Moody's Investor Services

Fitchburg Presentation - 2016

Business Retention & Expansion

SUB ZERO

WOLF

BENJAMIN PLUMBING SINCE 1962

GB
Celebrating 80 Years of Success!

KL Engineering
[A] Better Experience

SARIS
CYCLING GROUP

Positioned for Growth

Presentation to Moody's Investor's Service Regarding:

$4,515,000 G.O. Promissory Notes Series 2015 A

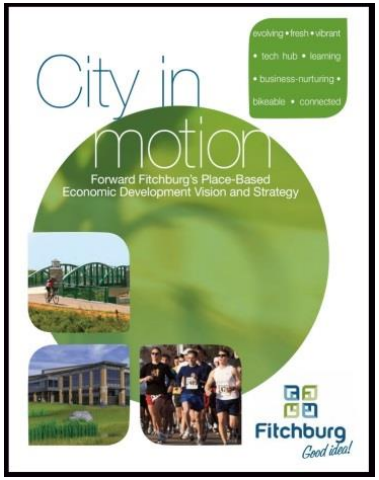
&

$5,310,000 G.O. Bonds Series 2015 B

Fitchburg & Ehlers' Presentation Team

Steve Arnold, Mayor
Patrick Stern, Chair of Finance
Pat Marsh, City Administrator
Misty Dodge, Finance Director
Michael Zimmerman, Economic Development Director
Michael Harrigan, Ehlers

Presentation Outline



- Fitchburg at a Glance
- 2015 Year in Review & Fitchburg Facts
- 2015 Fiscal Year End Update
- 2016 Budget
- 2016 – 2020 Capital Improvement Plan & TID Update
- 2016 Financial Management Plan
- Fitchburg Financial Policies
- Development Updates
- Strategic Planning
- Questions & Answers

2015 Year In Review

STEVE ARNOLD
MAYOR
CITY OF FITCHBURG

Contact:

Steve.Arnold@Fitchburgwi.gov

Or

Lisa Sanford @ (608) 270-4213

Best of Urban & Rural Life

Fitchburg

2013 Rating the Suburbs:
The Rankings
BY MADISON MAGAZINE

1. Shorewood Hills
2. **Fitchburg**
3. Belleville
4. Middleton
5. Black Earth
6. DeForest
7. Mount Horeb
8. Dane
9. *Three-way tie:*
   Marshall, Mazomanie, Monona
10. Waunakee
11. Verona
12. Maple Bluff
13. Cross Plains
14. Oregon
15. Cottage Grove
16. Stoughton
17. Cambridge
18. McFarland
19. Sun Prairie
20. Deerfield

Fitchburg # 2
Best Small City
Age 50+

BICYCLE FRIENDLY COMMUNITY
2012 2019
SILVER
THE LEAGUE OF AMERICAN BICYCLISTS

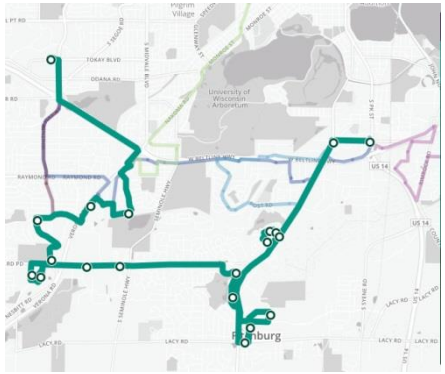
TREE CITY USA

BIRD CITY
WISCONSIN

Location, Transportation, Transit

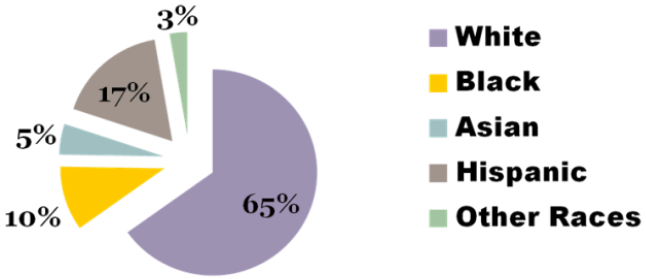
Fitchburg

- Minutes to State Capital and UW Madison
- 7 Miles to Interstates 39, 90 and 94
- 12 Miles to Dane County Regional Airport
- Freight Rail Service
- Convenient Access from US Highways 12/14/181/151
- Five State Bike Trails Connect in Fitchburg



Fitchburg Facts

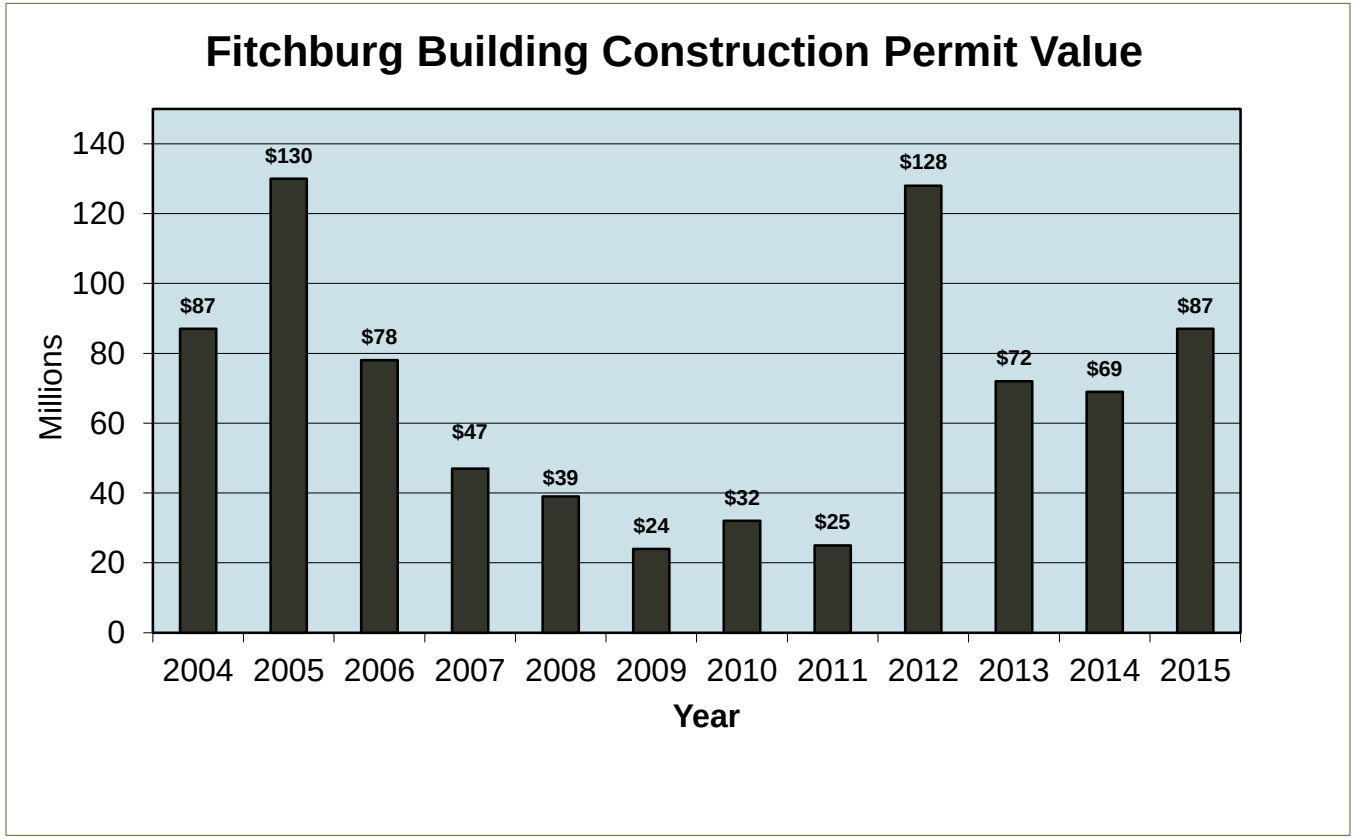
- Home to 753 Businesses: 19,175 Employees (WEDC Community Profile 2015)
- High Tech Economy: Biotechnology, Instrumentation, Thermoforming, Information Technology, Nanotechnology and Agriculture
- Growing Population – 26,321 (Jan. 1, 2015 WIDOA), 568,593 Madison MSA (2010 Census)
- Over $2.7 Billion Tax Base (Jan. 1, 2015 WIDOR)
- 2016 Budget of $27.6 Million (Levy Funds)
- Aa1 Bond Rating
- Average Income - $62,355 (Locate in Wisconsin)
- Average Home Valuation - $262,800 *as of 1-1-2015
- 11 Financial Institutions
- Chamber of Commerce Visitor & Business Bureau - 350 Member Strong



*Sources: WEDC Community Profile, 2010 Census, WiDOR, Locate in Wisconsin, Fitchburg Chamber VBB

2015 Construction Activity

Apartments…Manufacturing…Reinvestment



Fiscal Update

MISTY DODGE

CPA & CPFO

FINANCE DIRECTOR

2015 Fiscal Year End Update

(Audited but not Finalized)

Fitchburg

Audited Beginning Fund Balance 1/1/15 for General Fund		**$6,770,079**
2015 Net Change in Fund Balance for General Fund		**$870,818**
Revenues and Other Financing Sources:		
Permit revenues in excess of budget, non-cash adjustment to bad debt allowances	**$308,832**	
Expenditures:		
Partial year vacancies (Finance, Police, Fire, Building Inspection, Assessing, IT, Clerks), DaneCom delay, waived disability premiums, two assessment claim tax reimbursements	**$561,986**	
Audited but not Finalized Ending Balance 12/31/15		**$7,640,897**
2015 Unassigned Fund Balance as a percent of Total General Fund Budget for 2015		**29.4%***

***Included in the 2016 Budget is the use of General Fund fund balance of $1,187,000 for the new fire stations and $80,000 for Nine Springs Golf Course improvements . These amounts are included in assigned fund balance. This indicator is comparable to other municipalities but the City's actual financial policy is more strict.**

Source: City's 2015 Draft Comprehensive Annual Financial Report (CAFR)

2016 Adopted Budget Overview

Expenditure Restraint Program (ERP)

Payment in 2015, applied to the 2016 budget, funded $507,742 of capital expenditures to reduce levy for capital projects.

Adopted 2016 budget does not qualify for 2017 Expenditure Restraint Program. Able to position ourselves to qualify in future years, even with new 3rd front line ambulance expected in 2018.

Because of the City's policy to delay application of ERP aid, we have time to plan how to handle one year of no aid.

Levy Limit

Adopted 2016 budget had $1.2 million available under levy limits, primarily due to the adjustment allowed for debt service payments.

Property Tax

Total levy (including General Fund, Library, Debt Service, and Capital Projects) increased 2.0% . The City mill rate increased 34 cents (from $7.95 to $8.29/$1,000 AV), which is 4.28%, approximately 2% because of TID error from prior year.

Adopted General Fund budget increased expenditures 11.23% including transfers out. If exclude transfers out of assigned fund balance, increase is 4.07%.

Personnel
(68% of General Fund Expenditures)

Fitchburg

- Personnel expenditures increased 1.9 percent from the 2015 budget.*
- Union employees negotiated a 2 percent increase, which is fully funded in the 2016 budget.
- City's share of health insurance premiums increased 4% for general employees and 9% for protective employees.
- Position Changes

  Fully Funded New Positions from 2015
  - New Police Officer (July 1, 2015)
  - Fitchrona EMS Captain (July 1, 2015)
  - Fire Chief (September 1, 2015)

  New 2016 Positions
  - Assistant City Attorney (January 1, 2016)
  - MPSIS Law Enforcement Data Analyst (January 1, 2016)
  - Two Full-time Firefighters (July 1, 2016)
  - Outreach Librarian (July 1, 2016)

*Note: The new technology fund caused some shift in these amounts (IT staff was included in the general fund personnel costs for 2015 but included in other operating expenses in 2016)

CIP Projects in 2016 Budget

- Adopted 2016 - 2020 CIP was modified in the 2016 operating budget for the following projects:
  - Applied $507,742 of expenditure restraint funding to projects that met the criteria
  - Reduced two projects to prior year funding levels: logo implementation and street resurfacing
  - Changed from four Fitchrona funded No Smoke units to two City funded No Smoke units
  - Postponed two projects to 2017: police fleet vehicle #64 for $29,000 and public works plow replacement for $160,000
  - Changed funding source for Nine Springs Golf Course shelter upgrades from levy to fund balance applied from the general fund
  - Changed funding source for three projects from levy to borrowing: confirmation beacons for traffic signals, maintenance facility air makeup unit, and street lighting for Verona Road project
  - Moved eligible portion of Anton Drive Study to TID 6

Debt Service

- Included $125,000 in interest expected in 2016
- All debt issuances are fully funded in the 2016 operating budget

Anticipated Budget Variances

- There have been seven position vacancies in 2016, but most lasted 1-2 months. The exceptions are the police sergeant (7 months) and the police civilian service employee (3 months). Additional vacancies likely based on historical trends.

- Disability premiums for both the employer and employees were waived again in 2016. Total General Fund budgeted premiums were $45,000.

- Late hiring of new positions: Assistant City Attorney (5 months) and the Fire Chief (1 month)

- Assessment claims for Walgreens $12,000 (City portion only).
  Note: SSM and Charter property tax assessment claims were primarily 2015 expense

2016 – 2020 CIP

Pat Marsh

CITY ADMINISTRATOR

2016 – 2020 CIP

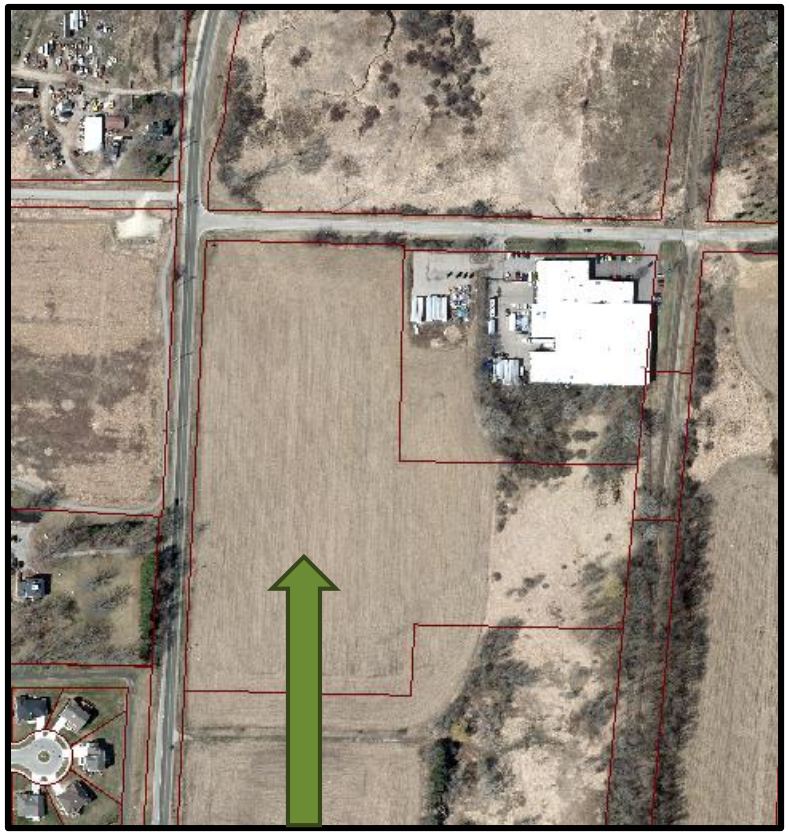
CAPITAL IMPROVEMENT PLAN 2016-2020 HIGHLIGHTS:

- **$45.8 million spending over 5 years**
- **Average $2 million/year borrowing**
- **Average $1.6 million/year capital levy (will be reduced by expenditure restraint funds in the years we qualify)**
- **Maintains commitment to existing projects at prior year levels (street resurfacing, infrastructure investment)**
- **Fire Station Relocations (delayed 1 year)**
  - **West – 2016 Construction, 2017 Occupancy**
  - **East – 2017 Construction, 2018 Occupancy**

Public Investments

West Fire Station: Estimated Cost $7,000,000**

****Does not include the cost of the communication system or phoenix system**



East Fire Station: Estimated Cost: $11,333,300**

****Does not include the cost of the communication system or phoenix system**

Fitchburg

2016 -2020

CIP Summary

City of Fitchburg, WI

Capital Improvement Program

2016 thru 2020

EXPENDITURES AND SOURCES SUMMARY

Department	2016	2017	2018	2019	2020	Total
EMS	15,392	163,661	47,144	112,865	64,090	443,352
FACTv (cable)	105,000	35,000			30,000	170,000
Fire Department	4,179,950	45,779	1,588,209		500,000	6,313,968
General Government	195,000	30,000	30,000	30,000	30,000	315,000
Police Department	150,300	161,000	26,000	42,600	21,000	432,900
Public Works - B&G	305,000	125,000	150,000	125,000	380,000	1,085,000
Public Works - General	571,500	396,000	400,000	517,000	723,000	2,607,500
Public Works - Parks	529,000	670,500	279,500	221,500	407,500	2,108,000
Public Works - Refuse & Recycl		30,000				30,000
Public Works - Stormwater	362,000	735,000	465,000	635,000	225,000	2,442,000
Public Works - Streets	5,653,000	1,656,000	7,649,000	3,999,000	669,000	20,026,000
Public Works - Water & Sewer	3,229,900	2,300,000	1,367,250	1,270,000	615,000	8,782,150
Senior Center	14,000	16,000	15,000	10,000		55,000
Technology	230,000	175,000	160,000	185,000	185,000	955,000
EXPENDITURE TOTAL	**15,770,072**	**6,559,140**	**12,219,103**	**7,147,965**	**4,069,590**	**45,765,870**

