



## FINAL REPORT

# FREMONT, OHIO INDUSTRIAL BUSINESS RETENTION AND EXPANSION PROGRAM

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**Support for this program provided by:**

City of Fremont, Ohio  
AEP Ohio  
Ohio State University Extension  
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## **INTRODUCTION**

Retention of existing businesses and community encouragement of local firms' continued growth has become an essential aspect of many local and regional economic development programs. While attraction of new businesses is a highly visible aspect of most economic development programs, studies have shown that businesses that already exist in a community account for up to 70% of all net change in local employment, and up to 86% in rural areas.<sup>1</sup>

Recognizing the importance of local firms, the City of Fremont, in conjunction with Ohio State University Extension and the Ohio Sea Grant College Program established a Business Retention and Expansion (BRE) Program to assist these firms in achieving their growth objectives and to improve the overall business environment in the City of Fremont, Ohio.

### **BRE Program Objectives**

The objectives of the City of Fremont's BRE Program are to:

- Identify and address concerns and issues of existing businesses by creating a value-chain of partners, including local and state government as well as private organizations and enterprises.
- Identify opportunities to stimulate local job growth.

- Establish and maintain an ongoing program that develops and fosters long-term positive/productive relationships among public and private entities in Fremont, Ohio.

### **BRE Program Outcomes**

Expected outcomes of the program are to improve services, grow existing businesses (e.g., new markets, new products, partnerships, spin-offs, suppliers, etc.), enhance organizational visibility, and retain and improve the quality of life.

### **BRE Program Methods**

In 2015, the City of Fremont's economic development director surveyed 38 existing businesses about their perceptions, plans, and concerns. A partnership was established with the Ohio State University Extension BRE Program utilizing Survey Gold software for survey analysis and other BRE tools to assist in accomplishing an effective local program. The local BRE program was sponsored by AEP Ohio and the City of Fremont, with Mr. Joe Smith acting as BR&E Coordinator and Mr. Joe Lucente acting as BR&E Program consultant. See **Appendix B** for a list of the 2015 BRE Task Force members.

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<sup>1</sup> Kraybill, D. 1995. Retention and Expansion First, Ohio's Challenge. 8(2):4-7 [Department of Agricultural, Environmental, and Development Economics, Ohio State University, Columbus, OH]

## **DEMOGRAPHIC OVERVIEW- FREMONT, OHIO<sup>2</sup>**

- As of 2014, Fremont's population is [16,717 people](#). Since 2000, it has had a population growth of -7.14 percent.
- The median home cost in Fremont is [\\$87,500](#). Home appreciation the last year has been -0.80 percent.
- Compared to the rest of the country, Fremont's [cost of living](#) is 15.90% lower than the U.S. average.
- Fremont public schools spend [\\$12,894 per student](#). The average school expenditure in the U.S. is \$12,435. There are about [18.4 students per teacher](#) in Fremont.
- The unemployment rate in Fremont is [5.20](#) percent (U.S. avg. is 6.30%). Recent job growth is negative. Fremont jobs have decreased by 0.14 percent.
- The median age is 37.1. The U.S. median is 37.2. 45.48% of people in Fremont, OH are married. 16.41% are divorced.
- The average household size is 2.4 people. 26.91% of people are married, with children. 21.76% have children, but are single.
- 83.33% of people are white, 8.60% are black, 0.00% are Asian, 0.00% are Native American, and 2.83% claim 'Other'. 17.01% of the people in Fremont, OH, claim Hispanic ethnicity (meaning 82.99% are non-Hispanic).
- Fremont, OH, sales tax rate is 7.25%. Income tax is 1.5%.
- The income per capita is \$18,876, which includes all adults and children. The median household income is \$38,020.
- The average one-way commute in Fremont, OH is 16 minutes in 2014 compared to 22.98 minutes (Ohio) and 25.44 minutes (U.S.)

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<sup>2</sup> Information obtained from Sperling's Best Places <http://www.bestplaces.net/> and U.S. Census Bureau <http://www.census.gov/> which reflect most current information (2014).

People	Fremont, Ohio	Sandusky County	State of Ohio	United States
<a href="#">Population</a>	16,717	60,842	11,533,561	309,138,711
<a href="#">Population - 2010</a>	16,734	60,944	11,536,504	308,745,538
<a href="#">Population - 2000</a>	18,003	61,792	11,351,677	285,036,114
<a href="#">Population - 1990</a>	18,748	61,963	10,845,228	251,960,433
<a href="#">Pop. 1990 to Now</a>	-10.83%	-1.81%	6.35%	22.69%
<a href="#">Pop. 2000 to Now</a>	-7.14%	-1.54%	1.60%	8.46%
<a href="#">Pop. Density</a>	2,003	149	282	88
<a href="#">Land Area</a>	8.346	408.453	40,860.70	3,531,905.42
<a href="#">Water Area</a>	0.219	9.254	3,964.89	264,836.79
<a href="#">Median Age</a>	37.1	40.9	38.8	37.2
<a href="#">Female Population</a>	53.19%	50.82%	51.18%	50.83%
<a href="#">Male Population</a>	46.81%	49.19%	48.82%	49.18%
<b>ESTIMATED TOTAL POPULATION BY AGE</b>				
<a href="#">Age 0 to 4</a>	7.96%	6.23%	6.18%	6.51%
<a href="#">Age 5 to 9</a>	6.28%	6.58%	6.51%	6.57%
<a href="#">Age 10 to 14</a>	7.69%	7.17%	6.68%	6.68%
<a href="#">Age 15 to 17</a>	3.93%	4.21%	4.20%	4.17%
<a href="#">Age 18 to 20</a>	3.53%	3.48%	4.35%	4.45%
<a href="#">Age 21 to 24</a>	4.49%	4.28%	5.18%	5.52%
<a href="#">Age 25 to 34</a>	12.81%	11.48%	12.32%	13.32%
<a href="#">Age 35 to 44</a>	13.16%	12.26%	12.85%	13.34%
<a href="#">Age 45 to 54</a>	14.20%	15.61%	14.95%	14.44%
<a href="#">Age 55 to 59</a>	6.02%	7.15%	6.80%	6.37%
<a href="#">Age 60 to 64</a>	5.34%	6.10%	5.81%	5.48%
<a href="#">Age 65 to 74</a>	6.98%	8.01%	7.46%	7.12%
<a href="#">Age 75 to 84</a>	4.59%	5.33%	4.71%	4.25%
<a href="#">Age 85 and over</a>	3.03%	2.12%	2.00%	1.78%
<b>RACE</b>				
<a href="#">White</a>	83.33%	91.82%	83.04%	74.17%
<a href="#">Black</a>	8.60%	3.42%	12.17%	12.56%
<a href="#">Asian</a>	0.00%	0.29%	1.70%	4.81%
<a href="#">Native American</a>	0.00%	0.22%	0.19%	0.82%
<a href="#">Hawaiian, Pacific Islander</a>	0.00%	0.04%	0.02%	0.17%
<a href="#">Other</a>	2.83%	1.70%	0.78%	4.79%
<a href="#">Two or More Races</a>	5.24%	2.51%	2.10%	2.68%
<a href="#">Hispanic</a>	17.01%	8.87%	3.08%	16.35%
<a href="#">Non-Hispanic</a>	82.99%	91.13%	96.92%	83.65%

