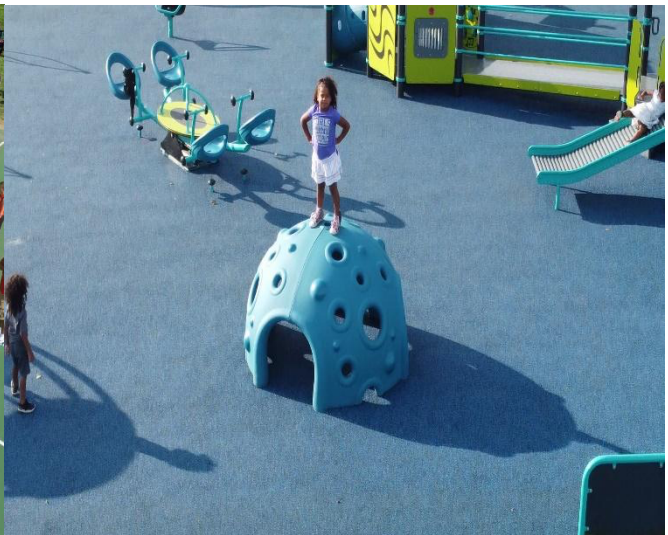




Greater Fremont Communities of Excellence 2023 Application



P Community Profile

P.1 Community Description: What are your community’s key characteristics?

a. Community Environment

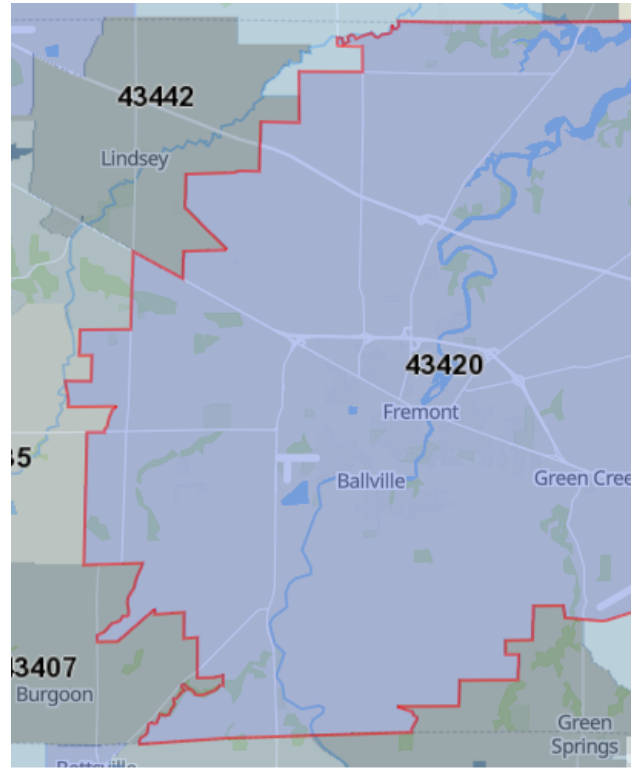
P.1a(1) Community Definition and identity

We define our geographical location, the 43420 zip code area, as Greater Fremont. This includes the city of Fremont, Ohio, as well as the neighboring Ballville and Sandusky Township (Figure P.1-1). Greater Fremont, formerly known as Lower Sandusky, is located along the banks of the Sandusky River. It sits on the former site of Junquindundeh, (an) a historic Wyandot village. In 1803, the southeastern portion of the Northwest territory was admitted to the union as the state of Ohio. The city of Fremont is known for the Battle of Fort Stephenson, a historic battle of the War of 1812, being home to many Wyandot Indians and a refuge for African American Slaves who escaped slavery and the home of the 19th president of the United States, Rutherford B. Hayes. The Hayes family continues to have a relationship with the community offering tours of the home and the museum with the first Presidential Library. This historical property is open to the public and is used for Civil War Reenactments, festivals and is a popular walking and biking destination for residents.

Fremont is also home to many notable names. 1997 Heisman Trophy winner and Pro Football Hall of Fame, Charles Woodson, 19th President of the United States, Rutherford B. Hayes, Olympian and UFC fighter, Mark Coleman and Charles Stilwell, professional boxer and champion, Alycia Baumgardner, an inventor who manufactured the paper bag.