Source	2016	2017	2018	2019	2020	Total
Assessed (non-util)	1,791,000	41,000	1,341,000	66,000	21,000	3,280,000
Borrowing (non-util, GO debt)	3,105,150	1,335,453	4,246,266	376,617	1,080,000	10,143,538
Cable Fund Transfer	105,000	35,000			30,000	170,000
Capital Project Levy	723,666	1,707,785	1,642,525	1,894,435	1,915,548	7,884,484
Contribution from Other Entities	2,561,667	250,000		425,000		3,236,667
Expenditure Restraint	507,742					507,742
Fire - Impact Fees	300,000					300,000
Grants/Donations (non-util)	40,150	55,000	1,307,000	1,205,000		2,607,150
Parks Fund Transfer	35,000					35,000
Project Fund Balance Applied	131,000	13,000	75,000		60,000	279,000
Sale/Trade In (hwy)	12,000	25,000	37,000	37,000	63,500	194,500
Sale/Trade In (non-hwy, non-util)	1,145,000	29,500	121,000	20,100	36,000	1,351,600
TIF	723,333	167,000	750,000	1,140,000		2,780,333
Transfer from General Fund	1,267,000					1,267,000
Utility - Assessed (storm)	535,000	350,000	60,000	725,000	225,000	1,915,000
Utility - Assessed (W&S)	525,300	500,000	347,250			1,372,550
Utility - Impact Fees	543,000	590,000	1,240,000	365,000	340,000	3,098,000
Utility - Rates (stormwater)	350,630	450,710	635,460	755,260	249,610	2,672,070
Utility - Rates (water & sewer)	1,331,452	979,692	193,760	96,550	27,232	2,630,736
Utility - Refuse and Recycling Fund		30,000				30,000
Utility - Sale/Trade In (storm)	2,000	0	0	0	500	2,500
Utility - Sale/Trade In (W&S)	4,500	0	2,500	0	1,000	8,000
SOURCE TOTAL	**15,770,072**	**6,559,140**	**12,219,103**	**7,147,965**	**4,069,590**	**45,765,870**

Fitchburg

2016 -2020 CIP Projects By Funding Source

City of Fitchburg, WI

Capital Improvement Program

2016 thru 2020

PROJECTS BY FUNDING SOURCE

Source	Project#	Priority	2016	2017	2018	2019	2020	Total
Assessed (non-util)								
Intersection Signalization	3103	3	1,760,000	10,000	150,000			1,920,000
Street Resurfacing Program - AMENDED - B	3319	2	15,000	15,000	5,000	10,000	5,000	50,000
Herman Road Realignment/Extension	3365	3			900,000			900,000
Lacy Road -Comm Center to Syene Road - AMENDED	3468	4			270,000			270,000
McKee Road Reconstruction Phase II	3481	3				60,000		60,000
Sidewalk and Path Maintenance & Improvements - NEW	3486	2	16,000	16,000	16,000	16,000	16,000	80,000
Assessed (non-util) Total			**1,791,000**	**41,000**	**1,341,000**	**86,000**	**21,000**	**3,250,000**
Borrowing (non-util, GO debt)								
Library Solar Array - AMENDED	1029	5	150,000					150,000
Police Body Cameras - NEW	2140	1	95,800					95,800
Replacement of 1993 Aerial Ladder	2247	1	1,125,000					1,125,000
Future Fire Station Land & Buildings	2249	2	300,160					300,160
Fire Engine Replacement	2250	3			1,170,000			1,170,000
Replacement of 2005 Staff Vehicle	2253	3	51,000					51,000
Replacement of SCBA	2254	3			303,209			303,209
Fire Station Signal at Marketplace - McKee - NEW	2257	2	170,000					170,000
Replacement of Fire Department Squad - NEW	2260	3					470,000	470,000
Vehicle Exhaust Removal System - NEW - B	2262	1	113,620					113,620
EMS Vehicle Replacement - B	2302	2		115,453	25,079	101,617		242,149
Public Works Equipment Replace - B	3101	2	160,000	180,000	0	0	0	340,000
Street Resurfacing Program - AMENDED - B	3319	2	200,000	175,000	150,000	125,000	150,000	800,000
Herman Road Realignment/Extension	3365	3		150,000	300,000			450,000
Syene Road Reconstruction - AMENDED	3367	3	60,000	100,000	173,000			353,000
Lacy Road -Comm Center to Syene Road - AMENDED	3468	4		200,000	2,080,000			2,280,000
Seminole Highway Path	3477	3	50,000	250,000				300,000
Update Street Lighting	3479	3	183,000					183,000
Murphy Road Bridge Replacement - NEW	3483	1	135,000					135,000
Confirmation Beacons for Traffic Signal - NEW - B	3484	3	20,000					20,000
Maintenance Facility Repairs - NEW - B	3487	1	25,000					25,000
Verona Rd Utility Relocations & Related - B	4630	1	146,600			150,000		296,600
McGaw Park Improvements	6211	3		165,000				165,000
Tennis Court Improvements - SPLIT	6263	3	100,000					100,000
Large Park Shelters - SPLIT	6264	3					210,000	210,000
Dog Park - NEW BY AMENDMENT	6265	3			45,000			45,000
City Campus Building Systems Replacement - B	6302	2					250,000	250,000
Borrowing (non-util, GO debt) Total			**3,105,180**	**1,335,453**	**4,246,288**	**376,617**	**1,080,000**	**10,143,538**
Cable Fund Transfer								
Cablecast Upgrade	1704	2	65,000					65,000
FACTv Facility & Equipment Upgrades	1710	3	40,000	35,000			30,000	105,000

Tuesday, January 26, 2016

Fitchburg

2016 -2020 CIP Projects By Funding Source

Source	Project#	Priority	2016	2017	2018	2019	2020	Total
Cable Fund Transfer Total			105,000	35,000			30,000	170,000
Capital Project Levy								
Information Technology Upgrade and Replacement - B	1012	2	5,558	75,000	80,000	85,000	85,000	330,558
Telephone System Replacement - B	1016	2		10,000	15,000	15,000	15,000	55,000
Enterprise Content Management System	1022	2	35,000	15,000	10,000	10,000	10,000	80,000
Logo Implementation and Wayfinding - B	1030	5	30,000	30,000	30,000	30,000	30,000	150,000
Exercise Equipment Replacement/Addition - B	1032	5					5,000	5,000
GIS System Maintenance & Upgrades	2014	2	64,668	25,096	16,260	9,190	10,958	126,194
Police Mobile Computer Replace Program	2104	2		35,000	35,000	35,000	35,000	140,000
Computer Replacement Program - Police	2105	2		40,000	40,000	40,000	40,000	160,000
Replacement of Mobile Video Cameras - AMENDED	2109	2	15,000	21,000	28,000	21,000	21,000	106,000
Ballistic Vest Replacement	2121	1				21,600		21,600
Electronic Control Devices (ECD) - B	2126	1		21,000				21,000
Fleet Vehicle Replacement #64 - B	2136	2		27,000				27,000
Fleet Vehicle Replacement #65	2137	2		27,500				27,500
Fleet Vehicle Replacement #67	2138	2		23,000				23,000
Fleet Vehicle Replacement #69	2139	2		27,000				27,000
Replacement of Fire Department ATV - NEW	2259	3		20,839				20,839
Replacement of SCBA Facepiece Testing Unit - NEW	2261	3		15,940				15,940
Brush Truck - B	2263	3	-52,750					-52,750
EMS Vehicle Replacement - B	2302	2	0					0
Fitch-Rona Computer Replacement	2303	3	11,625	4,652	0	4,521	4,844	25,672
Protective Gear	2306	2		16,145	6,727	6,727		29,599
Replacement of Fitch-Rona Pagers/Radios	2307	2		13,993			21,527	35,520
Replacement of Medical Equipment - SPLIT	2308	3	3,767	33,568	15,338		57,719	110,412
Fleet Vehicle Replacement - Building Inspection	2408	2			24,000			24,000
Public Works Equipment Replace - B	3101	2		149,500	250,000	421,900	594,000	1,445,400
Street Resurfacing Program - AMENDED - B	3319	2	175,000	550,000	600,000	625,000	600,000	2,550,000
Pedestrian and Bike System Improvements	3427	3	57,000	96,000	55,000	62,000	73,000	343,000
Traffic Calming Program - AMENDED	3450	3		2,000	15,000	15,000	15,000	47,000
McKee Road Reconstruction Phase II	3481	3		50,000		125,000		175,000
Sidewalk and Path Maintenance & Improvements - NEW	3486	2	48,000	48,000	48,000	48,000	48,000	240,000
Verona Rd Utility Relocations & Related - B	4630	1		30,000	25,000	25,000		80,000
McGaw Park Improvements	6211	3	36,000	10,000	20,000			66,000
McKee Farms Park Improvement - AMENDED	6212	3	41,500	25,000	35,000	35,000		136,500
Neighborhood Forestry Improvements	6221	2	50,500	55,500	60,500	60,500	60,500	287,500
Recurring Park System Improvements	6259	2	64,000	64,000	64,000	64,000	64,000	320,000
Parking Lot Resurfacing	6262	3	50,000	50,000	50,000	50,000	50,000	250,000
Dog Park - NEW BY AMENDMENT	6265	3		5,000				5,000
City Campus Building Systems Replacement - B	6302	2	75,000	75,000	75,000	75,000	75,000	375,000
Senior/Community Center Equip/Furnish - AMENDED	6351	2	14,000	16,000	15,000	10,000		55,000
Capital Project Levy Total			723,888	1,707,785	1,642,825	1,894,438	1,915,548	7,884,484
Contribution from Other Entities								
Anton Drive Planning Study - AMENDED - B	1034	1	35,000					35,000
Vehicle Exhaust Removal System - NEW - B	2262	1	0					0
McKee Road Reconstruction Phase II	3481	3				425,000		425,000
Verona Rd Utility Relocations & Related - B	4630	1	250,000	250,000				500,000
Nine Bark/Central Park Place Construction - NEW	4712	3	2,276,667					2,276,667
Contribution from Other Entities Total			2,561,667	250,000		425,000		3,236,667

Tuesday, January 26, 2016

Fitchburg

2016 -2020 CIP Projects By Funding Source

Source	Project#	Priority	2016	2017	2018	2019	2020	Total
Cable Fund Transfer Total			105,000	35,000			30,000	170,000
Capital Project Levy								
Information Technology Upgrade and Replacement - B	1012	2	5,558	75,000	80,000	85,000	85,000	330,558
Telephone System Replacement - B	1016	2		10,000	15,000	15,000	15,000	55,000
Enterprise Content Management System	1022	2	35,000	15,000	10,000	10,000	10,000	80,000
Logo Implementation and Wayfinding - B	1030	5	30,000	30,000	30,000	30,000	30,000	150,000
Exercise Equipment Replacement/Addition - B	1032	5					5,000	5,000
GIS System Maintenance & Upgrades	2014	2	64,668	25,096	16,260	9,190	10,958	126,194
Police Mobile Computer Replace Program	2104	2		35,000	35,000	35,000	35,000	140,000
Computer Replacement Program - Police	2105	2		40,000	40,000	40,000	40,000	160,000
Replacement of Mobile Video Cameras - AMENDED	2109	2	15,000	21,000	28,000	21,000	21,000	106,000
Ballistic Vest Replacement	2121	1				21,600		21,600
Electronic Control Devices (ECD) - B	2126	1		21,000				21,000
Fleet Vehicle Replacement #64 - B	2136	2		27,000				27,000
Fleet Vehicle Replacement #65	2137	2		27,500				27,500
Fleet Vehicle Replacement #67	2138	2		23,000				23,000
Fleet Vehicle Replacement #69	2139	2		27,000				27,000
Replacement of Fire Department ATV - NEW	2259	3		20,839				20,839
Replacement of SCBA Facepiece Testing Unit - NEW	2261	3		15,940				15,940
Brush Truck - B	2263	3	-52,750					-52,750
EMS Vehicle Replacement - B	2302	2	0					0
Fitch-Rona Computer Replacement	2303	3	11,625	4,652	0	4,521	4,844	25,672
Protective Gear	2306	2		16,145	6,727	6,727		29,599
Replacement of Fitch-Rona Pagers/Radios	2307	2		13,993			21,527	35,520
Replacement of Medical Equipment - SPLIT	2308	3	3,767	33,568	15,338		57,719	110,412
Fleet Vehicle Replacement - Building Inspection	2408	2			24,000			24,000
Public Works Equipment Replace - B	3101	2		149,500	250,000	421,900	594,000	1,445,400
Street Resurfacing Program - AMENDED - B	3319	2	175,000	550,000	600,000	625,000	600,000	2,550,000
Pedestrian and Bike System Improvements	3427	3	57,000	96,000	55,000	62,000	73,000	343,000
Traffic Calming Program - AMENDED	3450	3		2,000	15,000	15,000	15,000	47,000
McKee Road Reconstruction Phase II	3481	3		50,000		125,000		175,000
Sidewalk and Path Maintenance & Improvements - NEW	3486	2	48,000	48,000	48,000	48,000	48,000	240,000
Verona Rd Utility Relocations & Related - B	4630	1		30,000	25,000	25,000		80,000
McGaw Park Improvements	6211	3	36,000	10,000	20,000			66,000
McKee Farms Park Improvement - AMENDED	6212	3	41,500	25,000	35,000	35,000		136,500
Neighborhood Forestry Improvements	6221	2	50,500	55,500	60,500	60,500	60,500	287,500
Recurring Park System Improvements	6259	2	64,000	64,000	64,000	64,000	64,000	320,000
Parking Lot Resurfacing	6262	3	50,000	50,000	50,000	50,000	50,000	250,000
Dog Park - NEW BY AMENDMENT	6265	3		5,000				5,000
City Campus Building Systems Replacement - B	6302	2	75,000	75,000	75,000	75,000	75,000	375,000
Senior/Community Center Equip/Furnish - AMENDED	6351	2	14,000	16,000	15,000	10,000		55,000
Capital Project Levy Total			723,888	1,707,785	1,642,825	1,894,438	1,915,548	7,684,484
Contribution from Other Entities								
Anton Drive Planning Study - AMENDED - B	1034	1	35,000					35,000
Vehicle Exhaust Removal System - NEW - B	2262	1	0					0
McKee Road Reconstruction Phase II	3481	3				425,000		425,000
Verona Rd Utility Relocations & Related - B	4630	1	250,000	250,000				500,000
Nine Bark/Central Park Place Construction - NEW	4712	3	2,276,667					2,276,667
Contribution from Other Entities Total			2,561,667	250,000		425,000		3,236,667

Tuesday, January 26, 2016

Fitchburg

2016 -2020 CIP Projects By Funding Source

Source	Project#	Priority	2016	2017	2018	2019	2020	Total
Expenditure Restraint								
Information Technology Upgrade and Replacement - B	1012	2	64,442					64,442
Telephone System Replacement - B	1016	2	50,000					50,000
Exercise Equipment Replacement/Addition - B	1032	5	5,000					5,000
Automated Timekeeping System - NEW - B	1036	2	50,000					50,000
Interview Recording Equipment - B	2124	2	15,000					15,000
Electronic Control Devices (ECD) - B	2126	1	19,500					19,500
Crime Scene Vehicle Replacement - B	2131	2	32,000					32,000
Flame Sim Training Program - NEW - B	2258	3	13,800					13,800
Public Works Equipment Replace - B	3101	2	218,000					218,000
Bicycle and Pedestrian Plan Update - B	3428	3	15,000					15,000
Verona Rd Utility Relocations & Related - B	4630	1	25,000					25,000
Expenditure Restraint Total			**507,742**					**507,742**
Fire - Impact Fees								
Future Fire Station Land & Buildings	2249	2	300,000					300,000
Fire - Impact Fees Total			**300,000**					**300,000**
Grants/Donations (non-util)								
Anton Drive Planning Study - AMENDED - B	1034	1	30,000					30,000
Brush Truck - B	2263	3	10,150					10,150
Street Resurfacing Program - AMENDED - B	3319	2		55,000		55,000		110,000
Syene Road Reconstruction - AMENDED	3367	3	0		507,000			507,000
Lacy Road -Comm Center to Syene Road - AMENDED	3468	4			800,000			800,000
McKee Road Reconstruction Phase II	3481	3				1,150,000		1,150,000
Grants/Donations (non-util) Total			**40,150**	**55,000**	**1,307,000**	**1,205,000**		**2,607,150**
Parks Fund Transfer								
McGaw Park Improvements	6211	3	35,000					35,000
Parks Fund Transfer Total			**35,000**					**35,000**
Project Fund Balance Applied								
Police Mobile Computer Replace Program	2104	2	35,000					35,000
Computer Replacement Program - Police	2105	2	40,000					40,000
Early Warning Sirens	2238	3			25,000			25,000
Traffic Calming Program - AMENDED	3450	3	0	13,000				13,000
Lacy Road -Comm Center to Syene Road - AMENDED	3468	4			50,000			50,000
Murphy Road Bridge Replacement - NEW	3483	1	56,000					56,000
Greenfield Watermain Extension	4524	4					60,000	60,000
Project Fund Balance Applied Total			**131,000**	**13,000**	**75,000**		**60,000**	**279,000**
Sale/Trade In (hwy)								
Public Works Equipment Replace - B	3101	2	12,000	25,000	37,000	37,000	83,500	194,500
Sale/Trade In (hwy) Total			**12,000**	**25,000**	**37,000**	**37,000**	**83,500**	**194,500**
Sale/Trade In (non-hwy, non-util)								

