

DISC
 GOLF
 MAXANT
 SHIRLEY MEADOWS
 NEWSLETTER RAIL
 DRAGONFLY
 TRANSFORMATIONS
 INNOVATION CENTER
 NEIGHBORHOOD
 ROBBINS POND
 FORT DEVENS MUSEUM
 JACKSON ROAD
 THE GREAT EXCHANGE
 LACROSSE
 SCHOOLS
 NASHUA RIVER
 5,000+ EMPLOYEES
 MUCKFEST
 VICKSBURG SQUARE
 KAYAK GRANT ROAD
 EMERSON GREEN
 SOCCER
 75-DAY PERMITTING
 MAP
 HISTORY
 SUSTAINABLE
 BIKE
 4,400 ACRES
 RECREATION
 DPW
 OPEN SPACE
 MIRROR LAKE
 MASSDEVELOPMENT
 BMS
 BUSINESS
 ADVANTAGES
 QUIET 3PF
 MWCC
 MART
 DOWNTOWN
 DEVELOPMENT
 EMPLOYEES
 REAL ESTATE
 EDUCATION
 RESIDENTS
 UTILITIES
 HOTELS
 ROGERS FIELD
 ECONOMIC
 ARMY
 SHUTTLE
 LEED
 REGION
 DEVEN'S
 ANNUAL REPORT
 2019
 CLEAR PATH NE
 STATE POLICE
 BIO-TECHNE
 RFTA
 SWIM
 WILLARD FIELD
 GROW
 NE STUDIOS
 DEVEN'S COMMON
 LITTLE LEAF FARMS
 #ONLYINDEVENS
 FISHING
 DEAC
 WIFI
 EVENTS
 TRAILS
 LADDAWN
 DEAC
 DEVEN'S
 COMMUNITY VISITORS

The Devens community continues to grow in new ways with each passing year – a testament to the commitment and hard work of many, including residential committee volunteers, local business leaders, development partners, and our engaged MassDevelopment staff.

The vision for this 4,400-acre former U.S. Army Base remains the same: to create a sustainable and diverse community with services designed for both residential living and world-class businesses. Fiscal Year 2019 saw a number of expansion projects launched including the Emerson Green neighborhood, innovative companies Bristol-Myers Squibb and Quiet 3PF, and service provider Clear Path for Veterans New England. To support the growth strategies of the 100-plus businesses and organizations located in Devens, we continue to invest in a supportive infrastructure and help to advance needed projects. Improvements this year included the Jackson Road bridge project over the Nashua River, various paving projects, and new wayfinding signage. On the sustainability front, we are fortunate to have a strong partner in the Devens Enterprise Commission, who has championed LEED Certification, a 4-STAR community rating, eco-efficiency programs, and more.

We're always looking for new ways to build community relationships. Our annual Family Fun Day held at Mirror Lake and the summertime Yoga on Rogers program bring together individuals from all walks of life, celebrate Devens' best recreational assets, and create a sense of pride. Regional initiatives that keep Devens connected to our surrounding communities – like the Devens Regional Shuttle, Fitchburg Line Working Group, Nashoba Valley Chamber of Commerce Town Administration Working Group, Restoration Advisory Board, and others – remain a priority.

Finally, we are proud that New England's largest U.S. Army Reserve is our neighbor. The Devens Reserve Forces Training Area (RFTA) provides operational, training, and logistic resources to various units. It has been a privilege and an honor to work with Col. Efreem Slaughter and we look forward to working with Lt. Col. Lindsey Halter to better coordinate and advance areas of mutual interest.

MassDevelopment is proud to have been designated as both redeveloper and day-to-day manager of municipal services for Devens. We invite you to learn more on the following pages about our work and the work of all those committed to the success of this unique community.



Lauren A. Liss
President and CEO
MassDevelopment



Jessica Strunkin
Senior Vice President of Devens
MassDevelopment



Lauren Liss, MassDevelopment President and CEO, and Jessica Strunkin, Senior Vice President of Devens



Among our offices at 33 Andrews Parkway, the Fire Department on Jackson Road, and the Department of Public Works facility at 99 Buena Vista Street, MassDevelopment has 56 employees based in Devens. Our local leadership team, pictured above, is responsible for the overall management of operations and community services.