Fremont is the county seat for Sandusky County within the Metro Toledo, Ohio region. It is centrally located between two major cities; Toledo and Cleveland. The city, including the townships, is home to 30,579 residents and 13,708 households, called the Greater Fremont 43420 Community. The community prides itself on being an inclusive, diverse community, rich in history and generations of families where People Come First.

An identifying, unique feature of Greater Fremont is the diverse population. According to the 2022 United States Census, Greater Fremont has a 13.2% ethnic background population, at the city level 26.6% ethnicity, compared to other rural communities (Figure P.1-2). Looking beyond ethnicity, diverse perspectives address social determinants of health as defined by the Centers for Disease Control and Prevention (CDC), to impact economic stability, quality education, quality healthcare, neighborhood environments, and social engagement.



P.1-1

Metrics	Greater Fremont, OH	Tiffin, OH	Defiance, OH	Sandusky, OH
Total Population	30,579	29,413	28,674	41,030
% Minority	13.2%	5%	8.6%	21.8%
% Non-Minority	86.8%	95%	91.4%	78.2%

P. 1-2

(2) Community Offerings

Greater Fremont has a lot to offer its citizens, as well as tourists. The community’s healthcare, education, economic development, infrastructure, public and social agencies, along with tourism foster a vibrant quality of life for all residents and visitors. Fremont also has a community hospital that is progressive, cutting edge, and committed to investing in the community.

ProMedica Memorial Hospital is a part of one of the largest healthcare systems in Ohio. Memorial Hospital is licensed for 43 beds, including a 22-bed universal unit, able to care for patients of all ages and all levels of care. The hospital also has a beautiful, newly renovated, obstetrics unit, with a combined 21 bed capacity to care for new moms and babies. Additionally, the hospital has a cancer care center, the ProMedica Dorothy L. Kern Cancer Center that offers citizens of Greater Fremont, radiation, and oncology infusions near their home.

Terra State Community College is the only state community college in Northwest, Ohio with a residential facility. Terra offers over 60 degrees and certifications and has served this area for over 50 years.

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Fremont City School District, the public school system, has built new facilities within the last two years. The district has four new elementary buildings equipped with technology and large spacious playgrounds. The new high school has learning nooks, an open two-story media center, student-forward classrooms, a large performing arts center, and the finest athletics facilities in Northwest, Ohio.

The community is home to the Sandusky County Agency Complex creating a one-stop-shop for public needs such as health, assistance, education, children services, child support, and workforce development.

Aside from healthcare, education, and public agencies the community has offerings from a variety of social service organizations (P.1-3). The organization include; Great Lakes Community Action Partnership (GLCAP), Downtown Fremont Association, and the United Way. Fremont also has an outstanding Chamber of Commerce to help businesses attract attention, build connections through networking and also offers professional development. while offering professional development and networking opportunities.

The city of Fremont provides safe, reliable, quality infrastructure and utilities for all residents. Waterlines, storm sewers, sanitary sewers, roadway, intersection, and signalization along with other projects are designed and managed through the city's capital improvement and infrastructure projects.

Greater Fremont's transportation infrastructure provides easy access into the community for tourism, business, and industry.

The community is also home to an entry point for the Ohio Turnpike 80/90. Additionally, two long-distance US routes run through Fremont, US Route 6 and US Route 20. State Routes 12, 19, 53, and 412 also pass through or circle the Greater Fremont area. The city uses Trips Public Transit, through GLCAP, to offer low-cost transportation to all residents. Recently, Greater Fremont had a groundbreaking ceremony for a new industrial park located on U.S. Route 20 and State Route 412.

Fremont boasts a vibrant re-vitalized historic downtown with multiple options for dining, nightlife, and shopping. Tourist attractions include, The Hayes Presidential Center and Museum, the Fort Stephenson National Park, Historic Jail and Dungeon Tours, monthly Farmers Markets, world-class fishing in the Sandusky River, Sprint Car and dirt truck racing at Fremont Speedway, go-kart racing offering both dirt and asphalt courses at Fremont Raceway Park, downtown events, a vibrant Community Theater, Rodger Young Kiwanis Inclusive Play Park, Northcoast Inland Trail, Ghoul Runnings Kayaking Adventures, Journey's Family Fun Center, the Reservoir, and much more.

In addition, Fremont's proximity to other tourist attractions, such as Cedar Point, The Toledo Zoo, Put-In-Bay, and Lake Erie, make it a top choice for tourists to stay during their adventures to explore those areas.