FAMILY				
<a href="#">Households</a>	6,760	23,905	4,555,709	115,226,802
<a href="#">Family Households</a>	4,195	16,482	2,962,217	76,595,548
<a href="#">Non Family Households</a>	2,565	7,423	1,593,492	38,631,254
<a href="#">Household Size</a>	2.4	2.46	2.46	2.61
<a href="#">Married Population</a>	45.48%	55.84%	51.18%	51.40%
<a href="#">Single Population</a>	54.52%	44.16%	48.82%	48.60%
<a href="#">Now Married</a>	43.26%	54.27%	49.36%	49.23%
<a href="#">Married but Separated</a>	2.22%	1.57%	1.82%	2.17%
<a href="#">Never Married</a>	29.74%	24.57%	30.34%	31.83%
<a href="#">Widowed</a>	8.37%	7.28%	6.61%	6.02%
<a href="#">Divorced</a>	16.41%	12.31%	11.87%	10.75%
<a href="#">Married, w/children</a>	26.91%	29.30%	30.28%	32.53%
<a href="#">Married, no children</a>	38.36%	48.11%	43.59%	41.14%
<a href="#">Single, w/children</a>	21.76%	14.72%	17.11%	16.88%
<a href="#">Single, no children</a>	12.97%	7.88%	9.02%	9.45%

## **ECONOMY IN FREMONT, OHIO<sup>3</sup>**

Economy	Fremont, Ohio	Sandusky County	State of Ohio	United States
<a href="#">Unemployment Rate</a>	5.20%	5.20%	5.30%	6.30%
<a href="#">Recent Job Growth</a>	-0.14%	-0.14%	1.00%	1.18%
<a href="#">Future Job Growth</a>	34.50%	34.50%	36.70%	36.10%
<a href="#">Sales Taxes</a>	7.25%	7.25%	6.75%	6.00%
<a href="#">Income Taxes</a>	1.5%	N/A	3.76%	4.72%
<a href="#">Income per Cap.</a>	\$18,876	\$22,851	\$25,857	\$28,051
<a href="#">Household Income</a>	\$38,020	\$46,785	\$48,246	\$53,046
<a href="#">Family Median Income</a>	\$47,761	\$58,004	\$61,163	\$64,585
<b>ESTIMATED HOUSEHOLDS BY HOUSEHOLD INCOME</b>				
<a href="#">Income Less Than 15K</a>	19.69%	11.17%	13.96%	12.61%
<a href="#">Income between 15K and 20K</a>	7.65%	6.20%	5.83%	5.33%
<a href="#">Income between 20K and 30K</a>	12.69%	12.35%	11.40%	10.57%
<a href="#">Income between 30K and 40K</a>	13.46%	13.06%	10.84%	9.90%
<a href="#">Income between 40K and 50K</a>	10.59%	10.25%	9.50%	8.95%
<a href="#">Income between 50K and 60K</a>	9.68%	9.17%	8.42%	8.08%
<a href="#">Income between 60K and 75K</a>	9.68%	11.17%	10.47%	10.09%
<a href="#">Income between 75K and 100K</a>	9.13%	13.10%	12.02%	12.25%
<a href="#">Income between 100K and 150K</a>	5.28%	10.71%	11.12%	12.82%
<a href="#">Income between 150K and 200K</a>	1.61%	1.86%	3.54%	4.78%
<a href="#">Income greater than 200K</a>	0.55%	0.97%	2.90%	4.64%
<b>POPULATION BY OCCUPATION</b>				
<a href="#">Management, business, finance</a>	6.72%	9.49%	13.45%	14.36%
<a href="#">Engineering, computers, science</a>	3.12%	2.81%	4.67%	5.24%
<a href="#">Community, social services</a>	1.46%	1.69%	1.63%	1.66%
<a href="#">Legal</a>	0.49%	0.22%	0.94%	1.17%
<a href="#">Education, library</a>	3.35%	4.41%	5.73%	6.10%
<a href="#">Arts, design, media, sports, entertainment</a>	1.01%	0.81%	1.39%	1.88%
<a href="#">Healthcare practitioners and technology</a>	3.74%	5.59%	6.22%	5.49%
<a href="#">Healthcare support</a>	2.77%	3.01%	3.02%	2.47%
<a href="#">Firefighters, law enforcement</a>	0.98%	1.25%	1.90%	2.24%
<a href="#">Food preparation, serving</a>	6.25%	5.57%	6.08%	5.61%

<sup>3</sup> Information obtained from Sperling's Best Places <http://www.bestplaces.net/> and U.S. Census Bureau <http://www.census.gov/> which reflect most current information (2014).

<a href="#">Building maintenance</a>	3.24%	3.27%	3.63%	3.97%
<a href="#">Personal care</a>	3.56%	2.47%	3.05%	3.54%
<a href="#">Sales, office, administrative support</a>	21.54%	19.94%	24.79%	24.89%
<a href="#">Farming, fishing, forestry</a>	0.39%	2.22%	0.34%	0.73%
<a href="#">Construction, extraction, maintenance/repair</a>	7.07%	9.65%	7.59%	8.56%
<a href="#">Production, transportation, material moving</a>	34.31%	27.59%	15.57%	12.10%

### **COST OF LIVING IN FREMONT, OHIO<sup>4</sup>**

Cost of Living	Fremont, Ohio	Sandusky County	State of Ohio	United States
<a href="#">Overall</a>	84	85	88	100
<a href="#">Grocery</a>	100.6	100.6	99.2	100
<a href="#">Health</a>	97	97	98	100
<a href="#">Housing</a>	51	53	66	100
<a href="#">Utilities</a>	101	101	99	100
<a href="#">Transportation</a>	100	100	100	100
<a href="#">Miscellaneous</a>	99	99	98	100

- Cost of living indices are based on a U.S. average of 100. An amount below 100 means Fremont, OH is less expensive than the U.S. average. A cost of living index above 100 means Fremont, OH is more expensive.
- Overall, Fremont, OH cost of living is 84 out of 100.
- As of 2014, the total of all the cost of living categories were weighted subjectively as follows: housing (30%), food and groceries (15%), transportation (10%), utilities (6%), health care (7%), and miscellaneous expenses such as clothing, services and entertainment (32%). State and local taxes are not included in any category.
- Compared to the rest of the country, Fremont, Ohio's cost of living is 16% lower than the U.S. average.

<sup>4</sup> Information obtained from Sperling's Best Places <http://www.bestplaces.net/> and U.S. Census Bureau <http://www.census.gov/> which reflect most current information (2014).



## BR&E Survey Highlights

The following is a summary of the 2015 City of Fremont, Ohio Business Retention and Expansion survey findings:

38 businesses were mailed an industrial sector business survey with 13 businesses responding yielding a response rate of 34%.

Of the 13 respondents, 100% were industrial/manufacturing businesses. Most respondents were medium-sized businesses with 54% having 51-100 employees. 23% of businesses reported having more than 100 employees, 15% reported having fewer than 10 employees while 8% in Fremont reported having 21-50 employees.

The majority of respondents (47%) were privately owned businesses while 18% were family-owned. 12% were employee-owned, 12% reported being a publicly-held company while 6% of respondents report being a branch office of a multi-unit firm. The remaining 5% reported their business profile as being headquarters of a multi-unit firm. All (100%) of businesses have been operating in Fremont for more than 10 years and 92% own the space that they occupy.

The BR&E Coordinator will plan to follow up with all responding businesses regarding any concerns during 2015. Businesses will be chosen for visits because: 1) they requested a visit, 2) they were “red flagged,” 3) were targeted because of their importance in the industrial business sector of Fremont, or 4) businesses who indicated plans for expansion, plans for

closing or plans for leaving the community, or if there was a specific identified problem.

## Growth Plans/Employment

Nine of the thirteen businesses who responded to the BR&E survey reported that they plan to expand, modernize or renovate their businesses with 4 of these firms planning to add jobs within the next 12 months. The number of new employees expected to be added is estimated to represent 19 new full-time equivalent jobs (FTE).<sup>5</sup>

The addition of 19 new jobs is estimated to represent \$10,403.07<sup>6</sup> in additional income tax revenue to Fremont and would contribute an estimated \$693,538 in personal income to Fremont’s economy.<sup>7</sup> Jobs are projected as being added in the industrial/manufacturing business sector.