Left to right: Dave Blazon, Director of Department of Public Works & Recreation; John Marc-Aurele, Director of Engineering; Rosie Hunter, Administrative Assistant; Lieutenant Charles McPhail, Massachusetts State Police; Jessica Strunkin, Senior Vice President of Devens; Roy Herzig, Environmental Project Manager; Karen Davis, Executive Assistant; and Tim Kelly, Devens Fire Chief.

(Missing from photograph: Jim Moore, Utilities Manager, and Kim Walsh, Recreation Program Manager.)



Everybody Loves Roman

Roman Ferguson has been with MassDevelopment since 1998. Known and respected by coaches and league organizers from around the country, he is the master of all of the sports fields in Devens. Each year, Devens Recreation prepares for more than 100 baseball and softball games and more than 1,800 lacrosse and soccer matches. Roman prepares for all – perfecting the fields' playability, conditioning, and safety. He has dimensions and checklists memorized and he pays special attention to things off the field, too, including fencing, flags, walkways, restrooms, signage, trash receptacles, and more. Roman doesn't even let the challenging New England weather get to him. His favorite words? "Game On!"



Lacrosse tournament on Rogers Field

Business Profiles

QUIET 3PF

The perfect e-commerce partner, right here in Devens

Quiet 3PF, a leading outsourced fulfillment partner to premium apparel and lifestyle brands, expanded once again in Devens with the opening of a world-class, 355,000-square-foot corporate headquarters and fulfillment center on Jackson Road bringing its total employment to 581. This number doubles with the addition of seasonal hires during the peak months of November and December. The company combines cutting-edge technology, proprietary software systems, and specialist staff to package products with the utmost care and attention to detail. Whether it's apparel, beauty products, or luxury home goods, Quiet provides exceptional service and unparalleled efficiency – minimizing waste and maximizing value to each of its customers.



Bristol-Myers Squibb

Expanding in Devens to develop drug therapies

Global biopharmaceutical giant **Bristol-Myers Squibb** chose to locate a new large-scale biopharmaceutical manufacturing plant in Devens back in 2006. The company, whose mission is to discover, develop, and deliver innovative medicines that help patients prevail over serious diseases (including depression, HIV, hepatitis B, rheumatoid arthritis, and melanoma), expanded again in 2016 with a \$280 million project that added two new buildings to its 89-acre campus. And now, a third building expansion is in the works for the company's 800 employees that includes new office space, conference facilities, an expanded cafeteria, and a fitness center. A series of walkways and trails connecting buildings and outdoor patio space will complement the addition.



Clear Path FOR VETERANS NEW ENGLAND Supporting the Journey HOME

New to the Devens community

Clear Path for Veterans New England's tagline is, "Supporting the journey home." The Devens-based nonprofit is committed to helping Veterans successfully integrate back into community life. The organization sponsors engaging public events throughout the year, bringing people together to support and honor Veterans and their families. Its on-site training facility for service dogs promotes a positive environment, ensuring sensitivity to the needs of Veterans while safeguarding the wellbeing of the animals. Clear Path's historic building in Devens is a former U.S. Army hospital and its central-Massachusetts location is the reason why it is able to support the largest population of Veterans in the Commonwealth. A planned renovation that kicks off this year will add accessibility improvements, a new industrial kitchen and dining area, peer-to-peer mentoring space, and a wellness wing for acupuncture, counseling, and physical fitness classes.



Community Growth



The new Shirley Meadows

Senior living in Devens

The **Women's Institute for Housing and Economic Development** broke ground on the new **Shirley Meadows** development in Devens this past spring. The project includes 58 units of supportive and affordable housing for seniors, with particular attention to accessibility and flexible spaces that will allow residents with mobility impairments to remain independent and self-sufficient within their homes. Residents will be supported through a comprehensive service plan, which includes partnership with local service providers, hospitals, health care, and senior centers as they age in place at Shirley Meadows.

Thoughtfully designed homes

After the successful completion of the Emerson Green development and sale of all 17 single-family homes off of Grant Road, developer NOW Communities commenced a second phase earlier this year. The new **Devens Village Green** will include three connected townhomes, 14 duplexes, and 24 single-family homes totaling 41 units. NOW Communities' homes are traditionally compact - without sacrificing function or comfort - energy-efficient, and offer flexible floor plans allowing for a variety of uses. A key design priority is to use high-quality, environmentally friendly materials to create beautiful spaces in community-focused neighborhoods.

