

► ROAD MAP TO SUCCESS



After nearly eight decades in service, the U.S. Army closed Fort Devens and sold the 4,400-acre site to MassDevelopment. Charged with implementing a comprehensive re-use plan, MassDevelopment has helped to create a vibrant economic hub that includes 72 businesses. Devens now offers 2,100 protected acres of open space, an award-winning golf course, recreational amenities, and a new downtown. All commercial properties feature 75-day permitting and access to low-cost utilities. Just 35 miles west of Boston near Routes 2 and 495 in central Massachusetts, Devens has distinguished itself as the ideal environment for businesses and residents alike. Join us on a tour of fiscal year 2011 highlights.



MOUNT WACHUSETT
COMMUNITY COLLEGE

INTEGRATED PROCESS
TECHNOLOGIES, INC.

94 JACKSON

DEVENS COMMON
CENTER

LADDAWN, INC.

ROGERS FIELD

HILTON
GARDEN INN

FIRE DEPARTMENT

RED TAIL
GOLF CLUB

TRANSFORMATIONS, INC.

ECLIPSE
DESIGN, INC.

VICKSBURG SQUARE

MASSACHUSETTS
STATE POLICE

DEPARTMENT OF
PUBLIC WORKS

ARMED FORCES
RESERVE CENTER

2

2

JACKSON ROAD

QUEBEC STREET

QUEENSTOWN STREET

WATER ROAD

WATER ROAD

SPUR BRIDGE

MAINTENANCE ROAD

DEPARTMENT AVENUE

FARNUM ROAD

WANT ROAD

ST. CAREY STREET

SHENMAN ROAD

WIDE MAIN STREET

WACHUSETT ROAD

WATER ROAD



We all carry mental maps in our minds of the places where we live and work. The maps include buildings, natural landmarks, and, most important, the people who make our communities special.

Devens is different in many ways, but similar in this respect. The only unincorporated community in the Commonwealth, Devens nevertheless requires a map to transverse it smoothly. People who have not come to Devens in a while often remark that they cannot believe how different the place looks and how quickly it has changed since their last visit.

To highlight how dynamic Devens is, we have tried to do something different with the FY11 Devens Annual Report. With both of us relatively new to Devens, we, too, have relied at first on maps to find our way around its many historically-named roads and recreational facilities.

With so much happening in Devens all the time, this report will map out for you a virtual, visual journey of Devens over a specific period to introduce you to some notable businesses, construction projects, and pioneering residents.

While this report sets you on a particular path, we invite you to visit Devens soon to make your own map of a cutting-edge community that is home to the best the Commonwealth has to offer in terms of both innovation and livability.

We are waiting to take you away....

Respectfully,

MARTY JONES
PRESIDENT & CEO

GEORGE A. RAMIREZ
EXECUTIVE VICE PRESIDENT, DEVENS



JACKSON TECHNOLOGY PARK

Devens' Jackson Technology Park is designed to accommodate the needs of mature, growing, and start-up technology companies. The grand boulevard-style entry from Route 2 leads visitors to modern buildings that house a diverse range of businesses. Here you'll find four organizations shaping the future with fresh thinking and big ideas.



Integrated Process Technologies, Inc.



Mount Wachusett Community College

► MOUNT WACHUSETT COMMUNITY COLLEGE

The Mount Wachusett Community College/Devens Health and Science Campus offers specialized programs in biotechnology with excellent academic and skill development for anticipated positions in the biomanufacturing community in both Devens and the surrounding region.

► INTEGRATED PROCESS TECHNOLOGIES, INC.

Located in the Army's former gymnasium, Integrated Process Technologies, Inc. provides design-build services to the biotechnology, pharmaceutical, semiconductor, and chemical industries.

In May 2011, company President James Banks and Vice President Christopher Sandusky were named *Ernst & Young Entrepreneur of the Year 2011 New England Award Finalists* for their demonstrated excellence and extraordinary success in areas such as innovation, financial performance, and personal commitment to their business and communities.

- Integrated Process Technologies, Inc.



► 94 JACKSON

94 Jackson is a 39,000-square-foot, multi-tenant office building that offers incubator space for smaller businesses that want to join the Devens community. In FY11, IMPACT Technology Development expanded its presence in Devens by locating new administrative offices at 94 Jackson. The company consists of experienced chemical engineers who work with pharmaceutical, biotech, energy, chemical, semi-conductor, environmental, and specialty materials companies. IMPACT helps its clients achieve technology development milestones faster and with less investment by providing them with rapid access to experienced technical resources, laboratory infrastructure, and strategic planning/project management.

► LADDAWN, INC.