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<sup>5</sup> Federal definition available at:

[http://www.whitehouse.gov/sites/default/files/omb/assets/a11\\_current\\_year/s85.pdf](http://www.whitehouse.gov/sites/default/files/omb/assets/a11_current_year/s85.pdf)

<sup>6</sup> Assuming City of Fremont income tax rate of 1.5%

<sup>7</sup> NAICS Codes 43, 47, 49, 51 and 53 combined and averaged for a mean wage of \$36,502. Estimated personal income is derived from May 2014 Occupational Employment Statistics via the US Department of Labor, Bureau of Labor Statistics web site at:

<http://www.bls.gov/oes/current/oesrcma.htm>

As a result of the BR&E business survey, the City of Fremont has learned that 13 businesses plan to retain between 181-260 FTE jobs and create an estimated 19 new FTE jobs.

Two businesses are considering moving or selling. The business that may move or sell might look outside of Ohio, but remain in the United States.

### **Labor Force/Training**

The labor force was ranked “good” to “average” by 66% of employers surveyed. Employee training is a critical issue in the retention and expansion of businesses. The top six skills that Fremont businesses identified as the most needed in their current and potential employees were mechanical skills, managerial skills, other technical skills, general skills, equipment operation skills, managerial skills and computer skills. The specific skills that responding businesses surveyed felt potential employees needed were interpersonal communications, word processing, sales and marketing, finance, business planning, employee/management relations communications, computer systems, basic math, writing and problem solving.

### **Community Services**

All (100%) of respondents indicated they would encourage other businesses to locate in Fremont. 77% of businesses indicated their overall opinion of Fremont as a place to do business as “good” while 23% indicated “excellent”. Respondents listed the top 3 reasons for locating or keeping their company in Fremont as 1) location, 2) access to customers and 3) safe environment.

Over three-quarters (82%) rated Fremont’s quality of life as “good” to “excellent”. Over half (58%) of the respondents surveyed live in Fremont. Surveyed businesses ranked the community services of roads, highways and freeways, water and sewers, natural gas services, telecom services, electrical services, healthcare, fire protection, police protection and business services as “good” to “excellent”. The following factors were rated “poor” or “very poor”; public transportation. All other community services were largely rated as “average” by 13 responding Fremont businesses. Health care insurance, environmental regulations, OSHA requirements and public utilities were ranked the highest (most expensive) of the nine variables associated with business operating costs.

## Action Plan

The primary objective of any Business Retention and Expansion program, outside of creating a narrative of the strengths and weaknesses in a local economy, is to identify a course of action for local community, public and business leaders as well as economic development professionals. This action plan should work to address identified concerns from the collected BRE data. Changes in the local economy will not take place in the short-term and therefore the action plan must also lay the groundwork for sustaining local economic prosperity.

***Objective One: Enhance and encourage cooperation between business leaders, government leaders and education leaders to further the goals and purposes of the BRE program.***

Collaboration and cooperation among local leaders remains the number one factor that can either enhance and/or limit the success and effectiveness of the BRE program. A gathering of resources and efforts from many individuals are necessary to disseminate and collect survey information as well as make company visits.

This cooperation also extends outside of the actual data collection into carrying out the objectives of the BRE program. Local policy and decision changes are made by a number of individuals. The more closely these individuals are exposed to the BRE program and collected data, the more informed their decision making can become and ultimately the better they can serve their local businesses and residents.

***Objective Two: Improve the quality and quantity of the local workforce to satisfy the current and anticipated future needs of local businesses.***

The BRE survey notes that workforce, particularly the availability and stability of needed workforce, remains one of the larger issues facing employers. This issue is wide-spread and not unique to the City of Fremont. Organizations in many areas of Ohio and the nation face problems finding skilled and trained talent. Many labor market experts, through examining available government data, estimate as many as 25 million, or 47% of all new job openings from 2010 to 2020 will fall into the 'middle-skills' range, which the U.S. is already seeing a shortage of qualified workers in.<sup>8</sup>

Local businesses have difficulty recruiting skilled talent, but the majority also lacks any relationship with local educational institutions that train the type of talent they seek. Establishing new relationships between local industry and education as a direct means to convey the need for certain types of skilled labor, or exposing local students and school administrators to the types of positions in high demand by local employers are just a few instances of how the local skills gap can begin to be addressed. Not only do skilled labor positions remain in high demand, but employers are also finding it increasingly difficult to recruit unskilled labor as well.

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<sup>8</sup> Kochan, T., Finegold, D., and Osterman, P. (2012) Who Can Fix the "Middle Skills" Gap? Harvard Business Review, 90(12), 81-90.

***Objective Three: Connect local business leaders to programs, services and other resources available through local, state and federal agencies.***

Another underlying reason for conducting a business retention and expansion program for Fremont's industrial business community is to identify needed resources that can be brought to local businesses to help them prosper and grow. Local community leaders and economic development professionals have knowledge of these resources and programs from which local businesses can benefit. The direct line of communication that the BRE program creates between business leaders and local leadership allows for the identification of programs to satisfy the local needs. A strong BRE program functions as an outlet of communication to community and policy leaders, which results in a more business and growth-friendly environment for local businesses.

**Next Steps**

BRE coordinator will meet with Task Force partners and plan to follow up with Fremont, Ohio industrial businesses that requested a formal business visit in 2015. Businesses that will be chosen for a formal visit will consist of those that:

- 1) Requested a formal business visit
- 2) Were "red flagged" or
- 3) Are targeted by the BRE partners because of their importance to Fremont's industrial sector and,
- 4) Businesses that indicated plans for expansion, plans for closing or if there was a specific identified problem.

**Acknowledgements**

The City of Fremont thanks AEP Ohio for its generous support of this vital economic development program and its commitment to vibrant, healthy communities in its service areas throughout the State of Ohio.

## **Participating Businesses in 2015 Fremont BRE Program<sup>9</sup>**

Thirteen businesses responded during the BR&E process. The City of Fremont greatly appreciates their willingness to help the community understand their needs. Business survey responses are confidential, yet it is important to credit their participation by listing their names here:

Alkon Corporation

Atlas Industries

Bemis North America

B.A.P. Manufacturing

Centec Cast Metal Products

Christy Machine Company

Freeman Company

Glatfelter Fremont Company

Motion Controls Robotics

Stylecrest, inc.

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<sup>9</sup> There were 13 participating businesses of the Fremont Business Retention and Expansion program. Not all businesses chose to disclose their business name on the business survey.