Organization	Key Offerings	Community Sector
City of Fremont – Formal Support	Economic Development, Engineering & Zoning, Safety (Police & Fire), Recreation, Streets, Water, Parks, Bid Opportunities, Income Taxes, & Utilities	Government
Great Lakes Community Action Partnership – Formal Support	Child Care & Education, Financial Wellness & Workforce Development, Community & Rural Development, Home Repair Needs, Housing Assistance, International Programs, Senior Services, Transportation, & Utility Payment Assistance	Economy, Quality of Life, Education, Health
Sandusky County Health Department – Formal Support	Clinics, Health Education, Prevention, Environmental, & Nursing Programs, Health Assessment and Planning	Quality of Life, Education, Health
Downtown Fremont Association – Informal Support	Business Development, Merchant Opportunities, Farmer's Market, & Community Events (<i>parades, parties, festivals</i>)	Economy, Quality of Life
Chamber of Commerce – Informal Support	Business Resources, Chamber Foundation, Ribbon Cuttings/Groundbreakings, Committees (<i>The Ambassadors, Agriculture, Think Sandusky county Workforce Development, Legislative, & Safety Council</i>)	Economy, Quality of Life
Fremont City Schools- Formal Support	Preschool Education, K-12 Education, Afterschool Daycare, Post-Secondary Options, Fine Arts Program, Bilingual Support, Title 1 Program, Special Education Services, Gifted Services, Mentoring Program, & Nurses Speech & Language Services, OT/PT Services, School Counselors, Social Workers, Child Nutrition Program, Technology Recycling, Transportation, Clubs, and Sports	Education

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Terra State Community College – Formal Support	Degree Programs, Certificate Programs, Adult /Transfer Programs, Online Programs, Veteran Program, Workforce Development, & Academic Services.	Education, Quality of Life
United Way of Sandusky County – Informal Support	First Call for Help, Education Programs, Safety & Basic Needs Programs, Cancer Care Programs, and Health Programs.	
Sandusky County Economic Development – Formal Support	Workforce Development Programs, such as Manufacturing Showcase, Teacher Bootcamp, High School Job Fair, School Personnel Bus Tours to Companies; YouScience; Sandusky County Business Advisory Council; Workforce Attraction Taskforce; Building and Sites Database, Small Business Assistance, Business Attraction; Business Retention; County Enterprise Zone Tax Abatement; SizeUp Sandusky County	Economy
Sandusky County Department of Job & Family Services – Formal Support	Public Assistance, Child Support, Children Services, & Workforce Development, Bid Opportunities	Government, Quality of Life, Economy
ProMedica Memorial Hospital – Formal Support	Full range of outpatient, inpatient and emergency services, education, resources, social work, cancer care, behavioral health, occupational medicine, surgery, radiology, laboratory, maternal-child health, infectious disease, certified stroke care.	Health

P.1-3

(3) Residents, Other Customers, and Stakeholders

Greater Fremont key residents are customers who participate in or receive the services describe in community offerings (Figure P.1-3). The community defines it's resident groups by "all" that have an address within Greater Fremont and segmented by their gender, age, ethnicity, and socioeconomic status to ensure equity. Our customers are defined by all tourist, businesses, and commuters working in Greater Fremont. Our stakeholders are neighboring communities (Sandusky, Port Clinton, and Tiffin along with businesses and industry that are impacted by our community's actions and success. As Fremont is primarily a manufacturing and agricultural community. The largest employer in Fremont is Crown Battery Manufacturing, Heinz, Style Crest, and other manufacturing companies serving as primary stakeholders; including the financial industry, realtors, investors, many small businesses, and local farmers.

Greater Fremont's key requirements are determined by public response surveys and data collection in the Sandusky County Community Health Assessment (CHA), Think Fremont: An Economic Growth & Development Plan, Housing Opportunities Analysis, Ohio State Report Card, and GLCAP Community Needs Assessment. Each plan of strategy was crafted after input from residents, customers, and stakeholders. Through the use of the Greater Fremont Community of Excellence the key requirements of the community were identified as: population growth, increasing housing infrastructure, access to quality health and wellness, economic opportunities, improved quality of life, high-quality education system, and advancing equity and inclusion through safe neighborhoods and environments.

P.1a(4) People Resources

Greater Fremont is made up of 12 formal and informal organizations who are not paid through the COE group (Figure P.1-3). It consists of leaders of service organizations, city and county government, hospital administration, education, community health and economic development. These are all paid by their respective employers, but activity based on the CEG alone is done voluntarily with support from board of directors, city council and other governing bodies.