A sustainable community

Devens continues its sustainable redevelopment mission as the community continues to grow. **The U.S. Green Building Council recognized Devens** as a LEED (Leadership in Energy and Environmental Design) community, one of only 75 certified communities in the nation. The LEED certification is given for responsible, sustainable, and specific plans for green energy, water, waste, transportation, and many other factors that contribute to a cleaner environment. Critical Devens initiatives that led to the LEED certification include:

- 12% of the electricity delivered in Devens is from renewable sources, including 10% solar generated in Devens
- 1,800+ acres of land permanently protected
- Net zero energy housing
- The Devens Eco-Efficiency Center that encourages businesses to share and reuse excess materials

In 2019, the Devens Enterprise Commission was the recipient of an action grant from the Massachusetts Executive Office of Energy and Environmental Affairs through its Municipal Vulnerability Preparedness program to develop a climate action and resiliency plan. *Devens Forward*, now in development, will act as a roadmap to further reduce greenhouse gas emissions and help build resilience to minimize social, economic, or environmental damage as a result of climate change.

#OnlyInDevens - Featuring the best of what you've seen, heard, or experienced

Yoga on Rogers continued to draw participants from near and far in 2019. The program, designed for yogis of all experience, is unique in where it is held – on a former U.S. Army parade ground. The 44-acre Rogers Field was used as an air strip in WWI; a temporary encampment site for workers building Camp Devens; a golf course; and ceremonial parade field. It is now an excellent location for sporting events of all kinds.

The Great Exchange helps to promote not only a healthy community, but also a healthier region by preventing the waste of unneeded items and providing savings opportunities for small businesses, municipalities, and nonprofits. This award-winning program provides access to a wide variety of new and like-new supplies, furniture, and fixtures at its two locations in Devens.

Although **Fort Devens** is a relatively small installation, it continues to have a big presence in the region – providing quality facilities and training support for both military and inter agency organizations to prepare our nation's defenders. In June 2019, the U.S. Army Garrison Fort Devens/Devens Reserve Forces Training Area welcomed a new garrison commander, Lt. Col. Lindsey E. Halter, who succeeds Col. Efreem Slaughter's leadership over the past two years. Fort Devens strives to have a friendly relationship with its neighbors and we appreciate the service of all who work there.