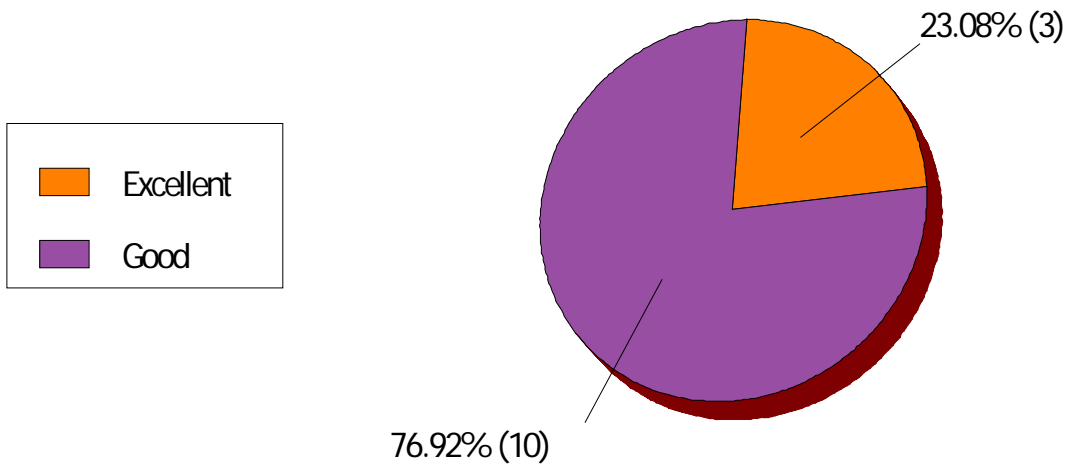
**APPENDIX A: SAMPLE SURVEY RESULTS (RETAIL AND SERVICES)**

**Respondents:** Local business responses in the retail and services sectors.

**Section A- Local Business Environment**

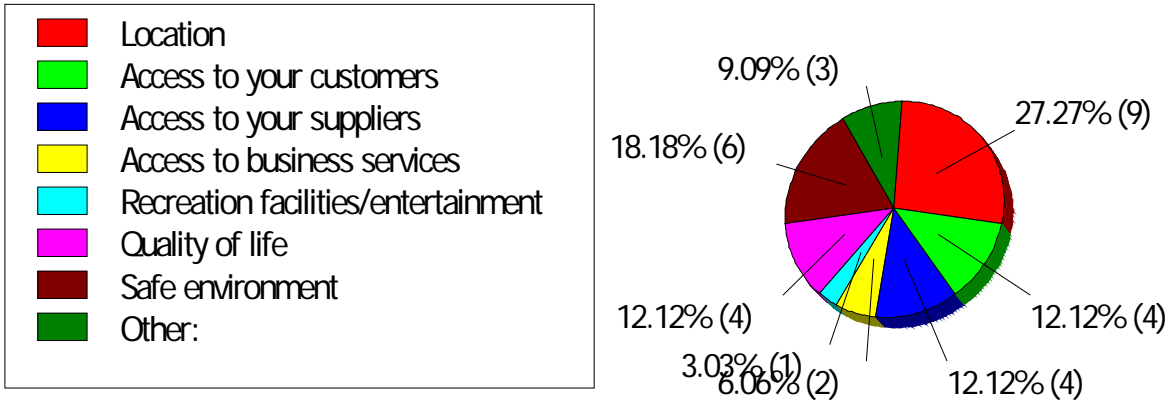
**What is your overall opinion of Fremont, Ohio as a place to do business?**

Min: 1.00 Max: 2.00 Mean: 1.77 Mode: 2.00 Median: 2.00 Std Dev: 0.42



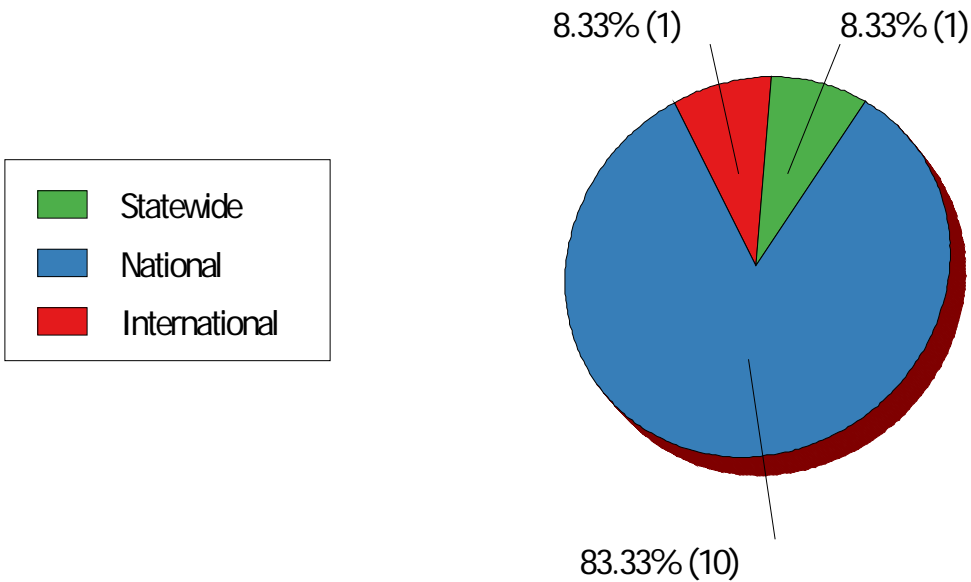
**What are your top three (3) reasons for locating or keeping your business in Fremont, Ohio?**

Min: 1.00 Max: 11.00 Mean: 5.09 Mode: 1.00 Median: 3.00 Std Dev: 3.86



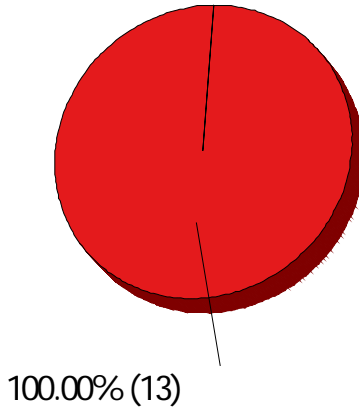
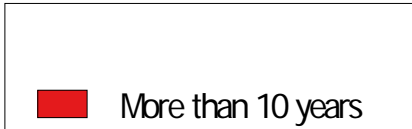
**What is your company's primary geographic market?**

Min: 3.00 Max: 5.00 Mean: 4.00 Mode: 4.00 Median: 4.00 Std Dev: 0.41



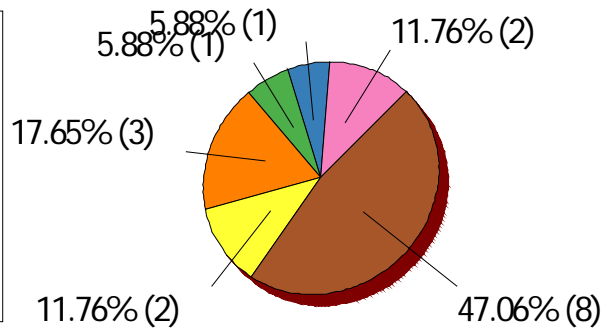
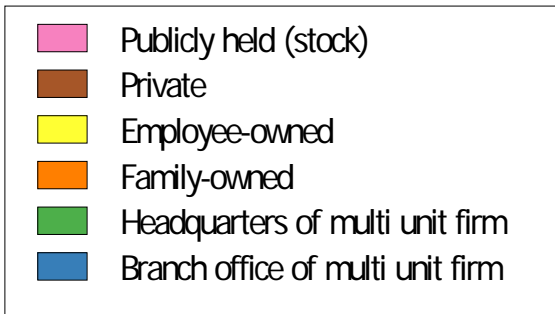
**How long has this business been operating at your current location?**