Growing plastics manufacturer Laddawn, Inc. purchased the former 10,000-square-foot Devens Davis Library and transformed it into the company's new headquarters. Laddawn, Inc., which has manufacturing operations in nearby Sterling and several other locations outside Massachusetts, chose to expand in Devens because of the quality of the local workforce.



DEVENS BUSINESS SERVICES DISTRICT

The 27-acre downtown is located in the heart of historic Devens and includes a variety of retail shops and services with ample parking for visitors. A Marriott lodging and full-service corporate conference facility, the Devens Grill restaurant, and MassDevelopment's local offices are also located in this area.



Devens Common Center

► HILTON GARDEN INN

In FY11, construction began on the 120-room Hilton Garden Inn that now offers spacious accommodations and outstanding amenities including 3,000 square feet of meeting space, a new restaurant, and 24-hour guest laundry services.

"Opening a business in a new development is always a challenge, but we truly believe in the future of Devens. It is a beautiful community that continues to grow monthly."

- Elaine Gailey, Owner, The Devens Grill



DEVENS BUSINESS SERVICES DISTRICT

The Devens Fire Department is located near downtown Devens and, with the Emergency Dispatch Center and the State Police/Devens Barracks, falls under the umbrella of Devens Public Safety.



Devens Fire Department

► DEVENS FIRE DEPARTMENT

The Devens Fire Department maintains an aggressive fire-control system, an integrated pre-hospital care system, management of hazardous materials-related incidents through emergency mitigations, technical rescue response, fire response, public education, and emergency management. In FY11, the Department updated its Comprehensive Emergency Response Plan to meet the growing needs of the Devens community. The Fire Department also entered into an agreement with the U.S. Army to provide fire inspection services to all military buildings located in Devens.

DEVENS FIRE DEPARTMENT FY11 RESPONDED TO

2,221 CALLS

EDUCATED 200+

STUDENTS IN FIRE SAFETY

OFFERED FIRE EXTINGUISHER CLASSES TO

200+ EMPLOYEES

ISSUED

2

7

5

+

PERMITS

INSPECTED NEW & EXISTING 90+ BUSINESSES FOR COMPLIANCE



► MASSACHUSETTS STATE POLICE IN DEVENS

The Massachusetts State Police provides quality policing for the Devens community directed at achieving safer roadways and reducing crime through investigations, education, and patrol services. The Police provide leadership and resources during natural disasters (as evidenced during Hurricane Irene), civil disorders, and critical incidents.



Massachusetts State Police in Devens



INNOVATION TECHNOLOGY CENTER DISTRICT

The Innovation Technology Center District includes established businesses, development sites, and open space dedicated for recreational use.



EgloMise Designs, Inc.



Rogers Field

► DEVENS RECREATION

Visitors from all over New England choose Devens as the location to host their sporting and social events. Devens maintains some of the best outdoor fields in the area for soccer, lacrosse, ultimate frisbee, touch football, and softball. Open year-round for fishing and hiking, Mirror Lake is an attraction for many to swim and kayak during the summer as well. In FY11, approximately 300,000 participants used Devens recreational facilities. The Community Center located adjacent to Rogers Field serves as a hub for meetings, socials, and holiday gatherings for Devens residents and other groups.

► VICKSBURG SQUARE

Trinity Financial, a Boston-based adaptive reuse developer, has been selected to convert the historic Vicksburg Square into residences. The permitting and approval process began in FY11 with a series of design charrettes and community meetings seeking local community input on the proposed redevelopment.

► EGLOMISE DESIGNS, INC.

EgloMise Designs, Inc. is a leading provider of college commemorative gifts. All jewelry, framed pictures, mirrors, desk boxes, and accessories are custom built in Devens. Owner Martha Demerjian and her husband are also residents.

"I moved to Devens in 2001 and located my business there in 2002. Living near my workplace has always been an ambition for me. Devens is an example of a beautiful and historical part of Massachusetts thanks to an agency that has its eye on our state's history. Devens is a treasure for Massachusetts and for the country."

- Martha Demerjian, Owner, EgloMise Designs, Inc.



Devens Department of Public Works

DEVENS INDUSTRIAL PARK

The Devens Industrial Park is an ideal location for heavy to light industrial and manufacturing companies due to the availability of large flat lots, huge electrical utility capacity, and convenient highway and rail access. Thirteen businesses reside in the Devens Industrial Park, including Integra Companies, Parker Hannifin Corp., and USG Corp., and occupy 2,286,745 square feet.

► DEPARTMENT OF PUBLIC WORKS

The Department of Public Works (DPW) is also located in the Devens Industrial Park. DPW maintains the roads, grounds, and buildings in Devens as well as the wooded, business-campus environment that businesses and residents continue to admire. This past year saw a continuation of a new road-pavement plan and also one of the worst winters in recent history. Snow removal focused on roadways, parking lots, and also numerous roofs as precautionary measures.

