_1	15 Polhemus Lane, Bridgewater Township, New Jersey	\$342,800	\$7,356
1806_340_1	15 Polhemus Lane, Bridgewater Township, New Jersey	\$4,048,400	\$86,879
1806_340_2	Easton Turnpike, Bridgewater Township, New Jersey	\$4,635,000	\$96,561
1806_341.02_1	River	\$0	\$0
1806_342_2	Easton Turnpike, Bridgewater Township, New Jersey	\$289,000	\$6,202
1806_343_1	Easton Turnpike, Bridgewater Township, New Jersey	No Record	No Record
1806_347_1	Easton Turnpike, Bridgewater Township, New Jersey	\$22,964,600	\$0
1806_347_1.03	872 East Main Street, Bridgewater Township, New Jersey	\$5,799,700	\$0
1806_347_1.04	East Main Street, Bridgewater Township, New Jersey	\$1,462,200	\$0
1806_347_3	Polhemus Lane, Bridgewater Township, New Jersey	No Record	No Record
1806_349_1	Promenade Boulevard, Bridgewater Township, New Jersey	\$5,306,600	\$111,646

<sup>3</sup> [http://gis.co.somerset.nj.us/somersetco\\_tpv](http://gis.co.somerset.nj.us/somersetco_tpv)

Parcel ID No.	Parcel Address	Total Market Value of Land and Improvements (2018)	Total Property Tax (2017)
1806_349_2	136 Foothill Road, Bridgewater Township, New Jersey	\$7,016,000	\$0
1806_349_3	500 Promenade Boulevard, Bridgewater Township, New Jersey	\$11,211,100	\$235,873
1806_349_4	325 Promenade Boulevard, Bridgewater Township, New Jersey	\$12,975,000	\$278,443
1806_349_5	Promenade Boulevard, Bridgewater Township, New Jersey	\$23,187,100	\$492,230
1806_350_1	Promenade Boulevard, Bridgewater Township, New Jersey	\$7,029,800	\$143,675
1806_350_2	400 Promenade Boulevard, Bridgewater Township, New Jersey	\$11,817,000	\$253,593
1806_350_3	200 Promenade Boulevard, Bridgewater Township, New Jersey	\$14,443,000	\$309,947
1806_350_4	941 Main Street, Bridgewater Township, New Jersey	\$395,600	\$0
		<b>\$133,135,600</b>	<b>\$2,028,266</b>