Min: 4.00 Max: 4.00 Mean: 4.00 Mode: 4.00 Median: 4.00 Std Dev: 0.00



**Which of the following best describes your business?**

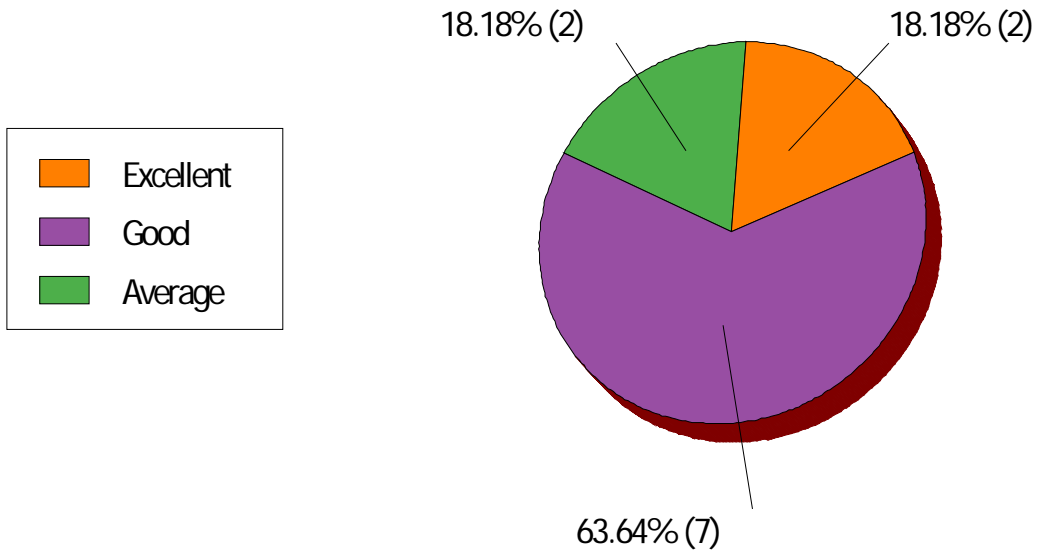
Min: 1.00 Max: 7.00 Mean: 2.88 Mode: 2.00 Median: 2.00 Std Dev: 1.60





**From your perspective as a businessperson, please rate the overall quality of life in Fremont:**

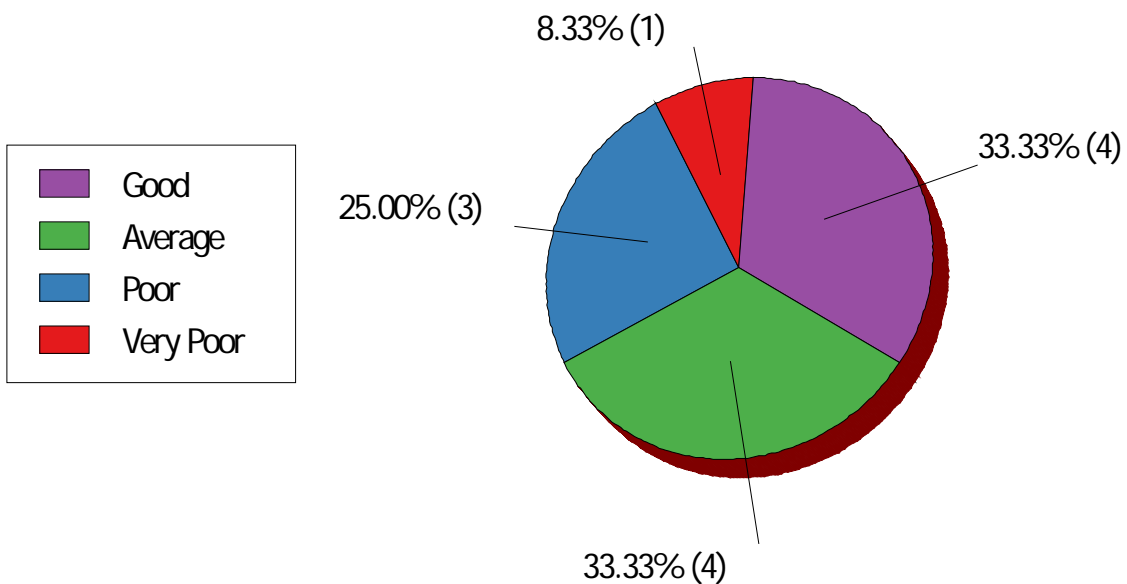
Min: 1.00 Max: 3.00 Mean: 2.00 Mode: 2.00 Median: 2.00 Std Dev: 0.60



**Section B: Employment and Training**

**How would you rate the local workforce? (Labor Quality)**

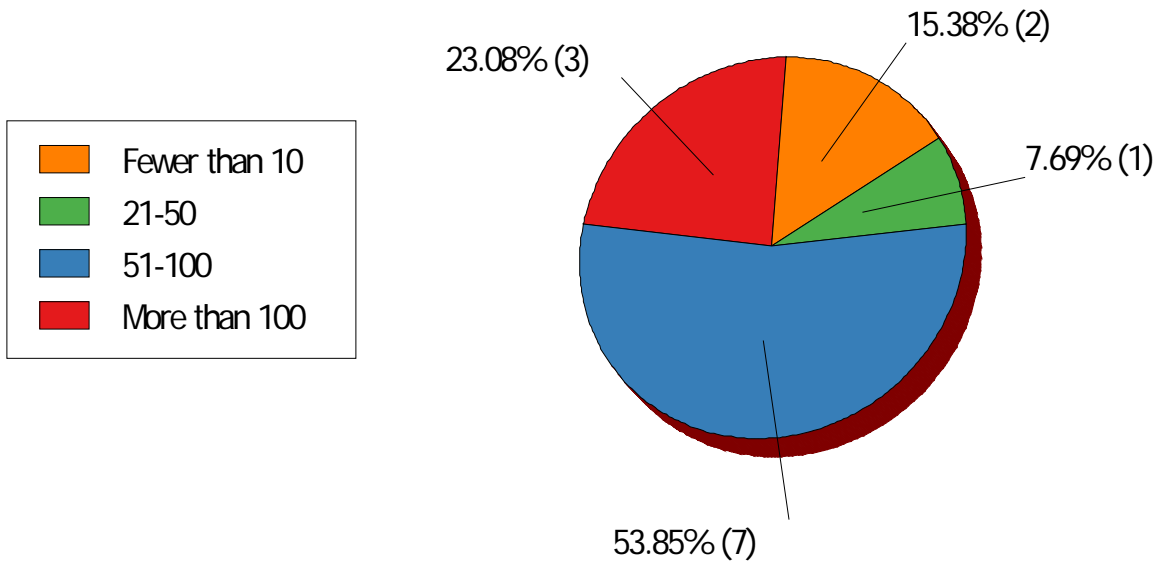
Min: 2.00 Max: 5.00 Mean: 3.08 Mode: 2.00 Median: 3.00 Std Dev: 0.95



## Labor Quantity

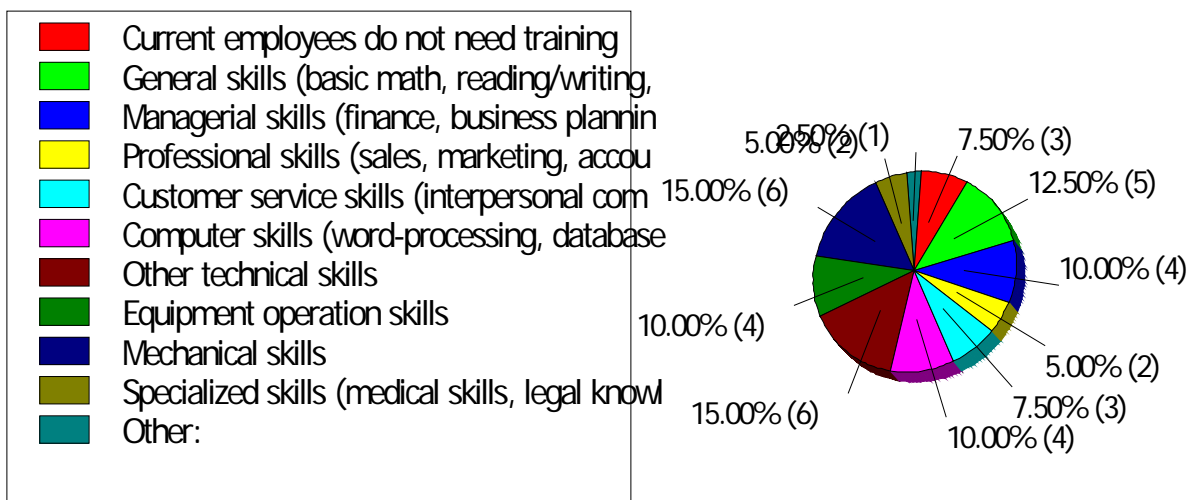
### How many employees work at your business location?