Tuesday, January 26, 2016

Fitchburg

2016 -2020 CIP Projects By Funding Source

Source	Project#	Priority	2016	2017	2018	2019	2020	Total
Crime Scene Vehicle Replacement - B	2131	2	3,000					3,000
Fleet Vehicle Replacement #64 - B	2136	2		2,000				2,000
Fleet Vehicle Replacement #65	2137	2		2,500				2,500
Fleet Vehicle Replacement #67	2138	2		7,000				7,000
Fleet Vehicle Replacement #69	2139	2		3,000				3,000
Replacement of 1993 Aerial Ladder	2247	1	70,000					70,000
Future Fire Station Land & Buildings	2249	2	1,000,000					1,000,000
Fire Engine Replacement	2250	3			100,000			100,000
Replacement of 2005 Staff Vehicle	2253	3	2,000					2,000
Replacement of SCBA	2254	3			15,000			15,000
Replacement of Fire Department ATV - NEW	2259	3		7,500				7,500
Replacement of Fire Department Squad - NEW	2260	3					30,000	30,000
Replacement of SCBA Facepiece Testing Unit - NEW	2261	3		1,500				1,500
Brush Truck - B	2263	3	60,000					60,000
Fleet Vehicle Replacement - Building Inspection	2408	2			1,000			1,000
Public Works Equipment Replace - B	3101	2	10,000	6,000	5,000	20,100	6,000	47,100
Sale/Trade In (non-hwy, non-util) Total			**1,145,000**	**29,500**	**121,000**	**20,100**	**36,000**	**1,351,600**
TIF								
Anton Drive Planning Study - AMENDED - B	1034	1	50,000					50,000
Fish Hatchery Road Left Turn Lane	3474	3		17,000				17,000
McKee Road Reconstruction Phase II	3481	3		150,000	750,000	1,140,000		2,040,000
Nine Bark/Central Park Place Construction - NEW	4712	3	673,333					673,333
TIF Total			**723,333**	**167,000**	**750,000**	**1,140,000**		**2,780,333**
Transfer from General Fund								
Future Fire Station Land & Buildings	2249	2	1,187,000					1,187,000
Nine Springs Golf Course - B	6261	3	80,000					80,000
Transfer from General Fund Total			**1,267,000**					**1,267,000**
Utility - Assessed (storm)								
Greenfield Watermain Extension	4524	4				35,000	215,000	250,000
Verona Rd Utility Relocations & Related - B	4630	1	500,000					500,000
North Water Main Loop to NE Neighborhood - AMENDED	4631	3			55,000	675,000		730,000
Nine Springs North Wet Pond	4705	3	35,000	350,000	25,000	15,000	10,000	435,000
Utility - Assessed (storm) Total			**535,000**	**350,000**	**80,000**	**725,000**	**225,000**	**1,915,000**
Utility - Assessed (W&S)								
Lacy Road -Comm Center to Syene Road - AMENDED	3468	4			300,000			300,000
Verona Rd Utility Relocations & Related - B	4630	1		500,000				500,000
Fire Station Utility Extensions - NEW	4634	3	325,800					325,800
Woods Hollow Interceptor Extension - NEW	4635	n/a			47,250			47,250
Seminole Highway Interceptor Extension - NEW	4636	n/a	199,500					199,500
Utility - Assessed (W&S) Total			**525,300**	**500,000**	**347,250**			**1,372,550**
Utility - Impact Fees								
Well 12 and Pump house	4518	2	400,000	400,000				800,000
Greenfield Watermain Extension	4524	4				25,000	325,000	350,000

Tuesday, January 26, 2016

Fitchburg

2016 -2020 CIP Projects By Funding Source

Source	Project#	Priority	2016	2017	2018	2019	2020	Total
Water Tower D	4532	2		50,000	1,200,000			1,250,000
Verona Rd Utility Relocations & Related - B	4630	1	125,000	125,000				250,000
North Water Main Loop to NE Neighborhood - AMENDED	4631	3			25,000	345,000		370,000
Water Main Oversizing Costs	4632	3	15,000	15,000	15,000	15,000	15,000	75,000
Fire Station Utility Extensions - NEW	4634	3	3,000					3,000
Utility - Impact Fees Total			**543,000**	**590,000**	**1,240,000**	**385,000**	**340,000**	**3,098,000**
Utility - Rates (stormwater)								
GIS System Maintenance & Upgrades	2014	2	1,830	710	460	260	310	3,570
Public Works Equipment Replace - B	3101	2	23,000	0	0	25,000	9,500	57,500
Street Resurfacing Program - AMENDED - B	3319	2	29,000	65,000	25,000	110,000	25,000	254,000
Lacy Road -Comm Center to Syene Road - AMENDED	3468	4			350,000			350,000
Schumann Drive Storm Sewer	4527	3		60,000				60,000
Stormwater Pond Dredging and Retrofits	4702	3	75,000	65,000	115,000	390,000	210,000	875,000
Greenway Restoration & Pond Enlargement	4708	3	225,000	15,000	10,000	5,000		255,000
Fish Hatch Rd/Sun Valley Pond	4710	3			320,000	215,000		535,000
Traceway Drive Storm Sewer Reroute	4711	3	27,000	225,000	15,000	10,000	5,000	282,000
Utility - Rates (stormwater) Total			**380,830**	**450,710**	**835,460**	**755,260**	**249,810**	**2,672,070**
Utility - Rates (water & sewer)								
GIS System Maintenance & Upgrades	2014	2	24,952	9,692	6,260	3,550	4,232	48,736
Public Works Equipment Replace - B	3101	2	50,500	0	27,500	0	13,000	91,000
Street Resurfacing Program - AMENDED - B	3319	2	16,000	40,000	10,000	55,000	10,000	131,000
Lacy Road -Comm Center to Syene Road - AMENDED	3468	4			150,000			150,000
McKee Road Reconstruction Phase II	3481	3				40,000		40,000
Effluent Return Line Study	4523	5	40,000					40,000
Verona Rd Utility Relocations & Related - B	4630	1	1,200,000	930,000				2,130,000
Utility - Rates (water & sewer) Total			**1,331,452**	**979,692**	**193,760**	**98,550**	**27,232**	**2,630,736**
Utility - Refuse and Recycling Fund								
Compost Facility	4650	3		30,000				30,000
Utility - Refuse and Recycling Fund Total				**30,000**				**30,000**
Utility - Sale/Trade In (storm)								
Public Works Equipment Replace - B	3101	2	2,000	0	0	0	500	2,500
Utility - Sale/Trade In (storm) Total			**2,000**	**0**	**0**	**0**	**500**	**2,500**
Utility - Sale/Trade In (W&S)								
Public Works Equipment Replace - B	3101	2	4,500	0	2,500	0	1,000	8,000
Utility - Sale/Trade In (W&S) Total			**4,500**	**0**	**2,500**	**0**	**1,000**	**8,000**
GRAND TOTAL			**13,770,072**	**6,559,140**	**12,219,103**	**7,147,965**	**4,069,590**	**45,765,870**

Tuesday, January 26, 2016

Tax Increment Districts Summary

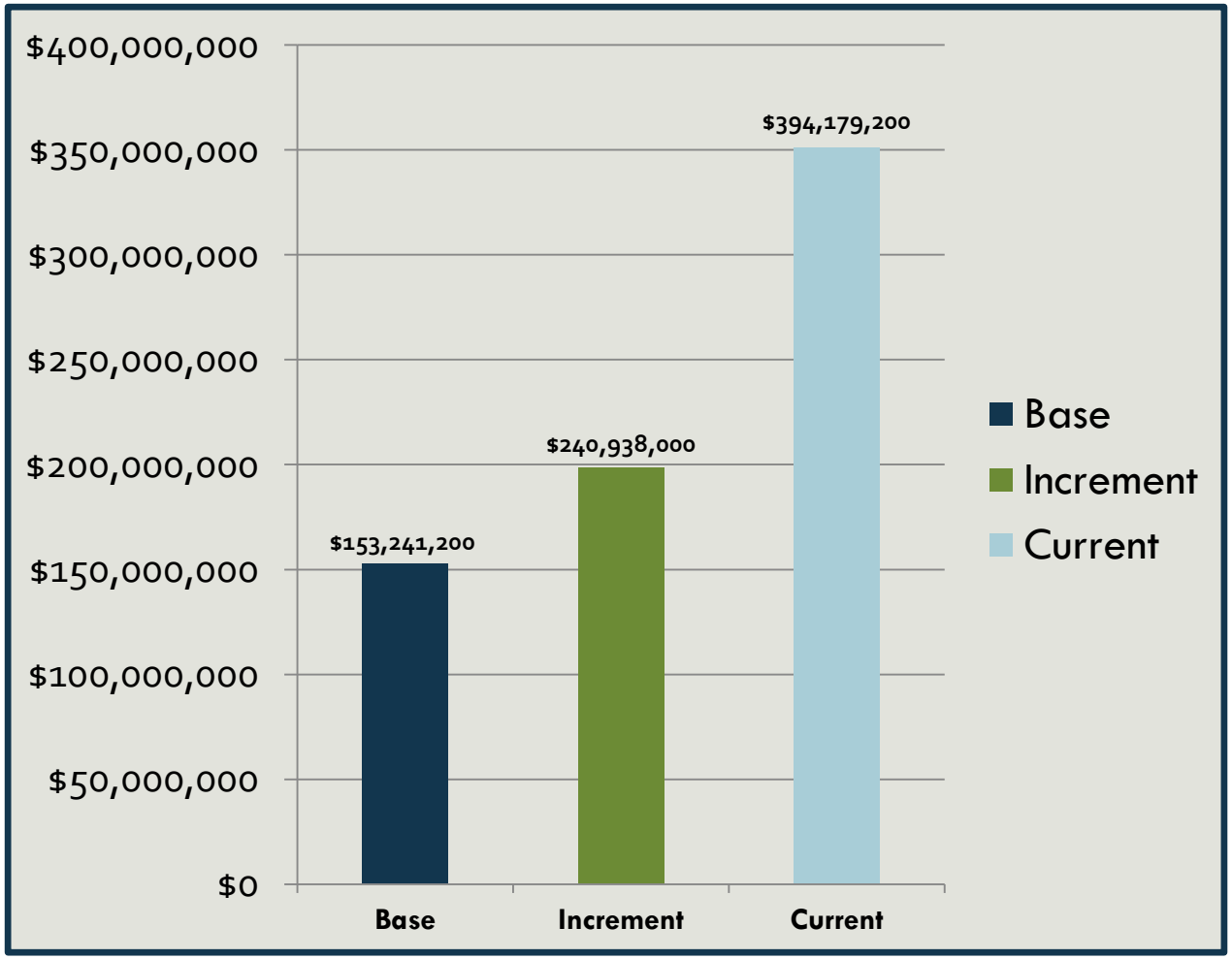
Six tax increment districts

2 - Greenfield/ industrial

1 - Mixed Use

3 - Redevelopment /Infill

Note: Due to a reporting error TID #6 was underreported in 2014. An adjustment of $36,959,600 is included in the 2015 values. This graph reflects the actual increment that should have been reported by the DOR. Adjustments to correct the error will occur in 2015 & 2016

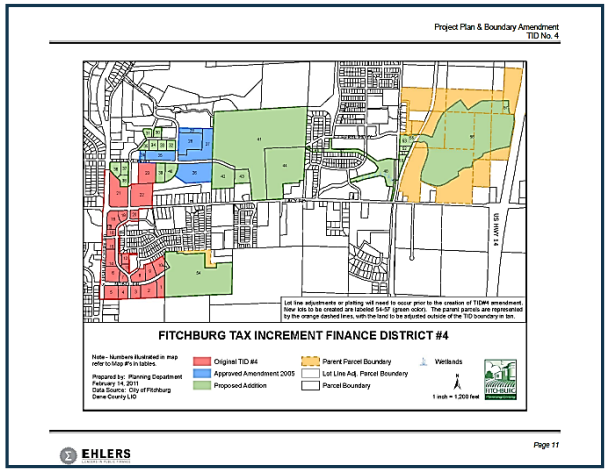


* Value stated as of 1/1/2015

Tax Increment Districts 4 & 6

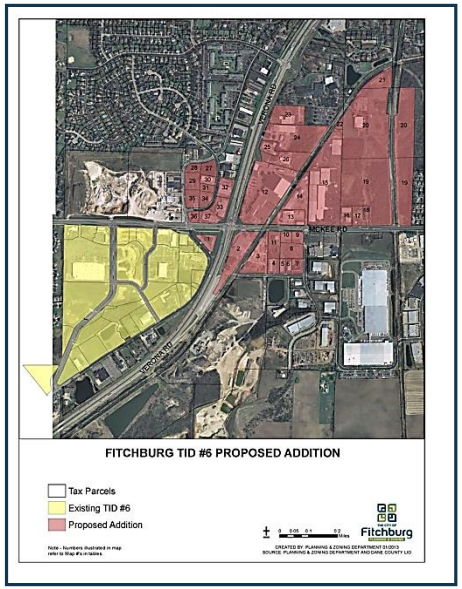
TID 4-

Increment Value: $165,243,700 as of 1/1/15
2015 Taxes Collected in 2016: $4,012,097
Creation Date: 5/27/03
Required Closure Date: 5/27/26
2015 Year End Fund Balance: $5,135,082
Early Payoff of Two Municipal Revenue Obligations in April 2016



TID 6-

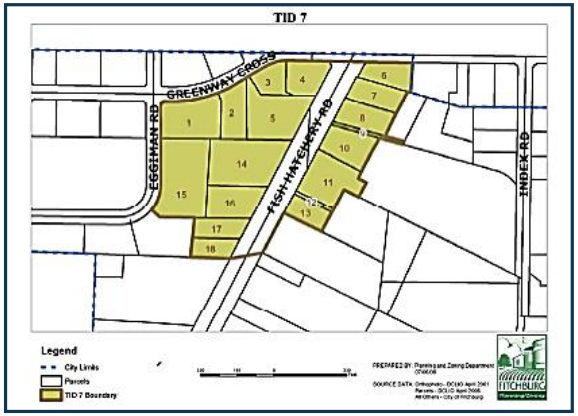
Increment Value: $69,871,900 Error Adjusted
(2015 Actual with 2014 correction $106,831,500– required a 2 year correction by DOR)
2014 Taxes Collected: $1,384,348
2015 Taxes Collected: $323,305
2016 Taxes Collected: $2,584,211
Creation Date: 8/8/06
Required Closure Date: 8/8/26
2015 Year End Fund Balance: $2,417,131
Early Payoff of One Municipal Revenue Obligation in April 2016



Tax Increment Districts 7 & 8

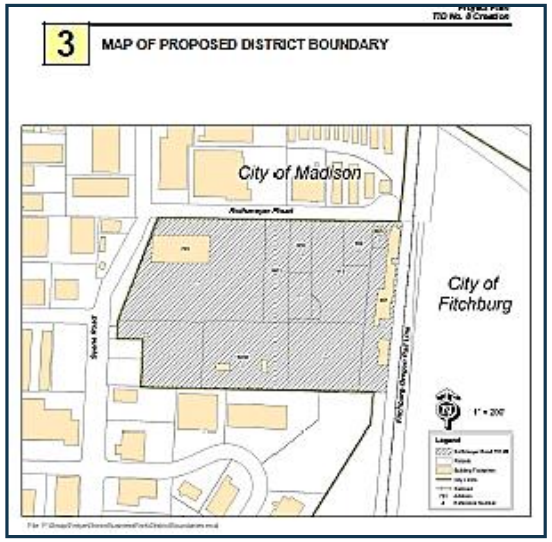
TID 7 -

Increment Value: $6,225,900 as of 1/1/15
2015 Taxes Collected in 2016: $151,164
Creation Date: 9/12/06
Required Closure Date: 9/12/33
2015 Year End Fund Balance: $349,464
Resolution Approved April 2016 to Extend Life by One Year to Fund Affordable Housing Revolving Loan Fund. Must be Closed by April 26, 2017



TID 8 -

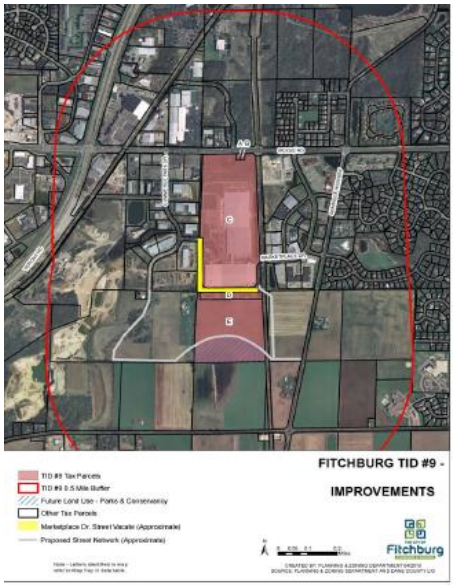
Increment Value: $0 as of 1/1/15
2015 Taxes Collected in 2016: $0
Creation Date: 4/14/09
Required Closure Date: 4/14/36
2015 Year End Fund Balance: -$24,510



Tax Increment Districts 9 & 10

TID 9 – Sub-Zero/Wolf Expansion

Increment Value: $ -0-
2015 Taxes Collected: $ -0-
Creation Date: 6/9/15
Required Closure Date: 2036
2015 Year End Fund Balance: -$27,636



TID 10 - Hotel/Conference Center/Restaurant

Increment Value: $ -0-
2015 Taxes Collected: $ -0-
Creation Date: 11/24/15
Required Closure Date: 2043
2015 Year End Fund Balance: -$3,896