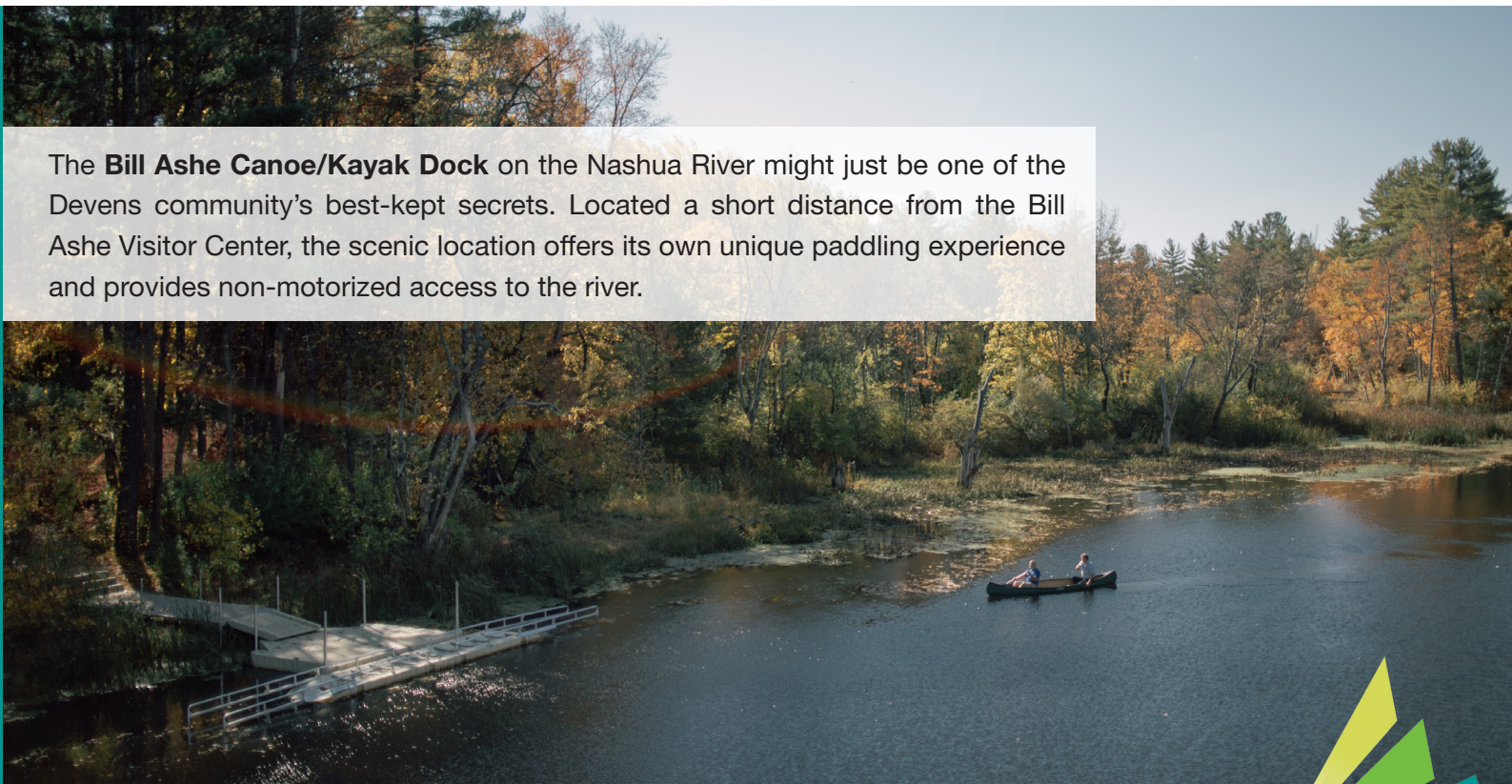


Yoga on Rogers



MassDevelopment employees shop at The Great Exchange

The **Bill Ashe Canoe/Kayak Dock** on the Nashua River might just be one of the Devens community's best-kept secrets. Located a short distance from the Bill Ashe Visitor Center, the scenic location offers its own unique paddling experience and provides non-motorized access to the river.





710

Number of calls the Devens Fire Department responded to in FY19



18,000 SF

Size of each of New England Studios' four sound stages



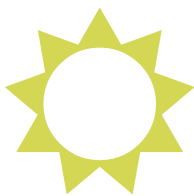
43.9 years

Median age in Devens



39 miles

Distance from Devens to Boston



12%

Devens energy consumption produced by renewable energy



10 acres

Little Leaf Farms will have a total of 10 acres of lettuce under glass in Devens with their latest expansion

(Photo by Robin Terhune Photography)



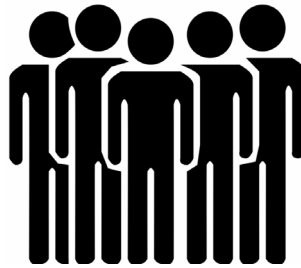
1.2 miles

Shoreline around Mirror Lake

79,630 lbs.



Supplies, furniture, and fixtures intercepted before heading to landfills by The Great Exchange