Min: 1.00 Max: 5.00 Mean: 3.69 Mode: 4.00 Median: 4.00 Std Dev: 1.26



### Three most preferred formats for employee training by outside providers:

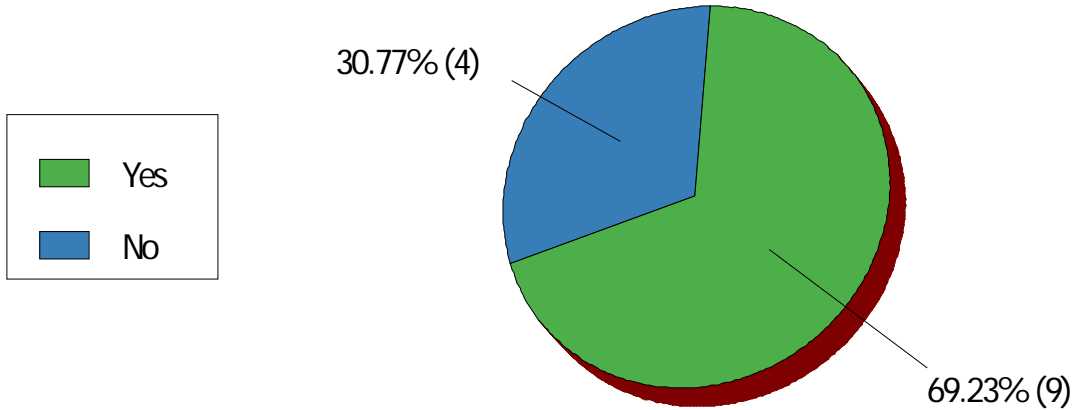
Min: 1.00 Max: 11.00 Mean: 5.78 Mode: 7.00 Median: 6.00 Std Dev: 2.89



## Section D: Future Plans

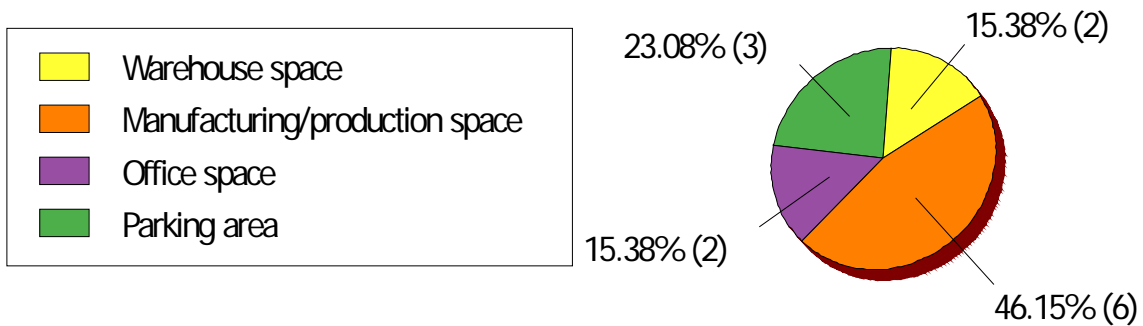
**Do you have any plans to modernize, renovate or expand your present building(s) or equipment?**

Min: 1.00 Max: 2.00 Mean: 1.31 Mode: 1.00 Median: 1.00 Std Dev: 0.46



**What kind of modernization, renovation or expansion are you considering?**

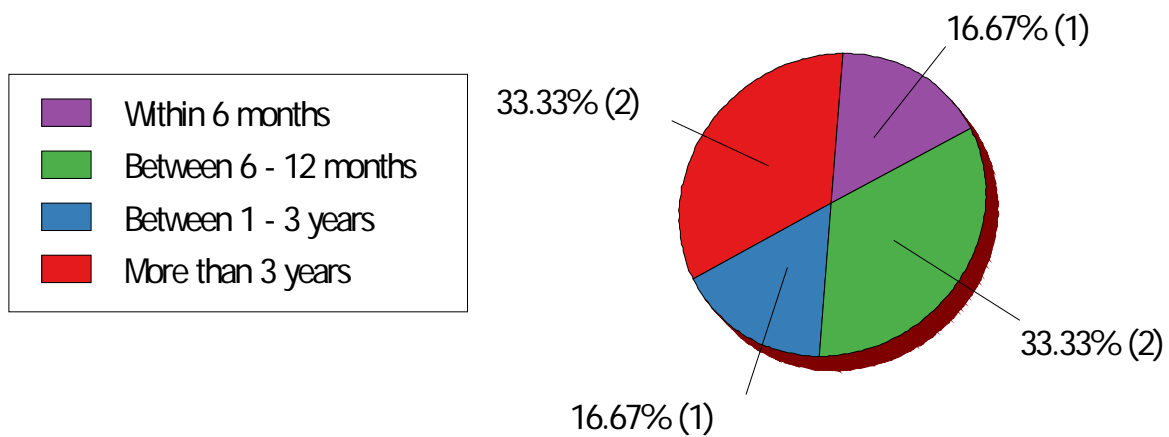
Min: 1.00 Max: 4.00 Mean: 2.46 Mode: 2.00 Median: 2.00 Std Dev: 1.01



## Expansion

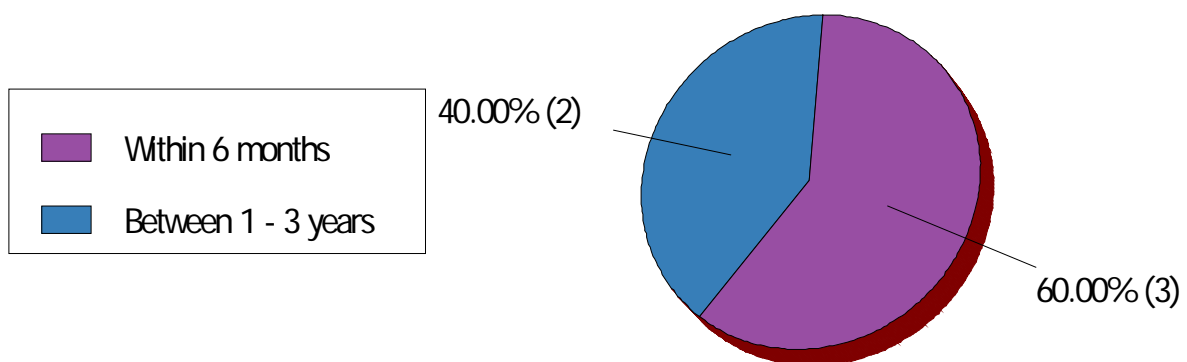
### When would work be started on your expansion?