MICHAEL HARRIGAN, CIPMA

CHAIRMAN OF THE BOARD & FINANCIAL ADVISOR - EHLERS

EHLERS
LEADERS IN PUBLIC FINANCE

Sizing Analysis

SIZING ANALYSIS

	2016		2017		2018	2019	2020		2021	TOTAL
	Notes	Bonds	Notes	Bonds	Notes	Notes	Notes	Bonds	Bonds	
TOTAL CAPITAL REQUESTS										
Projects (Notes 5/10 yr/Bonds 20 yr)	4,426,790	5,190,490	2,566,605	10,000,000	4,246,288	376,617	1,080,000	10,000,000	10,000,000	47,886,790
Assessable Projects (7 year amortization)			10,000		1,185,000	60,000	0			1,255,000
PROJECT TOTALS	4,426,790	5,190,490	2,576,605	10,000,000	5,431,288	436,617	1,080,000	10,000,000	10,000,000	49,141,790
FINANCING COSTS										
Estimated Issuance Expenses			66,125	256,375	168,000	11,250	27,750	256,375	256,375	1,042,250
($30/Bond under $1,500,000 or $25/Bond greater than $1,500,000 years 2014 and thereafter)										
Est. Underwriter's Disc($10/1000 notes $12.50/1000 bds)	45,150	66,375								111,525
Reoffering Premium (Built into Rates)										
Financial Advisor	19,000	27,300								46,300
Bond Counsel	10,000	12,000								22,000
Disclosure Counsel (If chosen)	6,000	7,200								13,200
Paying Agent (If terms are bid) BTSC	675	675								1,350
Rating Expense	6,204	7,296								13,500
TOTAL CAPITAL REQUIRED	4,513,819	5,311,336	2,642,730	10,256,375	5,599,288	447,867	1,107,750	10,256,375	10,256,375	50,391,915
Est. Interest Earnings	(1,660)	(1,946)	(1,288)	(5,000)	(2,716)	(218)	(540)	(5,000)	(5,000)	(23,369)
Rounding (Available for Debt Service/Projects)	2,841	610	3,558	3,625	3,428	2,351	2,790	3,625	3,625	26,454
NET ISSUE SIZE	**4,515,000**	**5,310,000**	**2,645,000**	**10,255,000**	**5,600,000**	**450,000**	**1,110,000**	**10,255,000**	**10,255,000**	50,395,000

Annual Debt Issuance	**9,825,000**	**12,900,000**	**5,600,000**	**450,000**	**11,365,000**	**10,255,000**

Note: Future Project amounts subject to change

Preliminary Planning Schedule

EHLERS
LEADERS IN PUBLIC FINANCE

Fitchburg

2016 (Only) Capital Improvement Program

Year	CIP Existing Payments	Mun Bldg 1997 Bonds Payments	Mun Bldg 1998 Bond Payments	Dated 6/15/16 Proposed $4,515,000 2016 G.O. Notes, Series 2016A Prin		Est Int	Proposed $5,310,000 2016 G.O. Bonds, Series 2016B Prin		Est Int	Proposed 2016 New Debt	Total CIP Debt Payments	Less: Revenue Offsets	Net CIP Tax Levy	Muncipal Bldg Tax Levy	Combined Net Tax Levy	Tax Base (000)	CIP Debt Tax Rate	Mun Bldg Debt Tax Rate	Combined Debt Tax Rate	YEAR
2016	4,797,556	(392,760)	(393,698)			32,983			56,277	**89,261**	**4,886,817**	(2,041,297)	2,771,900	786,458	3,558,358	2,433,101	1.14	0.32	**1.46**	2016
2017	4,689,079	(399,438)	(425,375)	250,000	0.95%	70,343	100,000	0.95%	121,573	**541,915**	**5,230,994**	(2,140,569)	3,090,425	824,813	3,915,238	2,445,266	1.26	0.34	**1.60**	2017
2018	4,567,704			625,000	1.10%	65,718	300,000	1.10%	119,448	**1,110,165**	**5,677,869**	(2,023,445)	3,654,424	0	3,654,424	2,457,492	1.49	0.00	**1.49**	2018
2019	4,712,816			375,000	1.30%	59,843	230,000	1.30%	116,303	**781,145**	**5,493,961**	(2,144,243)	3,349,718		3,349,718	2,469,780	1.36	0.00	**1.36**	2019
2020	3,785,150			625,000	1.45%	52,874	275,000	1.45%	112,814	**1,065,688**	**4,850,838**	(2,086,519)	2,764,318		2,764,318	2,482,129	1.11	0.00	**1.11**	2020
2021	3,464,530			655,000	1.55%	43,266	235,000	1.55%	108,999	**1,042,265**	**4,506,795**	(1,962,645)	2,544,150		2,544,150	2,494,539	1.02	0.00	**1.02**	2021
2022	3,684,415			375,000	1.70%	35,003	240,000	1.70%	105,138	**755,140**	**4,439,555**	(2,235,258)	2,204,297		2,204,297	2,507,012	0.88	0.00	**0.88**	2022
2023	3,362,190			400,000	1.80%	28,215	245,000	1.80%	100,893	**774,108**	**4,136,298**	(2,212,431)	1,923,867		1,923,867	2,638,157	0.73	0.00	**0.73**	2023
2024	3,193,720			400,000	1.90%	20,815	245,000	1.90%	96,360	**762,175**	**3,955,895**	(2,176,775)	1,779,120		1,779,120	2,657,943	0.67	0.00	**0.67**	2024
2025	3,219,663			400,000	2.05%	12,915	250,000	2.05%	91,470	**754,385**	**3,974,048**	(2,184,906)	1,789,141		1,789,141	2,684,522	0.67	0.00	**0.67**	2025
2026	2,864,693			410,000	2.15%	4,408	260,000	2.15%	86,113	**760,520**	**3,625,213**	(2,057,567)	1,567,645		1,567,645	2,711,367	0.58	0.00	**0.58**	2026
2027	2,828,430						260,000	2.25%	80,393	**340,393**	**3,168,823**	(2,008,046)	1,160,776		1,160,776	2,738,481	0.42	0.00	**0.42**	2027
2028	839,180						270,000	2.40%	74,228	**344,228**	**1,183,408**	(16,915)	1,166,492		1,166,492	2,765,866	0.42	0.00	**0.42**	2028
2029	844,435						275,000	2.55%	67,481	**342,481**	**1,186,916**	(11,592)	1,175,325		1,175,325	2,793,525	0.42	0.00	**0.42**	2029
2030	439,475						275,000	2.65%	60,331	**335,331**	**774,806**	(5,994)	768,812		768,812	2,821,460	0.27	0.00	**0.27**	2030
2031	69,300						300,000	2.80%	52,488	**352,488**	**421,788**	0	421,788		421,788	2,849,674	0.15	0.00	**0.15**	2031
2032							300,000	2.90%	43,938	**343,938**	**343,938**		343,938		343,938	2,878,171	0.12	0.00	**0.12**	2032
2033							300,000	3.00%	35,088	**335,088**	**335,088**		335,088		335,088	2,906,953	0.12	0.00	**0.12**	2033
2034							300,000	3.10%	25,938	**325,938**	**325,938**		325,938		325,938	2,936,022	0.11	0.00	**0.11**	2034
2035							325,000	3.20%	16,088	**341,088**	**341,088**		341,088		341,088	2,965,383	0.12	0.00	**0.12**	2035
2036							325,000	3.35%	5,444	**330,444**	**330,444**		330,444		330,444	2,995,036	0.11	0.00	**0.11**	2036
2037										**0**	**0**		0		0	3,024,987	0.00	0.00	**0.00**	2037
2038										**0**	**0**		0		0	3,055,237	0.00	0.00	**0.00**	2038
2039										**0**	**0**		0		0	3,085,789	0.00	0.00	**0.00**	2039
2040										**0**	**0**		0		0	3,116,647	0.00	0.00	**0.00**	2040
2041										**0**	**0**		0		0	3,147,813	0.00	0.00	**0.00**	2041
															0					
City Hall																				
TOTAL	47,362,335	(792,198)	(819,073)	**4,515,000**		**426,381**	**5,310,000**		**1,520,521**	**11,828,179**	**59,190,514**	(25,308,202)	33,808,692	1,611,270	35,419,962					

2016-2021 CIP

EHLERS
LEADERS IN PUBLIC FINANCE

Fitchburg

2016 - 2021 Capital Improvement Program

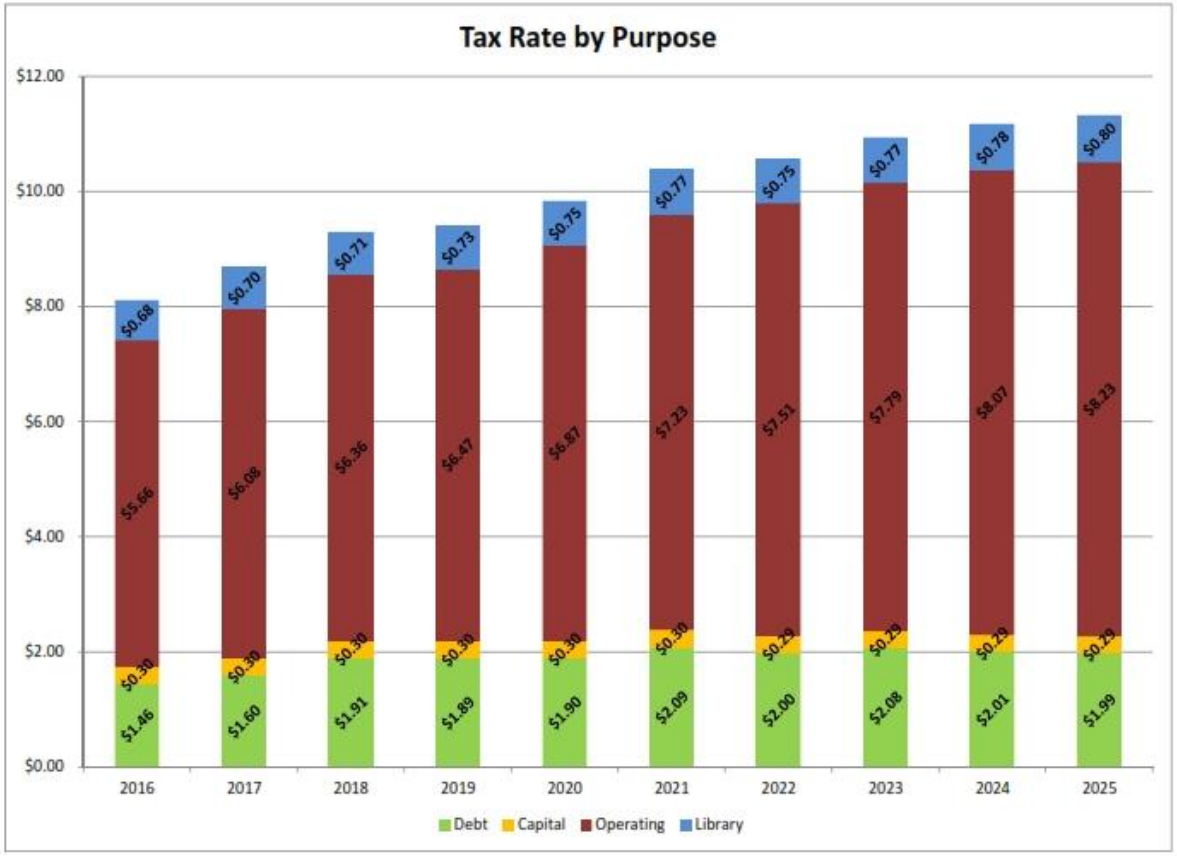
Year	CIP Existing Payments	Mun Bldg 1997 Bonds Payments	Mun Bldg 1998 Bond Payments	Proposed **2016-2021 New Debt**	**Total CIP Debt Payments**	Less: Revenue Offsets	Net CIP Tax Levy	Muncipal Bldg Tax Levy	Combined Net Tax Levy	Tax Base (000)	**CIP Debt Tax Rate**	**Mun Bldg Debt Tax Rate**	**Combined Debt Tax Rate**	YEAR
2016	4,797,556	(392,760)	(393,698)	**89,261**	**4,886,817**	(2,041,297)	2,771,900	786,458	3,558,358	2,433,101	1.14	0.32	**1.46**	2016
2017	4,689,079	(399,438)	(425,375)	**541,915**	**5,230,994**	(2,140,569)	3,090,425	824,813	3,915,238	2,445,266	1.26	0.34	**1.60**	2017
2018	4,567,704			**2,152,440**	**6,720,144**	(2,028,845)	4,691,299	0	4,691,299	2,457,492	1.91	0.00	**1.91**	2018
2019	4,712,816			**2,341,195**	**7,054,011**	(2,374,343)	4,679,668		4,679,668	2,469,780	1.89	0.00	**1.89**	2019
2020	3,785,150			**3,253,638**	**7,038,788**	(2,316,619)	4,722,168		4,722,168	2,482,129	1.90	0.00	**1.90**	2020
2021	3,464,530			**3,929,365**	**7,393,895**	(2,184,632)	5,209,263		5,209,263	2,494,539	2.09	0.00	**2.09**	2021
2022	3,684,415			**4,022,853**	**7,707,268**	(2,454,133)	5,253,134		5,253,134	2,507,012	2.10	0.00	**2.10**	2022
2023	3,362,190			**4,562,245**	**7,924,435**	(2,422,956)	5,501,479		5,501,479	2,638,157	2.09	0.00	**2.09**	2023
2024	3,193,720			**4,556,163**	**7,749,883**	(2,378,950)	5,370,932		5,370,932	2,657,943	2.02	0.00	**2.02**	2024
2025	3,219,663			**4,519,423**	**7,739,085**	(2,378,731)	5,360,354		5,360,354	2,684,522	2.00	0.00	**2.00**	2025
2026	2,864,693			**4,193,195**	**7,057,888**	(2,068,042)	4,989,845		4,989,845	2,711,367	1.84	0.00	**1.84**	2026
2027	2,828,430			**3,765,993**	**6,594,423**	(2,008,046)	4,586,376		4,586,376	2,738,481	1.67	0.00	**1.67**	2027
2028	839,180			**3,448,528**	**4,287,708**	(16,915)	4,270,792		4,270,792	2,765,866	1.54	0.00	**1.54**	2028
2029	844,435			**2,953,831**	**3,798,266**	(11,592)	3,786,675		3,786,675	2,793,525	1.36	0.00	**1.36**	2029
2030	439,475			**2,896,394**	**3,335,869**	(5,994)	3,329,875		3,329,875	2,821,460	1.18	0.00	**1.18**	2030
2031	69,300			**2,877,013**	**2,946,313**	0	2,946,313		2,946,313	2,849,674	1.03	0.00	**1.03**	2031
2032				**2,909,863**	**2,909,863**		2,909,863		2,909,863	2,878,171	1.01	0.00	**1.01**	2032
2033				**2,891,513**	**2,891,513**		2,891,513		2,891,513	2,906,953	0.99	0.00	**0.99**	2033
2034				**2,869,238**	**2,869,238**		2,869,238		2,869,238	2,936,022	0.98	0.00	**0.98**	2034
2035				**2,842,638**	**2,842,638**		2,842,638		2,842,638	2,965,383	0.96	0.00	**0.96**	2035
2036				**2,812,744**	**2,812,744**		2,812,744		2,812,744	2,995,036	0.94	0.00	**0.94**	2036
2037				**2,549,425**	**2,549,425**		2,549,425		2,549,425	3,024,987	0.84	0.00	**0.84**	2037
2038				**1,679,000**	**1,679,000**		1,679,000		1,679,000	3,055,237	0.55	0.00	**0.55**	2038
2039				**1,657,750**	**1,657,750**		1,657,750		1,657,750	3,085,789	0.54	0.00	**0.54**	2039
2040				**1,564,000**	**1,564,000**		1,564,000		1,564,000	3,116,647	0.50	0.00	**0.50**	2040
2041				**761,250**	**761,250**		761,250		761,250	3,147,813	0.24	0.00	**0.24**	2041
									0					
City Hall														
TOTAL	47,362,335	(792,198)	(819,073)	**72,640,867**	**120,003,202**	(26,831,665)	93,097,917	1,611,270	94,709,187					

Tax Base Equalized Value – TID Out

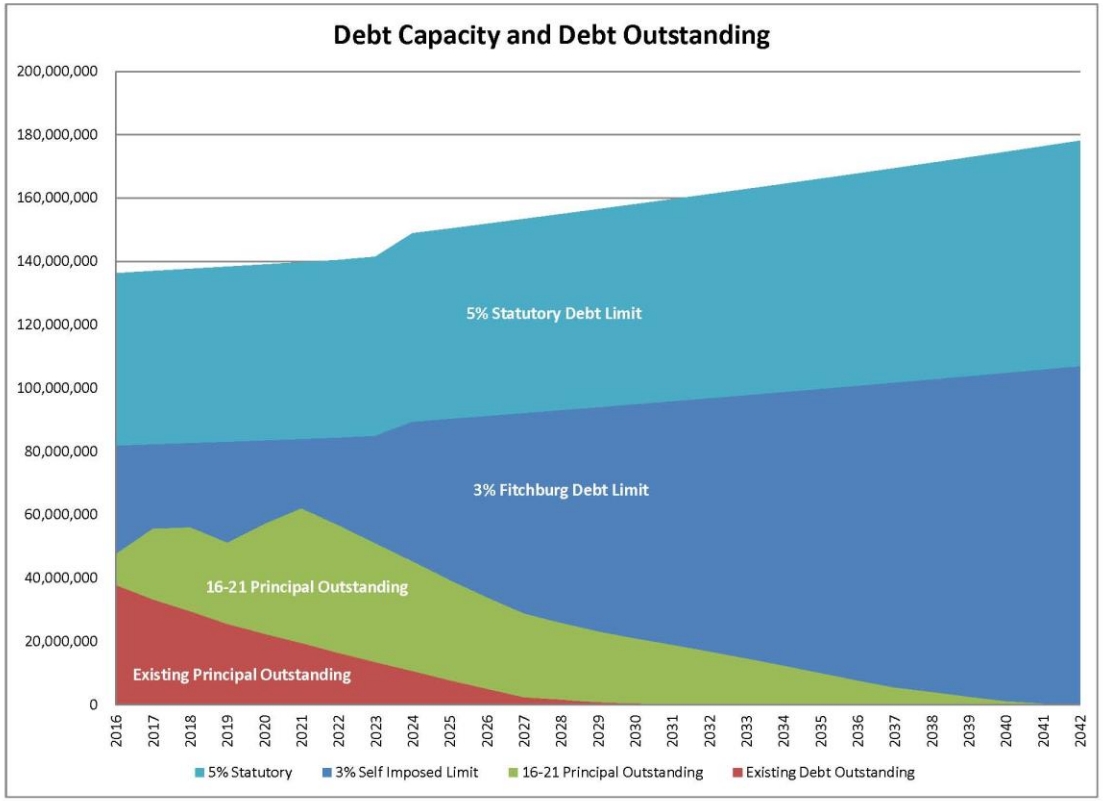
Tax Based Equalized Valuation Projections - TID Out