5,000+

Number of people working in Devens



4-STAR

Devens' excellent rating for national leadership in sustainability



1817

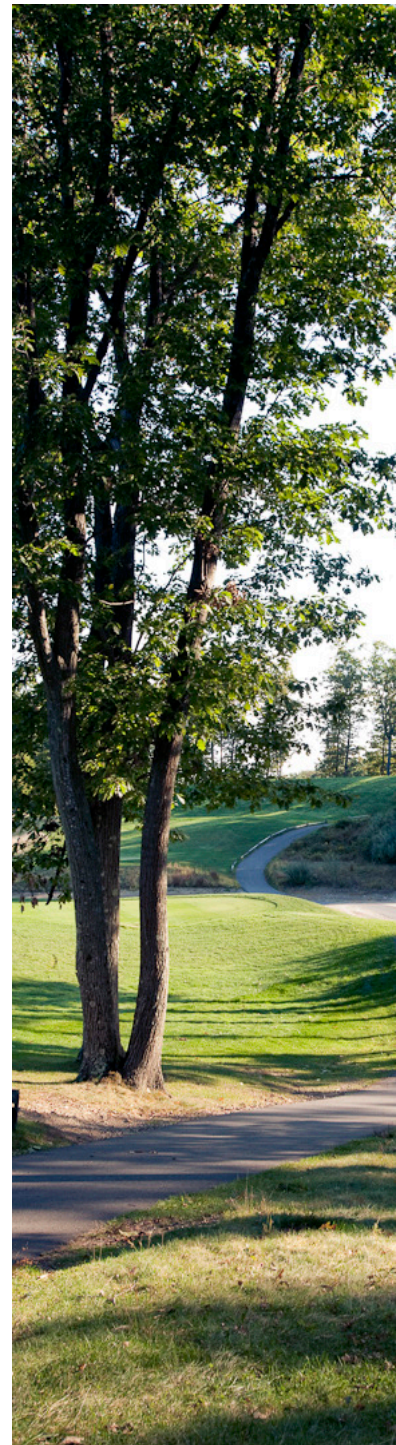
Oldest grave in the Fort Devens Cemetery dates to 1817 and belongs to 1st Lt. Robert F. Massie who was killed in a sword duel



Financials

Devens - For the Years Ended June 30, 2018 and June 30, 2019

Revenue and Expenses	2018	2019
Operating revenues:		
Lease income	\$960,893	\$955,698
Payment in Lieu of Taxes	700,000	750,000
Property taxes	7,080,513	8,207,637
Other municipal income	1,097,542	1,154,518
Public education	326,954	227,943
Fire income	181,444	288,631
Police income	5,530	5,801
Recreation income	321,063	293,345
Total operating revenues	10,673,940	11,883,574
Operating expenses:		
Professional and administrative operations	4,191,858	4,592,641
Fire operations	2,206,964	2,260,918
Public works operations	1,667,746	1,784,089
Recreation operations	76,455	66,917
Municipal education expense	2,193,554	1,984,984
Police operations	1,262,020	1,118,316
Bad debt expense and tax overlay reserve	32,455	129,964
Depreciation expense	2,728,009	2,904,928
Total operating expenses	14,359,060	14,842,756
Excess operating expenses	\$(3,685,120)	\$(2,959,182)
Land and building sales, net	25,476	798,229
Non-operating revenues/(expenses)	887,664	1,029,965
Net revenues/(expenses)	\$(2,771,980)	\$(1,130,988)
Capital activity:		
Office equipment, computers, software	\$69,659	\$31,835
Environmental activities	15,524	5,913
Devens municipal services	805,452	1,565,921
Devens real estate and engineering	301,930	263,975
Total capital activity	\$1,192,564	\$1,867,643



Financials

Devens Utilities - For the Years Ended June 30, 2018 and June 30, 2019

Revenue and Expenses	2018	2019
Operating revenues:		
Gas	\$6,997,877	\$7,056,036
Electric	19,126,274	19,479,454
Water	1,165,186	1,193,726
Wastewater	2,953,642	3,155,899
Total operating revenues	30,242,980	30,885,115
Operating expenses:		
Professional and administrative operations	732,701	837,278
Gas purchases	5,396,965	5,042,702
Electric purchases	15,250,172	15,774,747
Water operations	382,765	420,124
Wastewater operations	1,741,609	1,996,028
PILOT Fee-Electric	700,000	750,000
Bad debt expense	(184,262)	3,888
Depreciation expense	3,562,574	3,587,541
Amortization of bonds	1,381	1,223
Total operating expenses	27,583,905	28,413,532
Excess revenues/(expenses) before non-operating activity	\$2,659,075	\$2,471,583
Non-operating revenues/(expenses)	(2,413,422)	(2,034,401)
Excess revenues/(expenses)	\$245,653	\$437,181
Capital activity:		
Utility infrastructure	\$320,472	\$1,059,198
Total capital activity	\$320,472	\$1,059,198



DEVENS 
MASSACHUSETTS