Min: 1.00 Max: 4.00 Mean: 2.67 Mode: 2.00 Median: 2.50 Std Dev: 1.11



### Where would you open another branch, plant, office or store?

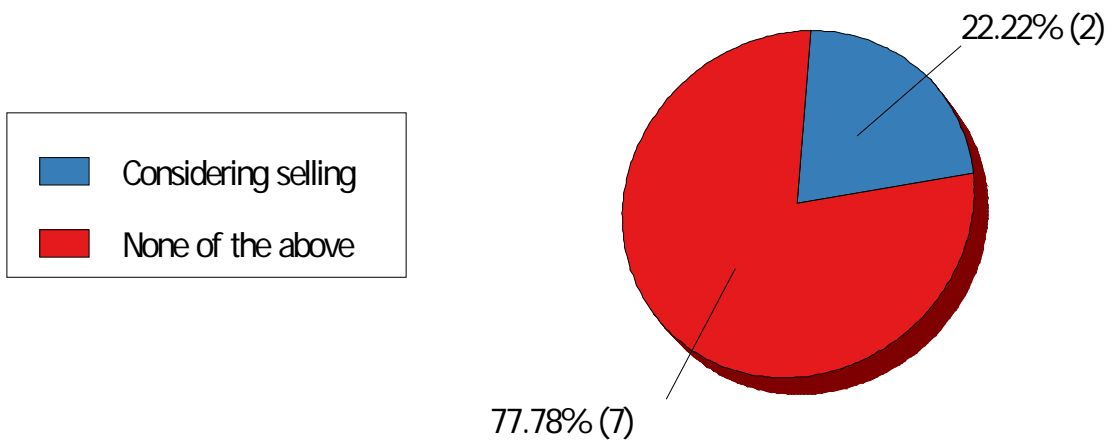
Min: 1.00 Max: 3.00 Mean: 1.80 Mode: 1.00 Median: 1.00 Std Dev: 0.98



## Moving

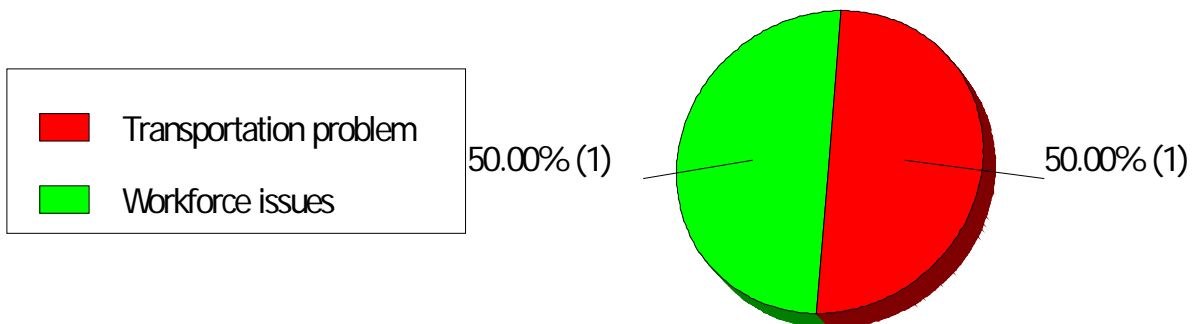
**Are you considering moving, closing or selling this business?**

Min: 3.00 Max: 4.00 Mean: 3.78 Mode: 4.00 Median: 4.00 Std Dev: 0.42



**If you are considering moving, why?**

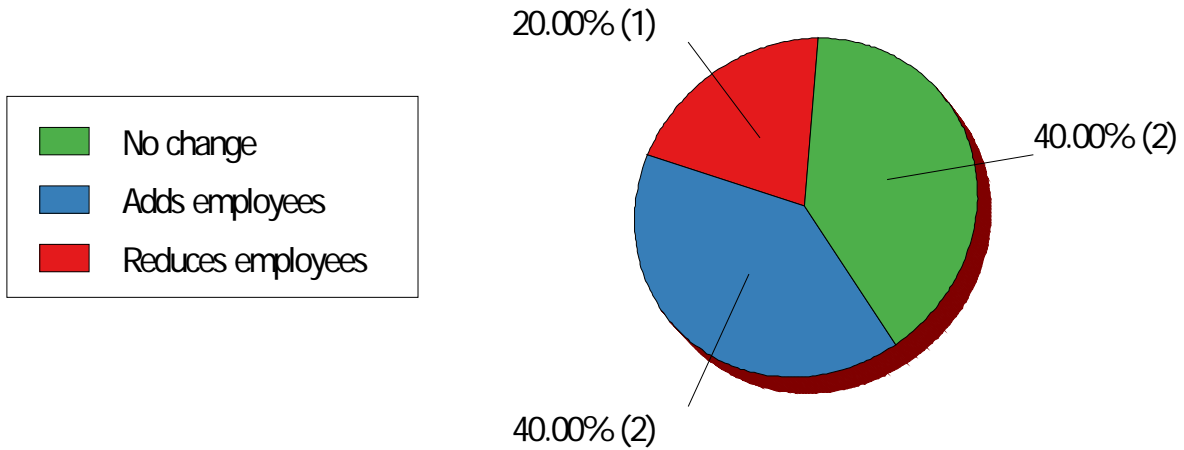
Min: 4.00 Max: 5.00 Mean: 4.50 Mode: Median: 4.50 Std Dev: 0.50



## Impact of Modernization

**What impact would your plans for modernization, renovation, expansion, moving, closing or selling have on the number of employees in your Fremont location?**

Min: 1.00 Max: 3.00 Mean: 1.80 Mode: 1.00 Median: 2.00 Std Dev: 0.75



**About how many employees would be added?**

(1) Less than 10

(1) 10

**19 additional employees**

**About how many employees would be reduced?**

(1) Confidential

## **APPENDIX B: BRE PROGRAM TASK FORCE PARTICIPANTS**

Joe Lucente- Ohio State University Extension/Ohio Sea Grant College Program- BR&E Program Consultant

Joe Smith- BR&E Program Coordinator, Oregon Economic Development Foundation

Mayor Jim Ellis- BR&E Co-program Coordinator

## **APPENDIX C: BRE SURVEY AGGREGATED RESPONSES**

**1. What is your opinion of Fremont, OH as a place to do business?**

76.92% Good  
23.08% Excellent

**2. What are your top three (3) reasons for locating or keeping your business in Oregon, OH?**

27.27% Location  
12.12% Access to your customers  
12.12% Quality of life  
18.18% Safe environment  
9.09% Other:  
6.06% Access to business services  
12.12% Access to your suppliers  
6.06% Recreation facilities/entertainment

**3. Would you recommend another business to locate in Fremont, OH?**

100.00% Yes

**4. Please describe your IMMEDIATE business needs or concerns that could be addressed by local government or local private entities.**

- Quality employment offering with training
- Available workforce
- Learn to get along!
- Local government officials (city) concentrate on big picture of what is needed, NOT what appears to be hot button topic such as dam, etc. Too much personal agenda from all levels as it appears to the public
- Need large pool of skilled, drug-free workforce
- None
- None at this time
- Repair our roads and curbs!
- The need for a qualified machinist. Local schools need to reinstate machine shop classes as an elective course. Machinists are in high demand and can easily make six figure income without a college degree. The complaint in our industry is the lack of qualified machinists who can set up machinery, read blue prints, calipers, gauges and run the older machinery such as Davenport and Acme mills.
- Training for machine skills, increase quality and availability of workforce, workforce skills improvement

**5. Please describe your LONG-TERM (more than 2 years) business needs or concerns that could be addressed by local government or local private entities.**

- Keep taxes low, keep utilities low



- Quality employment offering with training, less drug use, better quality of life options
- None at this time
- Once you learn to get along, continue to work for betterment of the whole community
- Same answer as question 4
- Same as above and additional reasons to draw new employees to the area
- Same as immediate business needs
- We will contact Economic development again if we plan a major expansion like in 2008
- Workforce
- Workforce development; technical, engineering related abilities, work ethic