DEVENS DEPARTMENT OF PUBLIC WORKS FY11

MAINTAINED

53

MILES OF ROADS

RESPONSIBLE FOR

330

ACRES

OF IMPROVED GROUNDS & RECREATIONAL FACILITIES

COMPLETED

3,500

WORK ORDERS

OVERSAW

250,000

SQUARE FEET OF MUNICIPAL & LEASED FACILITIES

► DEVENS REGIONAL HOUSEHOLD HAZARDOUS PRODUCTS COLLECTION CENTER

This year we welcomed the new Devens Regional Household Hazardous Products Collection Center, a regional service facility that allows residents of Ayer, Bolton, Devens, Groton, Harvard, Lancaster, Littleton, Lunenburg, and Townsend to safely dispose of unused floor cleaners, leftover pool chemicals, and batteries. This service provides additional protection to drinking-water supplies and delivers operational and financial savings to all participating towns. The facility is open twenty days per year – the first Wednesday and Saturday of each month from March through December.

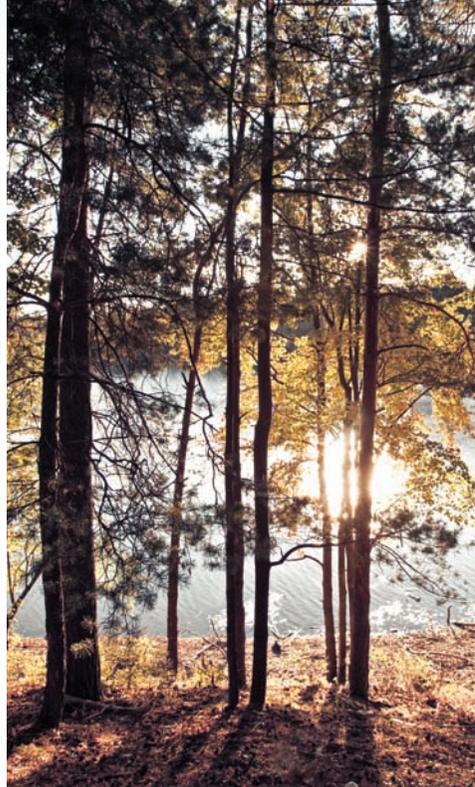
“Almost eleven years ago, when we first came to Devens, we were struck by how much it felt like a college campus. Today, we are still congratulating ourselves on our wise decision. The diverse community feels as cosmopolitan as New York City, yet we are surrounded by wide-open green fields, walking trails, a lake, and a top-ranked golf course.”

- Bob Eisengrein and Betty Barbadoro, Devens Residents



DEVENS GREEN

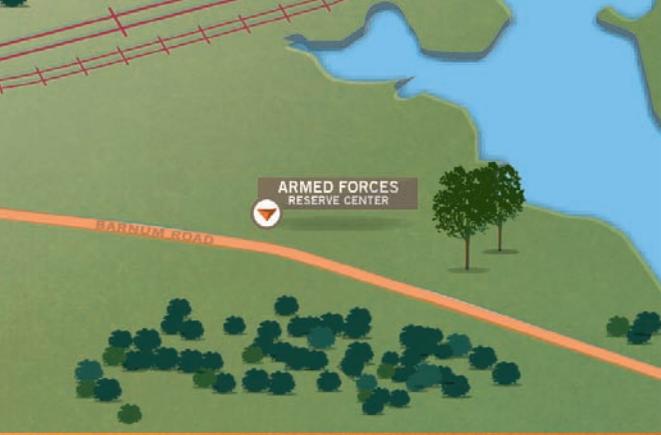
Devens introduced energy-efficient homes earlier this year to promote green building practices that create environmentally sound and resource-efficient buildings ultimately creating a healthy and comfortable quality of life for those choosing to live here.



► TRANSFORMATIONS, INC.

Adams Circle in Devens is the location of a new community featuring eight single-family, zero-net-energy homes that will produce more energy than they consume over the course of a year by combining solar (PV) energy, efficient mini-split heat pumps, and other environmentally sustainable devices. Local developer R. Carter Scott and energy and design consultant Richard Gilles of Ayer began working on the zero-net-energy concept [for Devens] ten years ago. Scott, CEO of Transformations, has built similar homes in Townsend, Princeton, and Easthampton. The “homes of the future” will also be affordably priced starting in the \$279,900 to \$350,000 range.





BARNUM BUSINESS PARK

Located on the east side of Devens, the Barnum Business Park has a tenant mix of seven advanced technology businesses including MagneMotion, N.B. Kenney Company, and Webster Veterinarian Services that together occupy 754,000 square feet. The competitive advantages of this location include spacious sites with room to grow, direct rail access, expedited permitting, and robust utility offerings.

