

The interviews of existing business owners should result in planning information regarding the future needs of those businesses. Some of the information we are requesting may be considered proprietary. This draft interview protocol and script is intended to make the process uniform for all participants and establish clarity as to how the information will be used and how information deemed confidential will be protected.

### **Protocols**

This protocol and interview script/questionnaire will be refined in collaboration with City staff (Planning Director and Economic Development Director) and reviewed by the Community and Economic Development Authority prior to use.

- MSA will collaborate with the Economic Development Director (EDD) to contact and schedule a meeting with each business in the study area. MSA will attend each meeting and attendance by the EDD will be at his discretion.
- MSA and/or the EDD will seek a 60-minute interview with a principal of each firm knowledgeable about current and projected employment and resource needs and authorized to share such information (per the Data Use Agreement, see below).
- After scheduling each interview, MSA or the EDD will provide to the interviewee a copy of the interview questionnaire so that the interviewee can prepare for the meeting as necessary.
- Should any business be reluctant or difficult to arrange an interview with, MSA or the EDD will provide a copy of the interview questionnaire and request answers in writing within 10 days. It is our strong preference to meet with each business in person.
- Before beginning the interview questionnaire, MSA will review the data use agreement.
- Within one week following the interview, MSA will provide a copy of the interview notes for the interviewee to review for accuracy and keep for his/her records. The interviewee will be asked to confirm the accuracy of those notes within one week.

Planning documents will indicate the businesses with which we met, and a limited set of data specific to each business. Growth projections, open-ended responses about business needs and other data that businesses may not want shared will be presented without specific attribution or will be aggregated for the entire study area. Those answers that may be shared with attribution to specific business are indicated as "PUBLIC" in the interview questionnaire.



**Purpose of this Interview**

The City of Fitchburg is working to foster economic growth in the Arrowhead Park area (see attached map), with priority to retaining and growing existing businesses. To plan for and facilitate this growth, the City needs to know more about the needs of each business. This interview will inform the creation of the *Arrowhead Park Infill and Redevelopment Plan*. The purpose of this interview is to gain a better understanding of what your business may need to grow, especially including any needs for additional land or improvements to utilities or transportation facilities.

**Data To Be Reported**

*It is the City's intent to collect and report the following data in the Arrowhead Park Infill and Redevelopment Plan. Because some businesses may consider some of this data to be private and/or proprietary, that data will be aggregated for the entire study area, as noted below.*

- Current employment, by individual business
- Current building square footage, by type, by individual business
- Aggregate employee zip code place of residence
- Aggregate projected employment, all existing businesses (3, 5, 10-year projections)
- Aggregate projected building square footage to be significantly *renovated or replaced*, all existing businesses (3, 5, 10-year projections)
- Aggregate projected *new* building square footage and building *footprint* square footage, all existing businesses (3, 5, 10-year projections)

**Data Use Agreement**

The data collected with this form will be used to plan land use changes and infrastructure improvements for the Arrowhead Park area. Items identified on this form as (PUBLIC) may be published in planning documents as reported here. Items identified on this form as (PRIVATE) will be published only in aggregate with data from other businesses in the study area. This form and any other data considered proprietary will be used by MSA Professional Services, Inc. for the purposes of this planning project only. A copy will also be provided to the City of Fitchburg Economic Development Coordinator for the purpose of coordinating any future business assistance efforts. This form may not be otherwise distributed and will not become a record subject to public records requests. Following the interview a copy of the interview notes will be returned to the Interviewee as a record of the conversation and to be reviewed for accuracy.

Business Name \_\_\_\_\_

Business Representative \_\_\_\_\_

Signature

Interviewer \_\_\_\_\_

Signature

Interviewer \_\_\_\_\_

Signature

Date \_\_\_\_\_



## QUESTIONS

### Employment

How many employees do you currently employ, and at what times? (PUBLIC)

First Shift \_\_\_\_\_

Second Shift \_\_\_\_\_

Third Shift \_\_\_\_\_

Please offer estimates for future employment, 3, 5, and 10 years from now. (PRIVATE)

|              | Three Years | Five Years | Ten Years |
|--------------|-------------|------------|-----------|
| First Shift  | _____       | _____      | _____     |
| Second Shift | _____       | _____      | _____     |
| Third Shift  | _____       | _____      | _____     |

How confident are you in these estimates? (PRIVATE)

### Buildings

How much interior floor area does the business currently own/lease, by type of use? (PUBLIC)

Office \_\_\_\_\_

Warehouse \_\_\_\_\_

Manufacturing \_\_\_\_\_

Research/Laboratory \_\_\_\_\_

Other \_\_\_\_\_

If any of your buildings are more than one story, please indicate the approximate building area that is not ground-floor space (we would like to estimate the ratio of total floor area to building footprint area). (PUBLIC)

Do you have any plans to significantly remodel or replace any of your existing buildings in the next ten years? If so, what buildings/spaces, including area and use type? (PRIVATE)

Do you have any plans or projected need to build more space in the next ten years? If so, what type of use and how much space? Can any of this new space be located above the ground floor? (PRIVATE)

Do you have adequate land or space available to accommodate your growth needs? (PRIVATE)

If you should need to relocate your business due to space constraints as the current site, would you consider a site within the study area? What are your primary site selection requirements? (PRIVATE)



**Transportation**

Are there any deficiencies or issues with the function of local roads around your site? (PUBLIC)  
If yes, do these affect the success of your business, or your ability to expand? (PUBLIC)  
Approximately how much truck traffic does your business generate, and at what times?  
(PUBLIC)

Please offer estimates for future truck traffic 3, 5, and 10 years from now. (PRIVATE)  
Three Years    Five Years    Ten Years

\_\_\_\_\_

Please provide a list of your employees' place of residence, including *only* the zip code (this will allow us to determine the direction of traffic flow from your site, especially relative to any future changes in the local street network). (PRIVATE)  
If you are unable to provide zip codes, please generalize where your workforce currently lives.

Please provide an estimate of the percentage of your workforce that commutes by means other than single-occupancy vehicle. (PUBLIC)  
Work from home \_\_\_\_\_  
Carpool \_\_\_\_\_  
Walk or Bike \_\_\_\_\_  
Madison Metro Bus \_\_\_\_\_  
Other (please indicate) \_\_\_\_\_

Do you offer any incentives programs to promote alternative modes of transportation?  
If so, how successful or utilized are those programs? (PUBLIC)

**Utilities**

Are there any deficiencies or issues with any of the following utilities/infrastructure? (PUBLIC)  
Water ?  
Wastewater?  
Stormwater management?  
Electricity?  
Gas?  
Communications?

If you answered yes to any of the above, please explain in detail. Does the issue affect the success of your business, or your ability to expand? (PUBLIC)

**Other Questions**

Are there any other constraints on the success or growth of your business not already indicated/discussed? (PRIVATE)

How could the City of Fitchburg facilitate the success of your business? (PRIVATE)

What else should the City consider while planning for economic growth in this area? (PRIVATE)