**6. Building costs (rent)**

100.00%      Acceptable

**7. Corporate Taxes**

76.92%      Acceptable

23.08%      High

**8. Environmental regulations**

61.54%      Acceptable

38.46%      High

**9. Health care insurance**

53.85%      High

46.15%      Acceptable

**10. Inventory taxes**

83.33%      Acceptable

8.33%      High

8.33%      Low

**11. OSHA Requirements**

61.54%      Acceptable

38.46%      High

**12. Payroll taxes**

84.62%      Acceptable

15.38%      High

**13. Property taxes**

91.67%      Acceptable

8.33%      High

**14. Public utilities**

69.23% Acceptable  
30.77% High

**15. Transportation of product to market**

76.92% Acceptable  
23.08% High

**16. Workers compensation**

81.82% Acceptable  
18.18% High

**17. Roads, highways and freeways**

76.92% Good  
15.38% Average  
7.69% Poor

**18. Water and sewers**

92.31% Good  
7.69% Average

**19. Natural gas services**

61.54% Good  
23.08% Excellent  
15.38% Average

**20. Telecom services**

69.23% Good  
30.77% Average

**21. High speed internet access**

53.85% Good  
46.15% Average

**22. Electrical services**

76.92% Good  
15.38% Average  
7.69% Excellent

**23. Public Transportation**

54.55% Poor  
36.36% Average  
9.09% Good

**24. Air service**

90.91% Average  
9.09% Poor

**25. Health care services**

46.15% Average  
46.15% Good  
7.69% Excellent

**26. School systems**

66.67% Average  
33.33% Good

**27. Child care services**

60.00% Average  
30.00% Good  
10.00% Excellent

**28. Restaurants**

41.67% Average  
33.33% Good  
25.00% Poor

**29. Professional services**

50.00% Good  
41.67% Average  
8.33% Poor

**30. Shopping**

61.54% Average  
23.08% Poor  
15.3.8% Good

**31. Recreational/cultural activities/entertainment**

58.33% Average  
25.00% Good  
16.67% Poor

**32. Snow and ice removal**

46.15% Average  
30.77% Good  
15.38% Poor  
7.96% Excellent

**33. Street and sidewalk cleaning**

46.15%	Average
30.77%	Good
23.08%	Poor

**34. Street repairs**

41.67%	Good
25.00%	Average
25.00%	Poor
8.33%	Very poor

**35. Fire protection**

76.92%	Good
15.38%	Average
7.96%	Excellent

**36. Police protection**

61.54%	Good
30.77%	Average
7.69%	Excellent

**37. Business services**

58.33%	Good
41.67%	Average

**38. Hotel facilities**

61.54%	Average
23.08%	Good
7.69%	Excellent
7.69%	Poor

**39. Conference facilities**

61.54%	Average
23.08%	Poor
15.38%	Good

**40. Your business likely buys some materials, supplies and services from suppliers outside this area. Could some of these items be produced profitably in this locality in your opinion?**

66.67%	No
33.33%	Yes

**41. If yes, please help us identify materials, supplies or services that could be produced profitably here rather than shipped into the area.**

No responses recorded.

**42. Do you have any plans to modernize or expand your present building(s) or equipment?**

69.23% Yes  
30.77% No

**43. If yes, do you face any constraints?**

85.71% No constraints  
14.29% Insufficient space

**44. What kind of expansion is planned?**

46.15% Manufacturing/production space  
23.08% Parking area  
15.38% Warehouse space  
15.38% Office space

**45. When would the work be started?**

33.33% Between 6-12 months  
33.33% More than 3 years  
16.67% Between 1-3 years  
16.67% Within 6 months

**46. Are you considering opening another branch, plant or office?**

91.67% No  
8.33% Yes

**47. If yes, where?**

100.00 Outside Ohio, but in U.S.

**48. If yes, when?**

50.00% Between 6-12 months  
50.00% More than 3 years

**49. If you are expanding in Fremont, do you face any constraints?**

100.00% No constraints

**50. Are you considering moving, closing or selling this business?**

77.78% None of the above  
22.22% Considering selling

**51. If you are considering moving, why?**

50.00% Transportation problems  
50.00% Workforce issues

**52. If you are considering moving, where would you move?**

100.00% Outside Ohio, but in U.S.

**53. When are you considering moving, closing or selling this business?**

100.00% Between 1-3 years

**54. What impact would expanding, moving, closing or selling have on the number of employees in Fremont?**

40.00% Adds employees

40.00% No change

20.00% Reduces employees

**55. About how many employees would be added?**

50.00% Less than 10

50.00% 10

**56. About how many employees would be reduced?**

100.00% Confidential

**57. Quality of employees (management)**

38.46% Average

38.46% Good

7.69% Excellent

7.69% Poor

7.69% Very poor

**58. Quantity of employees (management)**

38.46% Average

38.46% Good

15.38% Poor

7.69% Very poor

**59. Availability of employees (management)**

38.46% Poor

30.77% Average

23.08% Good

7.96% Very poor

**60. Stability of employees (management)**

61.54% Average

23.08% Good

7.69% Excellent

7.69% Very poor

**61. Quality of employees (labor)**

33.33%	Average
33.33%	Good
25.00%	Poor
8.33%	Very poor

**62. Quantity (labor)**

53.85%	Average
23.08%	Poor
15.38%	Good
7.69%	Very poor

**63. Availability (labor)**

61.54%	Average
23.08%	Poor
7.69%	Good
7.69%	Very poor

**64. Stability (labor)**

46.15%	Average
30.77%	Good
15.38%	Poor
7.69%	Very poor

**65. How many employees work at the Fremont location of your company?**

53.85%	51-100
23.08%	More than 100
15.38%	Fewer than 10
7.69%	21-50

**66. Is any part of your workforce unionized?**

92.31%	No
7.69%	Yes

**67. Please check the areas in which your current employees need training:**

15.00%	Other technical skills
10.00%	Computer skills
7.50%	Customer service skills
5.00%	Professional skills
10.00%	Managerial skills
12.50%	General skills
7.50%	Current employees do not need training
5.00%	Specialized skills
15.00%	Mechanical skills
10.00%	Equipment operation skills

**68. Which of the following best describes your business?**

61.54%	Private
23.08%	Family-owned
15.38%	Employee-owned
15.38%	Publicly held (stock)
7.69%	Branch office of multi-unit firm
7.69%	Headquarters of a multi-unit firm

**69. How long has this business been operating in Fremont?**

1000.00%	More than 10 years
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**70. Do you own or lease your space?**

92.31%	Own
7.69%	Lease

**71. What is your primary title/position?**

38.46%	Owner
30.77%	CEO/President/Managing Director
7.69%	COO, CFO, CIO, or CTO
7.69%	General Manager
7.69%	Operations VP or Director
7.69%	Other

**72. What is your company's primary geographic market?**

83.33%	National
8.33%	International
8.33%	Statewide

**73. Do you expect number of customers to increase, decrease or stay the same?**

69.23%	Increase
30.77%	Stay the same

**74. Sales- Total revenue**

83.33%	Increase
16.67%	Stay the same

**75. Profits**

76.92%	Increase
23.08%	Stay the same

**76. Number of employees**

75.00%	Increase
25.00%	Stay the same



**77. If you expect any of these business factors to increase or decrease, what are the principal reasons for the changes?**

- 11.11% Continued growth in current markets and new business development
- 11.11% Cost goes up=prices go up
- 11.11% General economic growth
- 11.11% Growing market share due to pricing and quality
- 11.11% Growth/new markets
- 11.11% Marketing and sales efforts, expansion into other markets
- 11.11% Renewed efforts to grow the specialty part of our business
- 11.11% Requirements of manufacturers to remain efficient in a global market through automation
- 11.11% This is a growing company

**78. From your perspective as a businessperson, please rate the overall quality of life in Fremont, OH**

- 63.64% Good
- 18.18% Average
- 18.18% Excellent

**79. Do you live in Fremont, Ohio?**

- 58.33% Yes
- 41.67% No

**80. Would you like a member of the Business Retention and Expansion team to contact you personally regarding this survey?**

- 90.00% No
- 10.00% Yes

**81. In the space below, please add any comments, thoughts or suggestions**

- We need a machine trades program at Vanguard. Please communicate with them.
- Please repair our roads and curbs. Thank you.
- When Applebees is the best restaurant in town, we need more fine dining establishments.