	Valuation Year	Percentage Method Equalized Value	Percentage Method Percent Change	Straight Line Method Equalized Value	Straight Line Method Dollar Value Change	75% Discounted 50% Discounted Straight Line Method Equalized Value	75% Discounted 50% Discounted Straight Line Method Dollar Value Change	
Historical								
	2010	2,401,312,900		2,401,312,900		2,401,312,900		
	2011	2,364,681,500	-1.53%	2,364,681,500	-36,631,400	2,364,681,500		
	2012	2,308,239,800	-2.39%	2,308,239,800	-56,441,700	2,308,239,800		
	2013	2,320,719,800	0.54%	2,320,719,800	12,480,000	2,320,719,800		
	2014	2,467,608,900	6.33%	2,467,608,900	146,889,100	2,467,608,900		
	2015	2,433,100,600	-1.40%	2,433,100,600	-34,508,300	2,433,100,600		
	5 year trend		**0.31%**		**6,357,540**		**3,178,770**	**50%**
							4,768,155	**75%**
Projected	2016	2,440,688,697	0.31%	2,439,458,140	0.26%	**2,445,266,103**	**0.50%**	
	2017	2,448,300,460	0.31%	2,445,815,680	0.26%	**2,457,492,434**	**0.50%**	
	2018	2,455,935,961	0.31%	2,452,173,220	0.26%	**2,469,779,896**	**0.50%**	conservative growth
	2019	2,463,595,275	0.31%	2,458,530,760	0.26%	**2,482,128,795**	**0.50%**	
	2020	2,471,278,476	0.31%	2,464,888,300	0.26%	**2,494,539,439**	**0.50%**	
	2021	2,478,985,638	0.31%	2,471,245,840	0.26%	2,507,012,136	0.50%	
	2022	2,486,716,837	0.31%	2,477,603,380	0.26%	2,638,156,583	0.50%	**Absorb Town of Madison**
	2023	2,494,472,147	0.31%	2,483,960,920	0.26%	2,657,942,757	0.75%	
	2024	2,623,245,078	0.31%	2,490,318,460	0.26%	2,684,522,185	1.00%	
	2025	2,631,426,178	0.31%	2,617,669,435	5.11%	2,711,367,407	1.00%	
	2026	2,639,632,792	0.31%	2,624,026,975	0.24%	2,738,481,081	1.00%	
	2027	2,647,865,000	0.31%	2,630,384,515	0.24%	2,765,865,892	1.00%	
	2028	2,656,122,882	0.31%	2,636,742,055	0.24%	2,793,524,551	1.00%	
	2029	2,664,406,518	0.31%	2,643,099,595	0.24%	2,821,459,796	1.00%	
	2030	2,672,715,988	0.31%	2,649,457,135	0.24%	2,849,674,394	1.00%	
	2031	2,681,051,372	0.31%	2,655,814,675	0.24%	2,878,171,138	1.00%	
	2032	2,689,412,752	0.31%	2,662,172,215	0.24%	2,906,952,849	1.00%	
	2033	2,697,800,209	0.31%	2,668,529,755	0.24%	2,936,022,378	1.00%	
	2034	2,706,213,823	0.31%	2,674,887,295	0.24%	2,965,382,602	1.00%	
	2035	2,714,653,677	0.31%	2,681,244,835	0.24%	2,995,036,428	1.00%	
	2036	2,723,119,853	0.31%	2,687,602,375	0.24%	3,024,986,792	1.00%	
	2037	2,731,612,432	0.31%	2,693,959,915	0.24%	3,055,236,660	1.00%	
	2038	2,740,131,496	0.31%	2,700,317,455	0.24%	3,085,789,026	1.00%	
	2039	2,748,677,129	0.31%	2,706,674,995	0.24%	3,116,646,917	1.00%	
	2040	2,757,249,413	0.31%	2,713,032,535	0.23%	3,147,813,386	1.00%	
	2041	2,765,848,432	0.31%	2,719,390,075	0.23%	3,179,291,520	1.00%	
	2042	2,774,474,268	0.31%	2,725,747,615	0.23%	3,211,084,435	1.00%	

Tax Rate By Purpose



Future Debt Capacity



Financial Policies

PATRICK STERN

CHAIR FINANCE & EMS COMMITTEES

Financial Policies

- **General Fund** - The City shall seek to maintain its undesignated and unreserved fund balance at a minimum of between 15 and 25% of total general fund annual revenues plus the amount of state shared revenue received during the previous year. (Currently 28.2%*)
- **Tax Rate Stability** - The City shall seek to maintain an equalized tax rate for debt at a level which does not exceed $2.25 / $1,000 of equalized valuation for purposes of financing its defined capital improvement plan. (Currently $1.33)
- **Matching Revenues and Expenses for Debt** - It is the policy of the City to structure the payments of principal on debt to coincide with the levying of principal for special assessments
- **Financing Capital Equipment and Road Maintenance** - The current 5 year plan calls for the movement to full funding of annual street and road maintenance projects up to $500,000 per year and that equipment fleet maintenance be fully funded from the annual levy/expenditure restraint funds.
- **Preservation of GO Borrowing Capacity** - Wisconsin allows municipalities to borrow up to 5% of its Equalized Valuation on a general obligation basis. The City of Fitchburg has adopted an ordinance which limits itself to a 3% standard. (Currently 1.92% including these issues)
- **Limitation on Percent of Debt Expense as Ratio of Operating Budget** - It is the City's objective to continue to monitor and control this ratio yet the priority will be to continue to keep operating costs at economical levels and maintain an aggressive debt payment approach. As a result this ratio may increase but will remain within the range of 15-25%. (Currently 21.1% excluding transfers out)

*Based on audited but not finalized 2015 CAFR amounts

Financial Policies

- **Debt Payment Structure/Duration** - The City of Fitchburg shall finance its ongoing annual capital improvement plan with the issuance of 10 year general obligation notes. The exception to this would be the financing of Tax Increment District expenses where the debt will be structured to match the projected cash flow of the district and larger building projects with projected useful lives of 20 or more years. It is also generally the philosophy of the City to avoid balloon payment structures or significant back loading of the issue where more than 50% of the principal is matured in the last 2 years of the issue. (Current payout 77.4% in 10 years including these issues)
- **Borrowing for Tax Incremental Financing** - the City has determined that it will borrow for TID related expenditures only when a development agreement or agreements for a significant amount of tax base has been secured or when the history of the development of an area (market conditions) clearly indicate that development will support the projected debt load.
- **Land Use and Growth** - It has been the policy of the City of Fitchburg to encourage new growth and development as a means of tax base expansion provided that such growth conforms to the City's Master Land Use Plan.
- **Maintenance and Enhancement of Credit Rating** - It is therefore the City's policy that its current Aa1 credit rating be maintained and that efforts be made where possible to seek to upgrade this rating. It is recognized that the City is now within just a single notch of the top of the rating scale (Moodys Aaa) as a result of the recent nationwide recalibration of Municipal ratings. The City remains committed to maintaining positive working relationships with the credit rating agencies and will cooperate with the representatives of such agencies through the provision of information and, when appropriate, through personal presentations to the analysts responsible for review of the Fitchburg account.

Development Activities

MICHAEL ZIMMERMAN

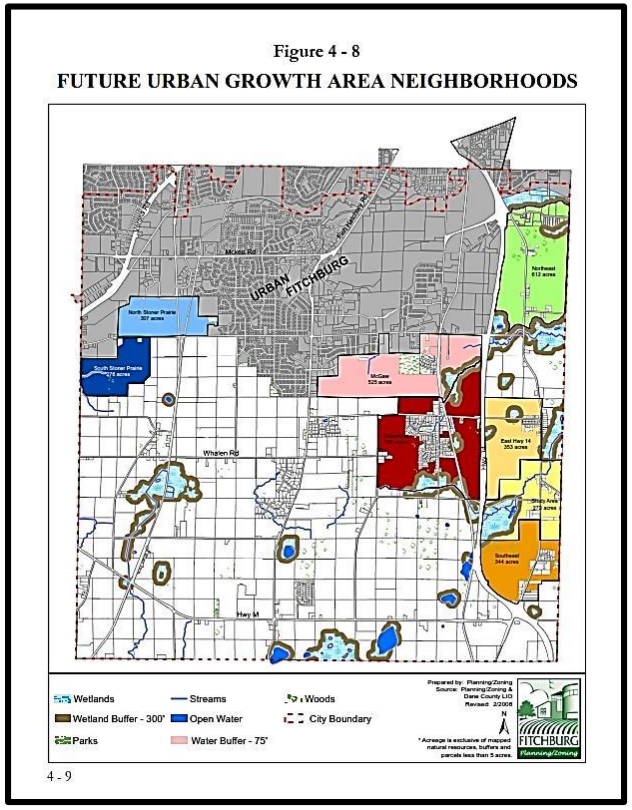
ECONOMIC DEVELOPMENT DIRECTOR

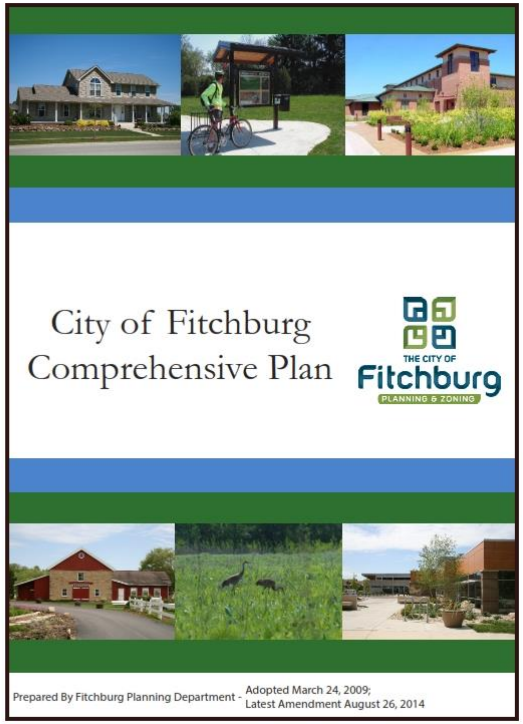
Focus on High Quality Development

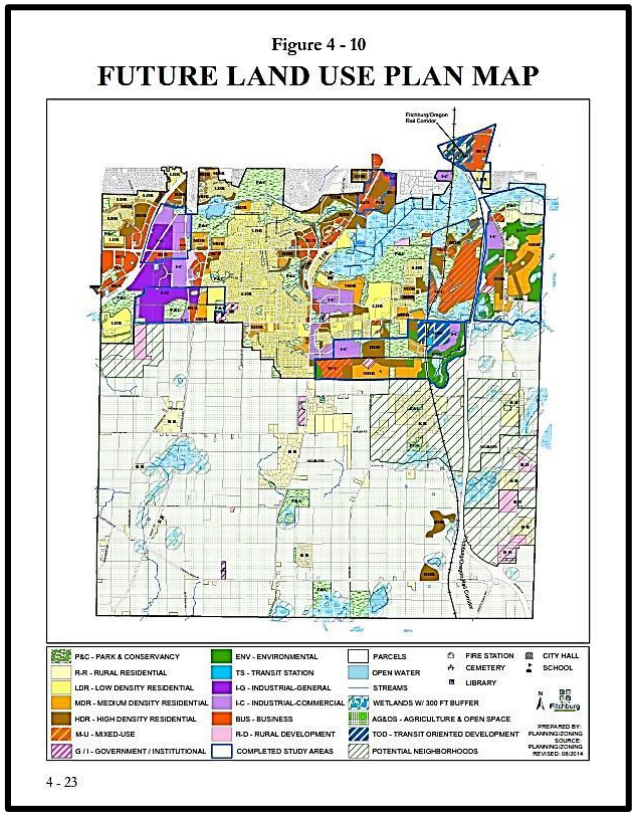
Fitchburg Development

- **Comprehensive Plan & Land Use**
  - Vacant Land
  - Urban Service Area Extensions – North Stoner Prairie & Northeast
  - Forward Fitchburg Strategic Planning
- **Building Places & Spaces**
  - Industry Clusters
  - Fitchburg Technology Neighborhood
    - *Fitchburg Center*
    - *Fitchburg Technology Campus I & RDC FTC II*
    - *Uptown Fitchburg & East Fitchburg*
    - *Novation Campus*
- **Redevelopment, Infill & Reinvestment**
  - North Fish Hatchery Road - Four Points by Sheraton Hotel & Commercial Development
  - Fish Hatchery Road – Aspen Park Apartments, Me & Julio
  - Verona Road Business Coalition(VRBC) – Anton Redevelopment Plan
  - Arrowhead Redevelopment – Benjamin Investments, Saris, General Beverage
  - Orchard Pointe – Staybridge Suites
  - Sub-Zero/Wolf Fitchburg Campus
- **Housing**
  - Renaissance on the Park, North Stoner Prairie, Quarry Vista, Fahey Fields
- **New Businesses, Development Prospects & Expansions**

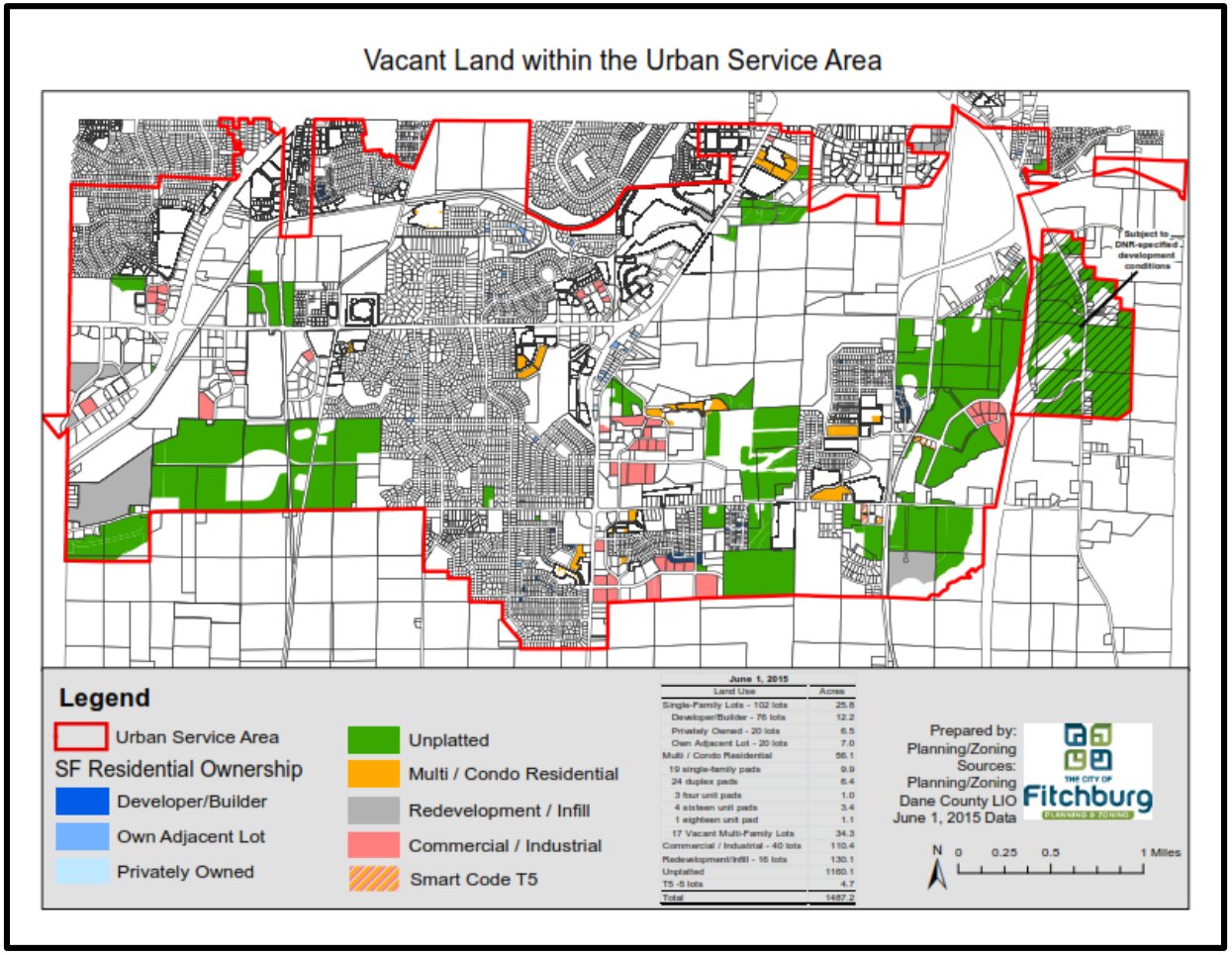
Comprehensive Plan & Land Use







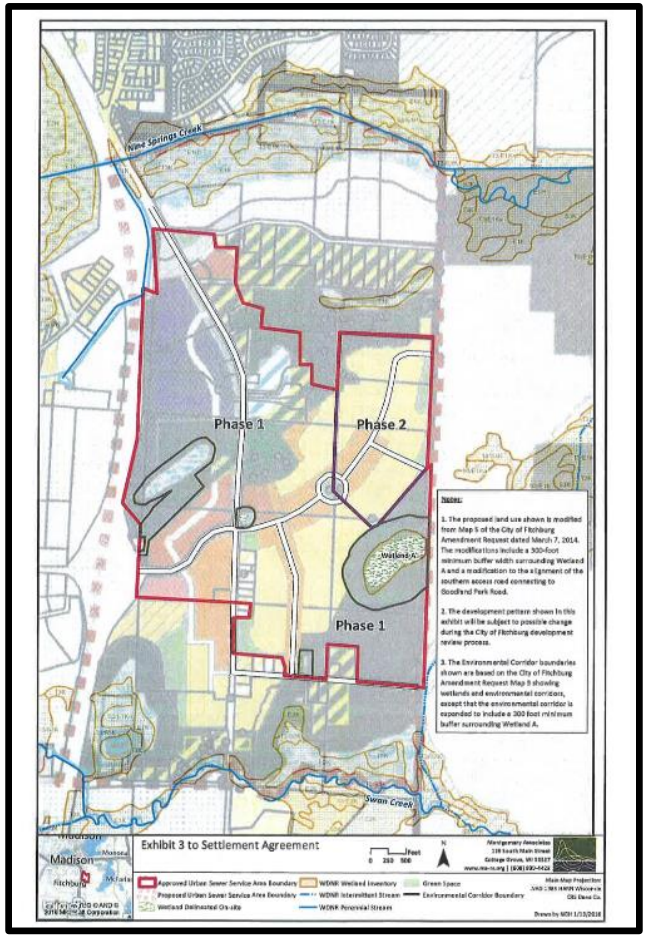
Vacant Land in the Urban Service Area



June 1, 2015	
Land Use	Acres
Single-Family Lots - 102 lots	25.8
Developer/Builder - 76 lots	12.2
Privately Owned - 20 lots	6.5
Own Adjacent Lot - 20 lots	7.0
Multi / Condo Residential	56.1
19 single-family pads	9.9
24 duplex pads	6.4
3 four unit pads	1.0
4 sixteen unit pads	3.4
1 eighteen unit pad	1.1
17 Vacant Multi-Family Lots	34.3
Commercial / Industrial - 40 lots	110.4
Redevelopment/Infill - 16 lots	130.1
Unplatted	1160.1
T5 -5 lots	4.7
Total	1487.2