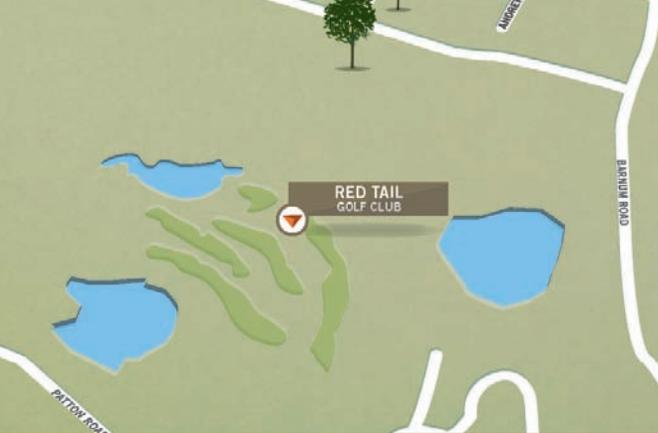


Magnemotion

► MAJOR DAVID SCOTT CONNOLLY ARMED FORCES RESERVE CENTER

The U.S. Army still calls Devens home and recently completed the 275,000-square-foot Major David Scott Connolly Armed Forces Reserve Center that includes maintenance facilities for the Massachusetts Army National Guard, the Army Reserves National Guard, U.S. Army Reserves, and the U.S. Marine Corp Reserves. The \$80-million project also includes a new combined federal and state training facility. Barnum Business Park is also home to several companies including Media News Printing, MagneMotion, and ROFIN-BAASAL, Inc.





RED TAIL GOLF CLUB

Red Tail Golf Club is an award-winning 18-hole, championship, public golf course offering scenic views of the New England landscape. The first Audubon International Signature Sanctuary golf course in the region, named after the majestic Red Tail hawks that soar serenely overhead, the 7000+ yard, par 72 course is crafted from a site of great natural beauty.



Red Tail Golf Club



"Being in the Devens community has been fantastic for the Red Tail Golf Club. The location and our business relationships within the community have been outstanding."

- Jim Pavlik, GM/PGA Professional,
Red Tail Golf Club

#1
RATED
IN MASSACHUSETTS BY
GOLFWEK MAGAZINE
FOR BEST COURSES YOU
CAN PLAY IN 2011

HOST OF
2009
U.S. WOMEN'S
AMATEUR PUBLIC LINKS
A NATIONAL CHAMPIONSHIP
CONDUCTED BY THE U.S.G.A

DEVENS FINANCIAL STATEMENT

For the periods ended June 30, 2010 and 2011

	FY2010	FY2011
Operating revenues		
Lease income	\$739,119	\$882,389
Pilot fee	1,500,000	1,500,000
Property taxes	4,474,500	6,106,186
Other municipal income	229,272	218,919
Public education	192,203	222,745
Fire income	259,210	274,974
State police	7,619	29,032
Recreation income	246,901	245,458
Total operating revenues	7,648,824	9,479,703
Operating expenses		
Professional and administrative operations	5,089,345	4,000,865
Fire operations	1,898,969	2,081,675
Dispatch operations	282,321	291,412
Public works operations	1,261,263	1,359,221
Recreation operations	178,163	80,957
Municipal education expense	946,653	1,020,537
State police operations	1,155,918	1,171,513
Grant expense	81,333	-
Bad debt expense (primarily real estate taxes)	9,959	1,589,783
Depreciation expense	2,961,715	3,263,654
Total operating expenses	13,865,639	14,859,617
Excess operating expenses	\$(6,216,815)	\$(5,379,914)
Utility operations		
Utilities income	\$35,250,129	\$34,885,555
Utilities expense	(28,228,028)	(28,178,676)
Pilot fee expense	(1,500,000)	(1,500,000)
Amortization of bonds	(27,759)	(27,759)
Bad debt expense	15,797	(83,645)
Depreciation expense	(3,046,566)	(3,737,406)
Excess revenues from utility operations	\$2,463,573	\$1,358,069
Land and building sales, net	-	641,467
Excess expenses before non-operating activity	\$(3,753,242)	\$(3,380,378)
Non-operating revenues and expenses		
Contract assistance	\$471,678	\$464,159
Investment income	170,275	122,714
External funding	6,287,980	1,613,039
Interest expense	(1,351,214)	(1,287,180)
Excess non-operating revenues	\$5,578,719	\$912,732
Excess revenues	\$1,825,477	\$(2,467,646)
Capital activity		
Office equipment, computers, software	\$123,423	\$27,505
Environmental activities	60,044	104,882
Devens municipal services	204,468	249,529
Devens real estate and engineering	7,666,783	517,143
Utility infrastructure	6,367,723	1,234,595
Total capital activity	\$14,422,441	\$2,133,654