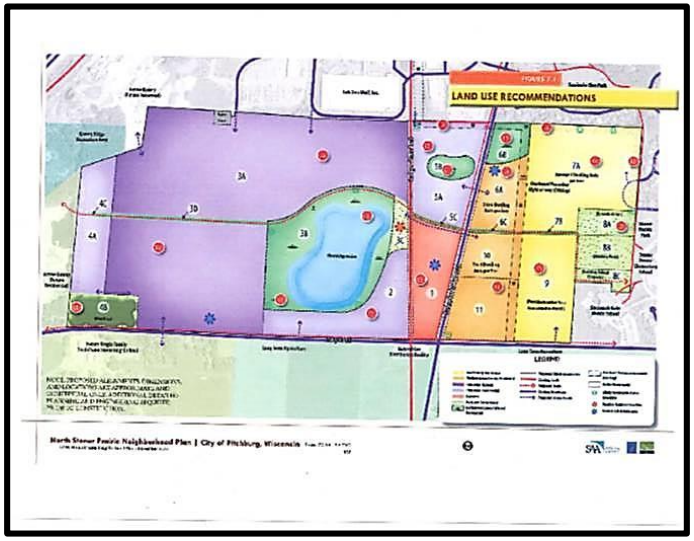
As of June 1, 2015 1,487 acres were available for development as shown on this map.

Urban Service Area Extension

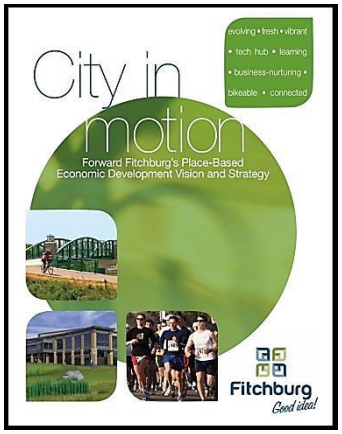


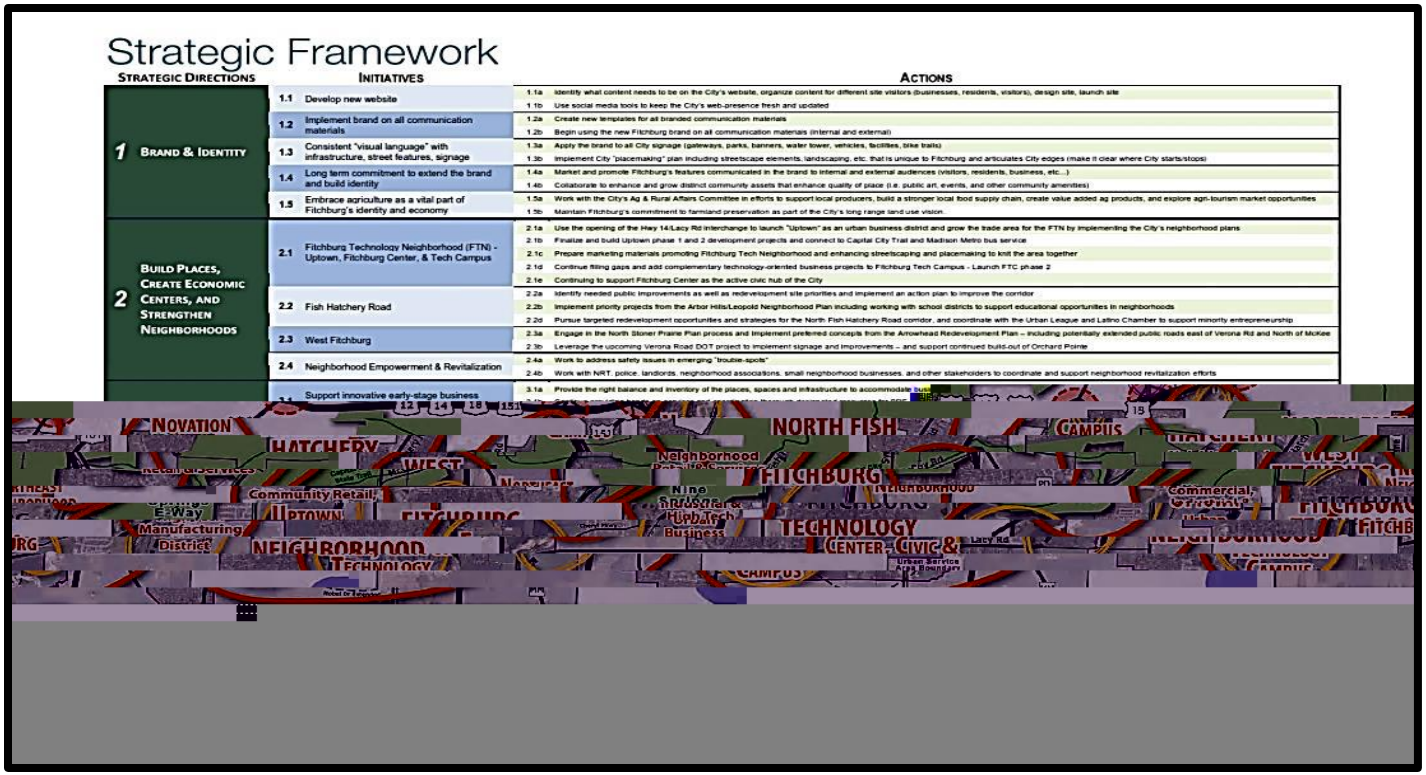
- *Northeast Neighborhood – Proposed*
- 511 acres
- 250 single family lots
- 750 multi-family units
- 500 medium density units

- *North Stoner Prairie Neighborhood*
- 365 acres



Forward Fitchburg – Strategic Planning





Strategic Framework

Strategic Directions		Initiatives		Actions
1 Brand & Identity	1.1	Develop new website	1.1a	Identify what content needs to be on the City's website, organize content for different site visitors (businesses, residents, visitors), design site, launch site
			1.1b	Use social media tools to keep the City's web-presence fresh and updated
	1.2	Implement brand on all communication materials	1.2a	Create new templates for all branded communication materials
			1.2b	Begin using the new Fitchburg brand on all communication materials (internal and external)
	1.3	Consistent "visual language" with infrastructure, street features, signage	1.3a	Apply the brand to all City signage (gateways, parks, banners, water tower, vehicles, facilities, bike trails)
			1.3b	Implement City "placemaking" plan including streetscape elements, landscaping, etc. that is unique to Fitchburg and articulates City edges (make it clear where City starts/stops)
	1.4	Long term commitment to extend the brand and build identity	1.4a	Market and promote Fitchburg's features communicated in the brand to internal and external audiences (visitors, residents, business, etc...)
			1.4b	Collaborate to enhance and grow distinct community assets that enhance quality of place (i.e. public art, events, and other community amenities)
	1.5	Embrace agriculture as a vital part of Fitchburg's identity and economy	1.5a	Work with the City's Ag & Rural Affairs Committee in efforts to support local producers, build a stronger local food supply chain, create value added ag products, and explore agri-tourism market opportunities
			1.5b	Maintain Fitchburg's commitment to farmland preservation as part of the City's long range land use vision.
2 Build Places, Create Economic Centers, and Strengthen Neighborhoods	2.1	Fitchburg Technology Neighborhood (FTN) - Uptown, Fitchburg Center, & Tech Campus	2.1a	Use the opening of the Hwy 14/Lacy Rd interchange to launch "Uptown" as an urban business district and grow the trade area for the FTN by implementing the City's neighborhood plans
			2.1b	Finalize and build Uptown phase 1 and 2 development projects and connect to Capital City Trail and Madison Metro bus service
			2.1c	Prepare marketing materials promoting Fitchburg Tech Neighborhood and enhancing streetscaping and placemaking to knit the area together
			2.1d	Continue filling gaps and add complementary technology-oriented business projects to Fitchburg Tech Campus - Launch FTC phase 2
			2.1e	Continuing to support Fitchburg Center as the active civic hub of the City
	2.2	Fish Hatchery Road	2.2a	Identify needed public improvements as well as redevelopment site priorities and implement an action plan to improve the corridor
			2.2b	Implement priority projects from the Arbor Hills/Leopold Neighborhood Plan including working with school districts to support educational opportunities in neighborhoods
			2.2d	Pursue targeted redevelopment opportunities and strategies for the North Fish Hatchery Road corridor, and coordinate with the Urban League and Latino Chamber to support minority entrepreneurship
	2.3	West Fitchburg	2.3a	Engage in the North Stoner Prairie Plan process and implement preferred concepts from the Arrowhead Redevelopment Plan – including potentially extended public roads east of Verona Rd and North of McKee
			2.3b	Leverage the upcoming Verona Road DOT project to implement signage and improvements – and support continued build-out of Orchard Pointe
	2.4	Neighborhood Empowerment & Revitalization	2.4a	Work to address safety issues in emerging "trouble-spots"
			2.4b	Work with NRT, police, landlords, neighborhood associations, small neighborhood businesses, and other stakeholders to coordinate and support neighborhood revitalization efforts
		Support innovative early-stage business	3.1a	Provide the right balance and inventory of the places, spaces and infrastructure to accommodate bus

Fitchburg Center

- 380 Acres of Mixed Use Development
- Sustainable Development
- Technology Driven Companies Such as: Promega, BTCI, Bruker AXS, CUES, Agrace Hospice, Wisconsin Hospital Association and Terso
- Home to Fitchburg Civic Campus

Farmer's Market

CDW

BTCI

Art Fair

Promega da Vinci R & D

Wood's Hollow Preschool

Fitchburg Technology Campus

Fitchburg

FITCHBURG TECHNOLOGY CAMPUS

- 60 Acre Mixed-Use Development
- Home to the New Venture Accelerator Space
- Home to Science and Tech Companies Such as: Platypus Technology, Pegasus Sustainability and TDS Data Center
- Corporate Headquarters for Tri-North Construction and The Madison Group and Gordon Flesch Company

PLATYPUS TECHNOLOGIES

PEGASUS Sustainability Solutions

RDC Fitchburg Technology Campus Phase II

Fitchburg

- *Promega Processing Facility – Kepler Center*
- 110,000 sq. ft.
- Located on 16 Acres of WEDC Certified in Wisconsin Site
- $18.5 Million Dollar Project
- Located Within Minutes of Corporate Offices
- Opened Fall 2015

LAND AVAILABLE FOR DEVELOPMENT

RDC FITCHBURG TECHNOLOGY CAMPUS - PHASE II
Fish Hatchery Road & Nobel Drive
Fitchburg, WI 53711

RUEDEBUSCH COMMERCIAL INVESTMENTS

CERTIFIED in

Wisconsin Economic Development Corporation - Certified Site

RDC Fitchburg Technology Campus - Phase II is a Wisconsin Economic Development Corporation (WEDC) Certified Site. The site has gone through an extensive review process by WEDC and Deloitte Consulting. The site has been certified as development-ready for companies locating or expanding on the site. This certification signifies the site is streamlined for the development process and the end-user can move quickly with confidence.

Property Locator Map

Location

Property Aerial

For More Information Please Contact:

Ruedebusch Commercial Investments
4605 Dovetail Drive
Madison, WI 53704

Thomas G. Phillips, CCIM, SIOR
Phone: 608.243.9070 x234
Mobile: 608.720.6958
E-mail: tomp@ruedebusch.com

The information provided herein has been obtained from sources deemed reliable and is believed to be accurate. However, no guarantee, warranty or representation is made as to the accuracy thereof. The information provided herein is subject to correction or change without notice.

- *Office & Manufacturing Facility*
- 26,075 sq. ft.
- $5,000,000

- *Tralee Apartments*
- *30 units*

Uptown Fitchburg

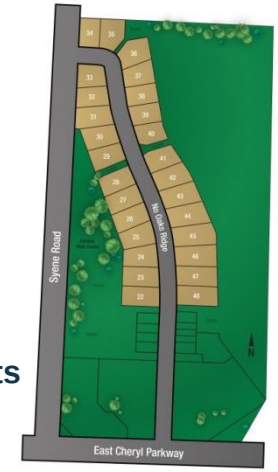
Fitchburg

Uptown Advantages

- 400 Acre Urban Mixed-Use Live, Work and Play Neighborhood
- Over 75% of the region's population live within 10 miles
- Quick access to U.S. Hwy 12/18/151 Beltline, downtown Madison & UW-Madison via U.S. Hwy 14 Lacy Road Interchange & mass transit
- Bike-friendly with miles of bike trails, bordering the Dane County E-Way, Capital City Trail, and permanent open space
- Located within the Urban Service Area; municipal water and sewer available; offering highway exposure along U.S. Hwy 14
- Slated to include Class A office space, science & technology, business-class lodging with event center, retail/commercial space, pubs & restaurants, urban single-family homes, high-end multi-unit housing
- First SmartCode Zoned Community in WI – Speed to Market, Flexibility
- Tax Increment District - Shovel Ready

AVANTE PROPERTIES

Uptown Fitchburg

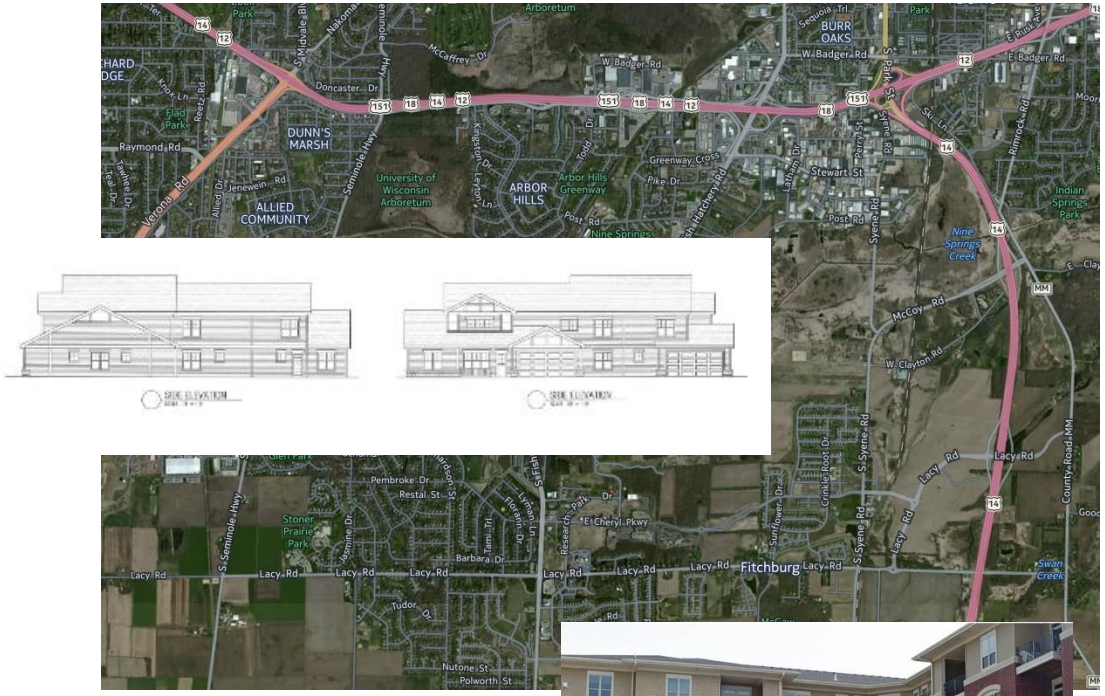


- *Uptown Village*
- 27 single family lots

- *Prima Apartments*
- 64 units constructed
- 52 units under construction

- *Riva Apartments*
- 162 units constructed

East Fitchburg

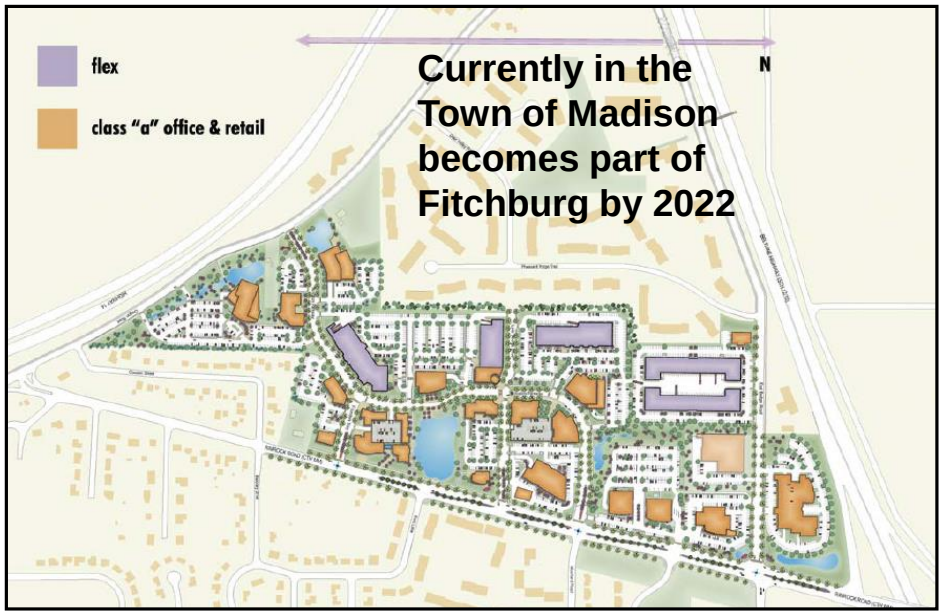


- *Prairie Park & Preserve Apts*
- 64 units under construction

- *Inspiration Pointe at Swan Creek*
- 26 Licensed Adult Family Homes
- 28 Age 55+ Active Living Residential
- Community Center/Adult Day Care for 50 Individuals

- *Addison Apartments*
- 139 units constructed
- 142 units under construction
- 71 additional approved not permitted

Novation Campus



North Fish Hatchery Road Infill, Reinvestment & Redevelopment

Fitchburg

POST ROAD
Site Aerial
Seth Harry & Associates, Inc.

North Fish Hatchery Road Infill, Reinvestment & Redevelopment

Fitchburg

- *Four Points by Sheraton*
- Four story hotel
- 120 Rooms/Conference Center/Restaurant
- Projected construction cost - $14 million

- *National coffee & financial institution*
- 8,274 sq. ft. 2 story building
- 9,000 sq. ft. 2 story building

Fish Hatchery Road Infill, Reinvestment & Redevelopment

Fitchburg

- *Thirsty Goat – Proposed*
- Pub & Restaurant
- Former Casa del Sol
- Opening Fall of 2016

- *Aspen Park Apartments - Proposed*
- Density to Double 412 Units
- Redevelopment of Sun Valley Apartments
- Starting Fall of 2016

- *Me & Julio*, Tex-Mex themed restaurant
- Opening late May 2016
- Former Veranda Restaurant site

West Fitchburg Redevelopment & Investment

Fitchburg

West Fitchburg, Arrowhead, Orchard Pointe

BUILDING OUR FUTURE
VERONA ROAD BUSINESS COALITION
VeronaRoad.info

Anton Drive Redevelopment Study Area for 2015 - 2016

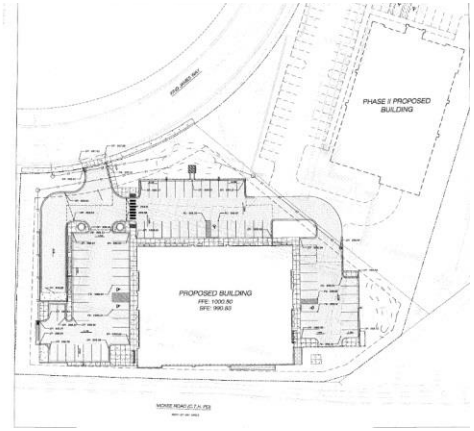
- Verona Road Business Coalition (VRBC) Formed 2014
- Mission: Advocacy, Strategic Planning & Branding for Businesses Located in 5 Year Road Construction Project
- Secured $130,000 in City CIP Over 5 Years Matching Funds for VRBC
- Worked with City to Include Funding for Anton Drive Study
- Applied for a WEDC Community Development Grant

VERONA ROAD PROJECT THE RIGHT LINK

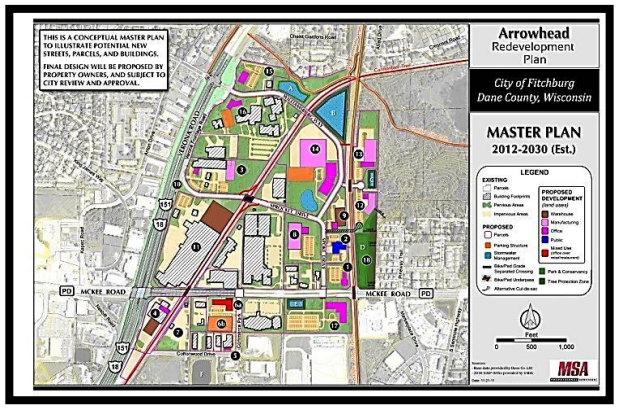
West Fitchburg - US18/151 Verona Road Arrowhead

Fitchburg

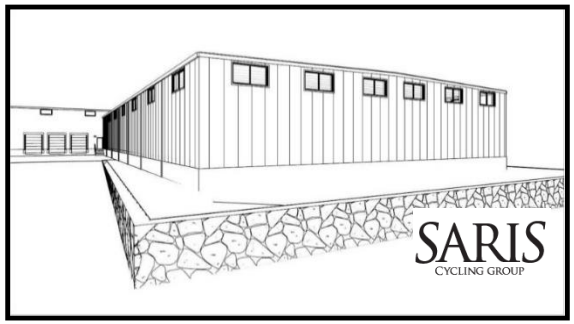
- *Benjamin Investments Building*
- 3 story Class A office
- 54,000 sq. ft.
- $12 million investment
- KL Engineering Anchor Tenant



Arrowhead



- *Saris Cycling Group*
- 18,375 sq. ft. addition
- $650,00 investment

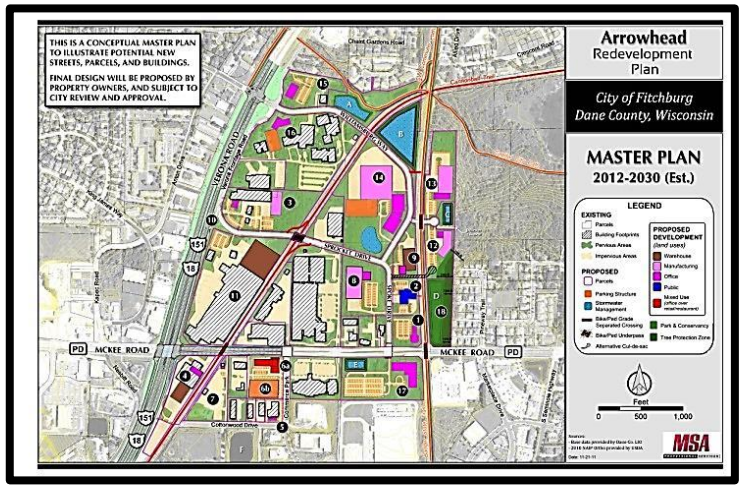


- *General Beverage to expand offices*
- Corner of US 18/151 & McKee Road
- $2.4 million office investment
- $1.1 million warehouse investment

Redevelopment & Reinvestment
Arrowhead & Commerce Park

Fitchburg

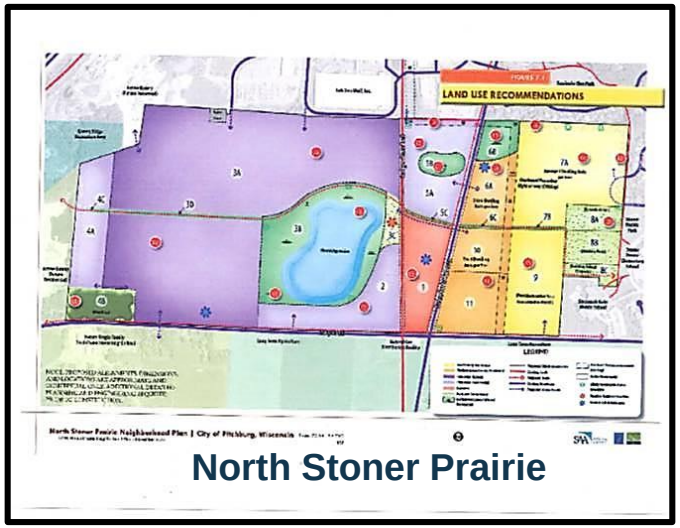
Arrowhead



West Fitchburg

- *Benjamin Plumbing's* New Building
- $2.9 million investment
- Fitchburg Commerce Park

- *Madison Gas & Electric Training Facility*
- $2.5 million investment
- 10,000 sq. ft.
- Fitchburg Business Park



North Stoner Prairie

Redevelopment & Reinvestment
Orchard Pointe

Fitchburg

Vacant Land for Sale

Orchard Pointe Land Lots 9-13, Fitchburg, WI

Land Information and Demographics

Largest shovel-ready retail land available in Fitchburg; Adjacent to Super Target & proposed Hyvee grocery store; Big box approved up to 90,000 sq. ft.; Lots available for large format retail stores and owner occupant opportunities.

Lot	Acres	Price/SF	Total Price	Land Included
9	2.53	$10.00	$1,101,348	–
10	3.75	$12.50	$2,044,246	Outlots 2 and 4
11	3.76	$10.00	$1,636,536	Outlot 3
12	11.95	$15.00	$7,808,835	Outlot 1
13	2.13	$10.00	$928,653	–

Demographics	1 Mile	3 Miles	5 Miles
Population	6,262	60,938	127,796
Avg. Household Income	$79,065	$86,488	$87,652

Lee & Associates®
COMMERCIAL REAL ESTATE SERVICES

For more information, please contact:

Chris Etmanczyk
Direct: (608) 327-4004
Cell: (608) 212-3033
chris.etman@lee-associates.com

Blake George
Direct: (608) 327-4005
Cell: (608) 209-9990
bgeorge@lee-associates.com

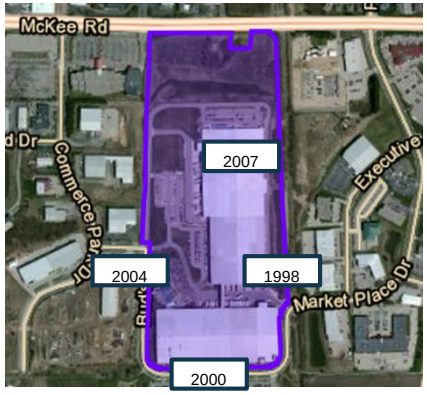
22312 The information contained herein is based on estimates and assumptions and is presented for illustration purposes only. No representations, warranties or guarantees of any kind are made.

- *Staybridge Suites*
- 100 Rooms
- $13 million investment
- Orchard Pointe Lot 9

- *18/8 Men's Salon*

- *Orchard Pointe Apts*
- $3.2 Million Investment
- 40 Units

Sub-Zero/Wolf Selects Fitchburg



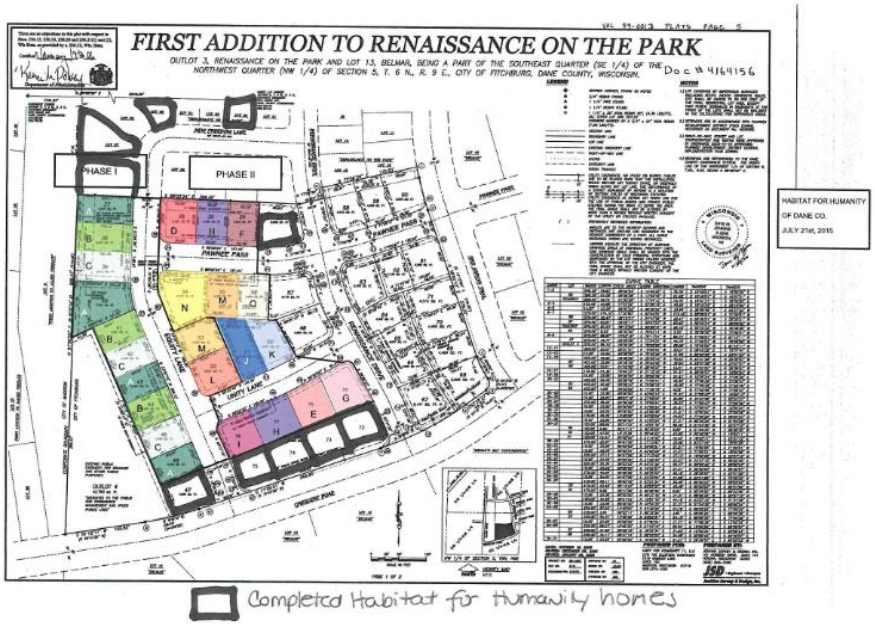
- Sub-Zero/Wolf Fitchburg Campus
- Fitchburg's largest employer
- 1,000,000 total sq. ft.
- 1,100 jobs

- *Sub-Zero/Wolf* selects WI over KY
- 435,000 sq. ft. expansion
- 300+ new jobs
- $70+ million investment
- Home to their new "Cove" dishwasher line

- 6,000 sq. ft. expansion
- "Barn" training facility

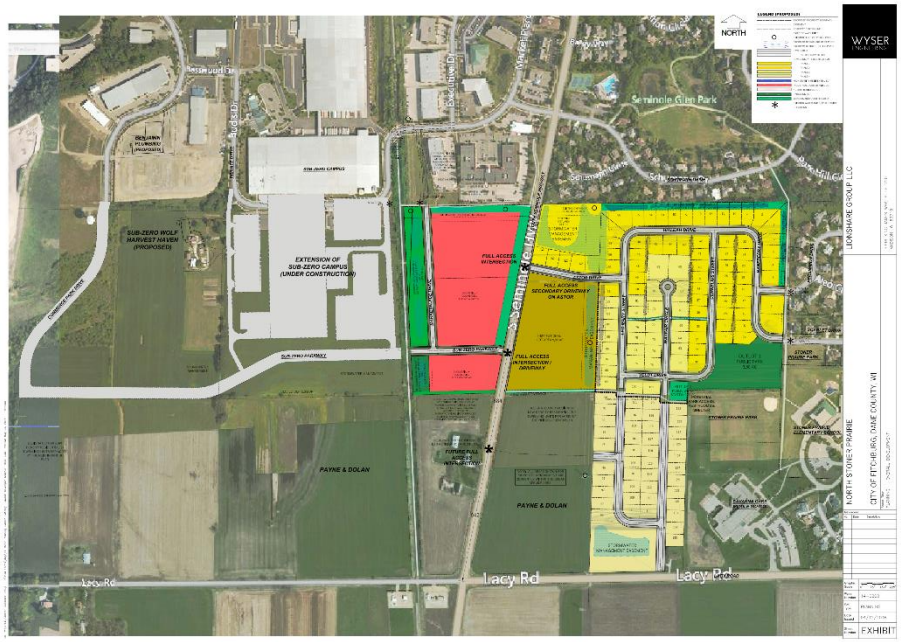
Infill Development
Habitat for Humanity Workforce Housing

- *Renaissance on the Park – Habitat for Humanity*
- Workforce Housing
- 36 total single family home sites
- 10 homes completed, 26 more planned
- Verona Area School District



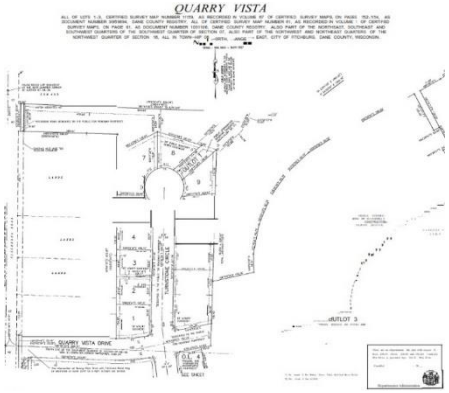
West Fitchburg Housing– North Stoner Prairie

- *Stoner Prairie Subdivision*
- 160 Single Family Units (Petitioned for 2016 Parade of Homes Site)
- 50 Townhouse Units
- 22 Acres Industrial/Commercial Seminole Business Park (proposed) & Road Extension to Sub Zero Campus
- Total Site Acreage: 97.8
- Verona Area School District

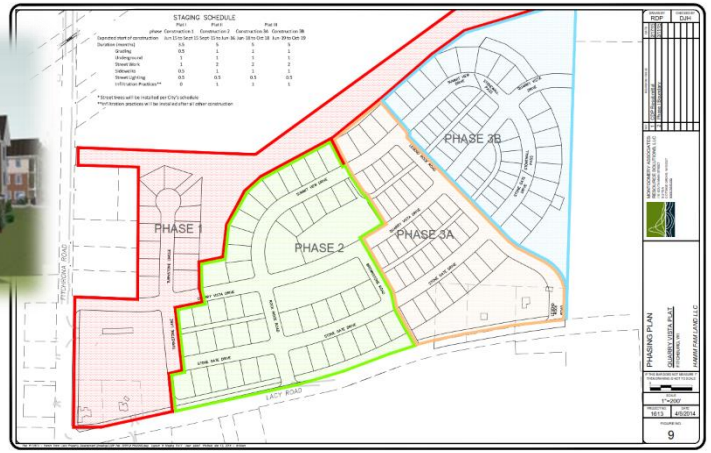


West Fitchburg Housing – Quarry Vista

Fitchburg



- *Quarry Vista - Approved*
- 136 single family lots
- 30 two family lots
- 152 apartments
- 72.4 acres
- Verona Area School District



- First Phase
- 14 single family lots $450,000+
- *Elan Apartments* – 152 units under construction

www.quarryvista.com

South Central Fitchburg Housing – Fahey Fields

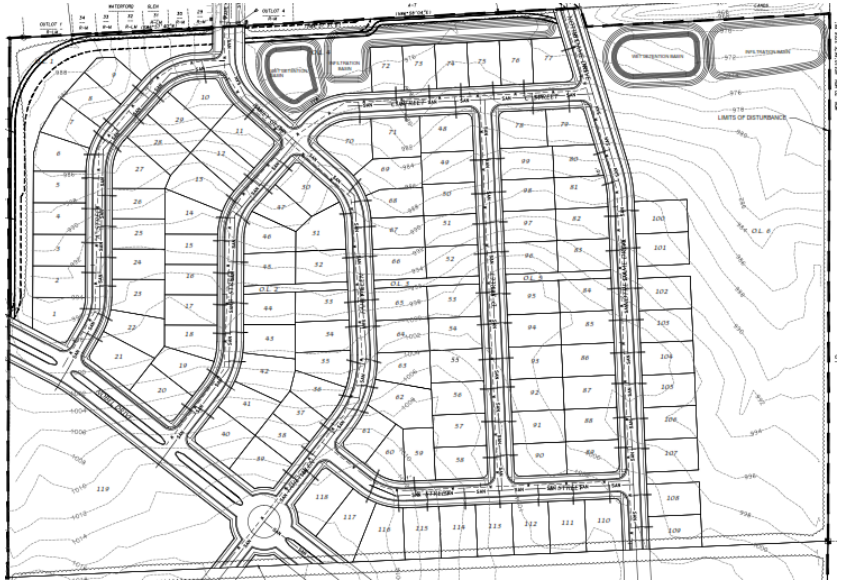
FAHEY FIELDS

CITY OF FITCHBURG
DANE COUNTY, WISCONSIN

PROJECT LOCATION

- First Phase
- 102 single family lots
- 6 multi-family lots

- *Fahey Fields – Approved*
- 137 single family lots
- 333 multi-family units
- 152 apartments
- 80 acres
- Oregon Area School District



New Business Openings

- Farmers Insurance
- Fairyland Day Care
- Bricks and Minifigs
- Mooyah Burgers Fries
- The Joint – Fitchburg
- Soho Gourmet Cuisine
- Body Wave Chiropractic
- Alt's Operation
- MHD Real Estate
- Eighteen Eight Fine Men's Salons
- Acupuncture & Chiropractic Association on WI
- Dr. Wang's Acupuncture Clinic
- Get Fit with Brian
- MadPower Training
- The Chocolate Shoppe
- Madison Brain Center & Allergy Relief
- Midwest Title Corporation
- Touch of Pilates
- Hill Law Office
- Time Payment Corporation
- Sabores Michoacanos
- O'Neil Concrete & Mudjacking Service
- Envirolet Pallett
- William Cole Attorney
- Griessmeyer Law LLC
- Inlanta Mortgage
- Investment Planning Corporation
- Madison Festivals Inc
- Madison Gas & Electric Training Facility
- Primerica
- Race Day Events
- Retirement Income Advisors
- Wait Chiropractic
- Family Dental Care
- Telaid Security
- Aldo Partners
- Ward-Brodt Music
- Legette, Brashear & Graham Inc
- German Auto House
- Alpin & Ringsmith LLC
- Playtime Productions
- The Madison Midwives

Leadership

STEVE ARNOLD
MAYOR
CITY OF FITCHBURG

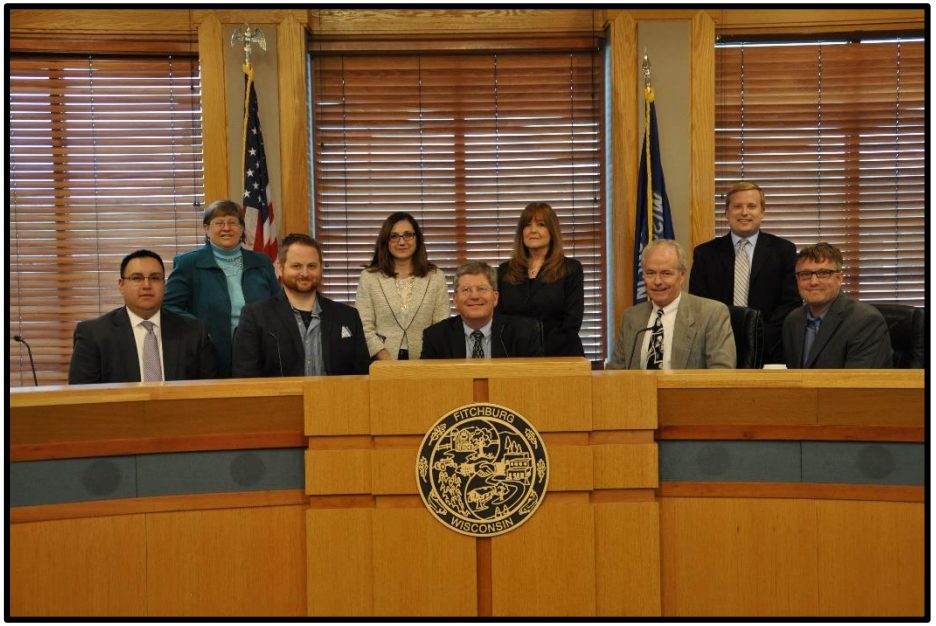
Contact:

Steve.Arnold@Fitchburgwi.gov

Or

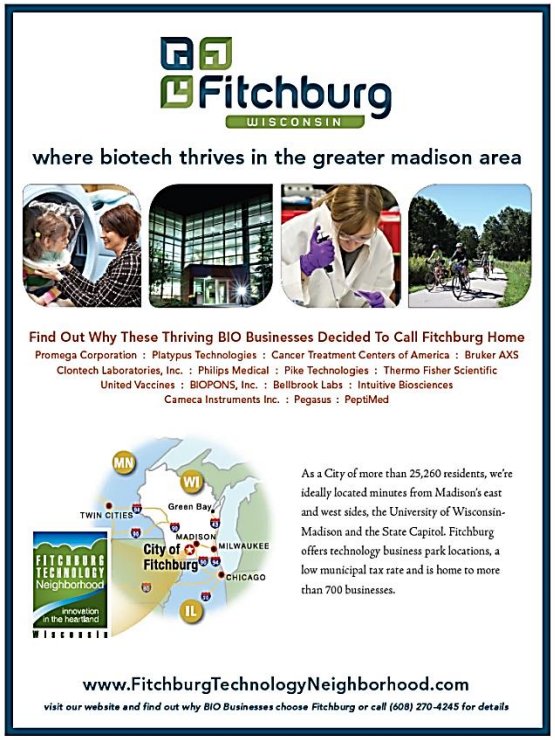
Lisa Sanford @ (608) 270-4213

Common Council



Positioning for the Future

Focus on High Quality Development



Positioning for the Future

✓Workforce Diversity

- Young & Growing Population
- Racially Diverse

✓Economic Diversity

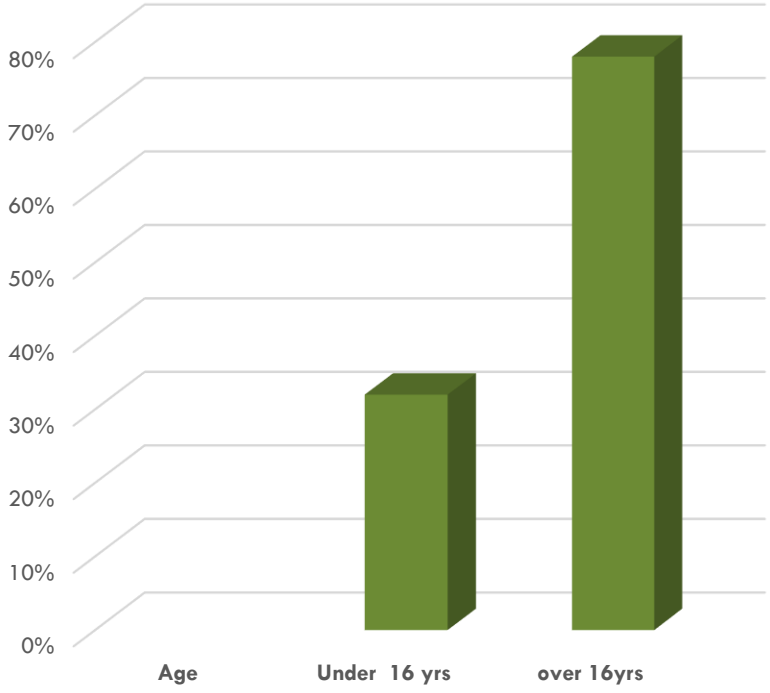
- Variety of Industry Clusters
- Entrepreneurs, Small Businesses, Global Leaders

✓Geographic Diversity

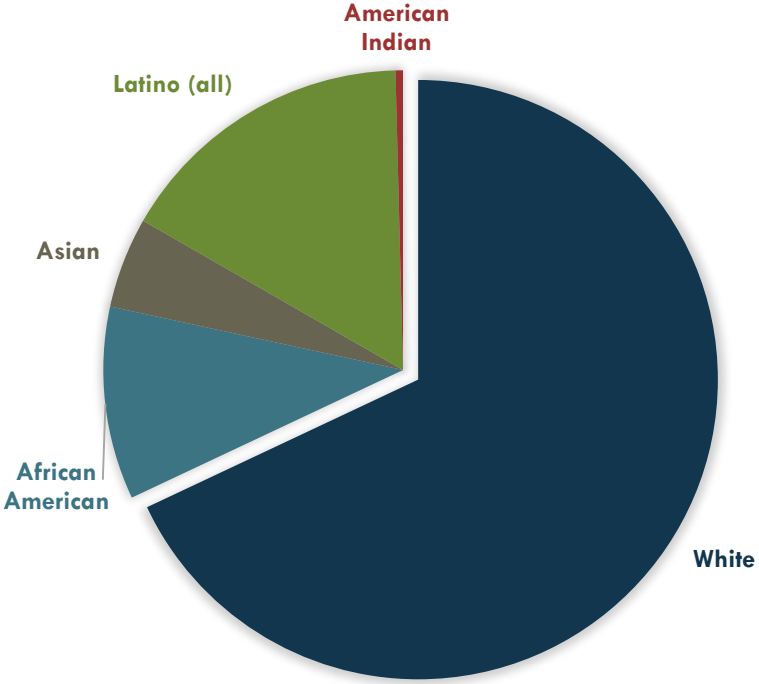
- Urban & Rural, Best of City & Country Living
- Greenfield, Infill & Redevelopment

Workforce Diversity

Young and Growing



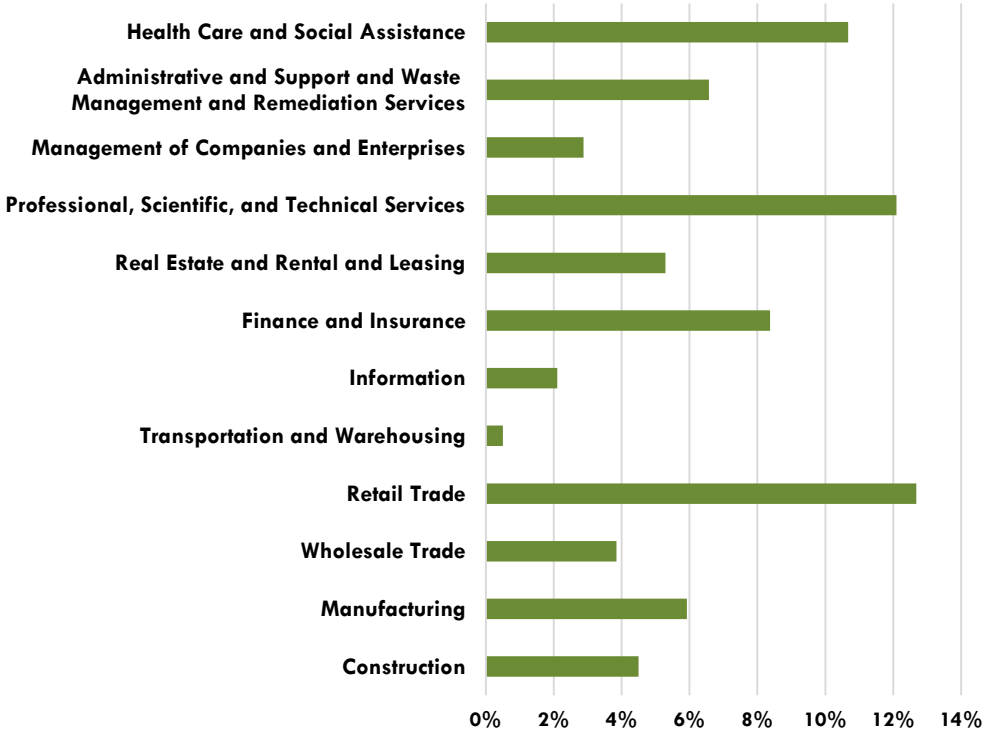
Racially Diverse



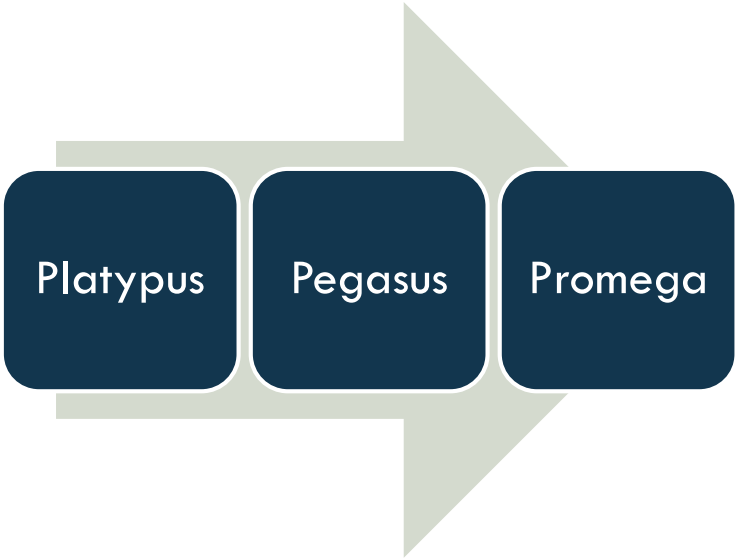
Young, growing and diverse which makes Fitchburg attractive as a place that can be culturally vibrant

Economic Diversity

Diverse Industry Mix



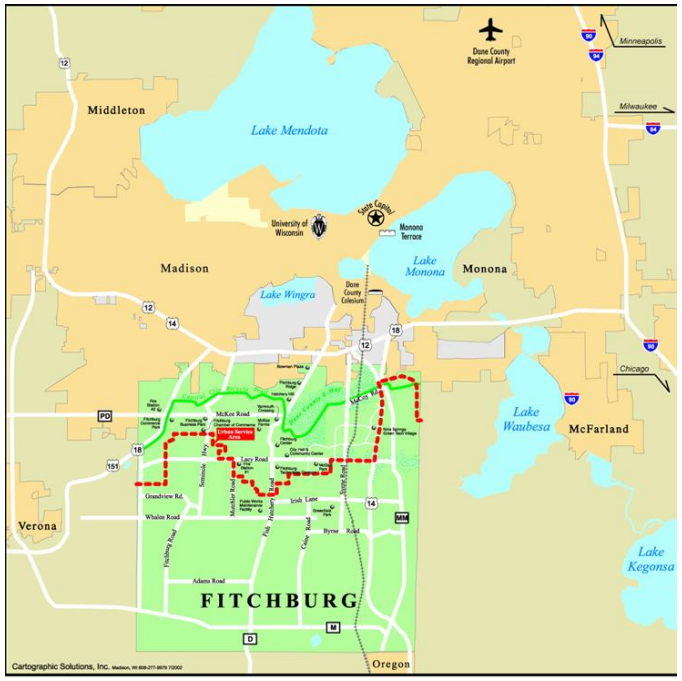
Entrepreneurs, Small Businesses, Global Leaders

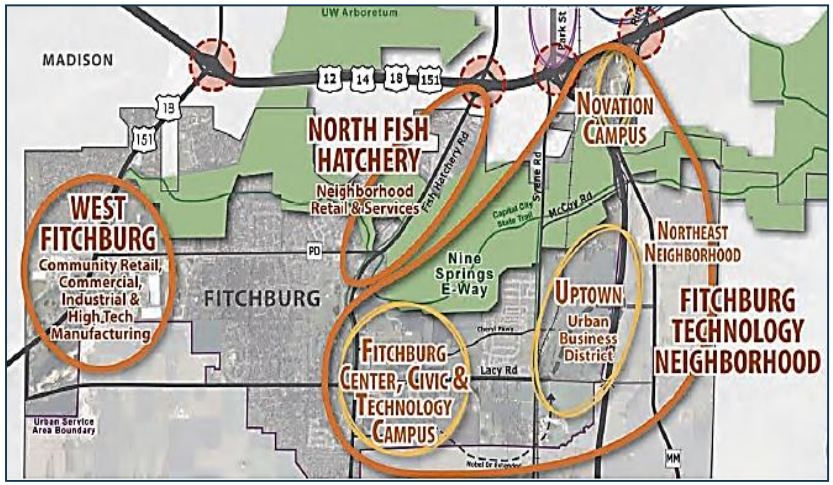


Geographic Diversity

Urban & Rural

Greenfield, Infill, Redevelopment





Full Service City

Fitchburg

FITCHBURG CHAMBER
VISITOR BUSINESS BUREAU
your business & community connection

amc amazing

Questions?? Thank you!

Fitchburg

Good idea!