Collectively, the governance and leadership council is comprised of men and women from various ethnic backgrounds (Figure P.1-4). Greater Fremont COE is 21.4% ethnic minority (Figure P. 1-4), compared to the 13.2% ethnic minority population for the community (Figure P.1-2).

Metrics	Male	Female	Total
White	4	7	11
Ethnic Minority	2	1	3
Total	6	8	14

P. 1-4

Together, the group accomplishes the community's key requirements through shared strategy, quantitative goals, and process. The communities' strategic alignment is founded in our shared mission, vision, and values aimed at offering a quality of life for all residents.

P.1a(5) Regulatory Environment

Fremont has a city government that is regulated by local codified ordinances legislated through our Mayor and city council. Other regulatory agencies such as the EPA oversee the environmental and natural resources (air and water quality and land). The county agencies have oversight by the county commissioners, elected officials, and other accrediting

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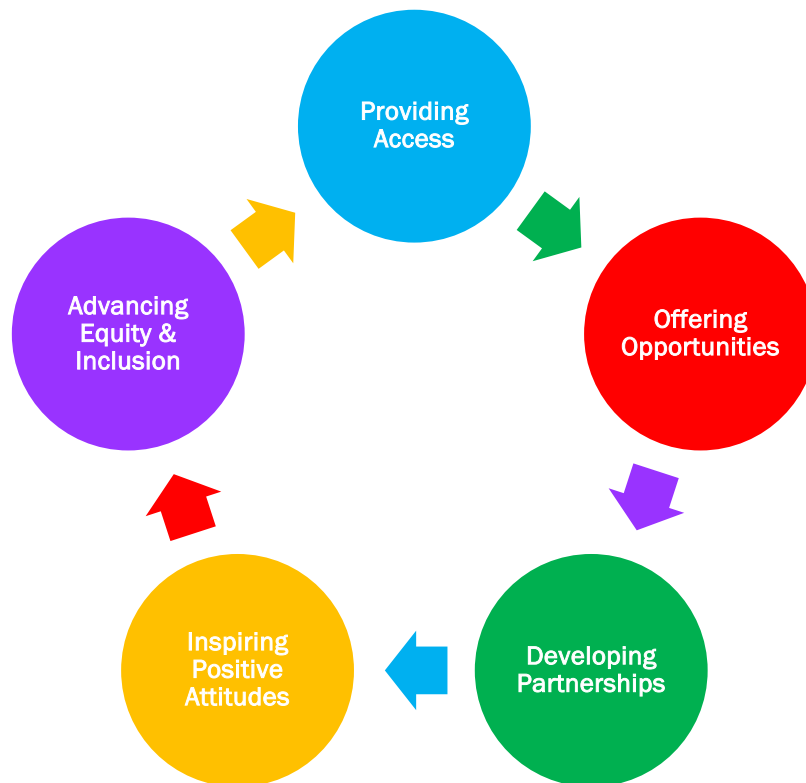
agencies. Sandusky County Economic Development Corporation Board of Directors and Executive Committee is responsible for the overall well-being and direction of the organization. Improvements to Greater Fremont are primarily funded by residents through property tax, income tax, sales tax, donations, fundraising, and business services. The public-school system is funded primarily through state and local school tax.

The local hospital is a non-profit organization and relies on reimbursement from insurance and the Centers for Medicare and Medicaid (CMS) for healthcare offerings. Healthcare is a highly regulated environment with the main regulatory agencies being CMS, Joint Commission, Ohio Department of Health and OSHA.

P.1b Community Excellence Group

P.1b(1) Mission, Vision and Values

The Greater Fremont Community Excellence Group was formed in an effort to align resources to enhance the quality of life for all residents. The unmet needs of our community were determined by the key requirements that derive from public input surveys indicated in category 3 residents, customers, and stakeholders. The COE group utilizes equitable approaches to positively impact the key requirements. Our mission is ***“To create an engaged inclusive community where all people want to work, live, shop, and play”***. Our vision is ***“Creating a quality of life where people come first”***. Greater Fremont defines quality of life as “a person’s ability to achieve their desired level of well-being with or without the use of programs and services. Our values include Providing Access, Offering Opportunities, Developing Partnerships, Creating Positive Attitudes, Advancing Equity and Inclusion (P.1-5).



P.1-5

P.1b(2) Composition

Greater Fremont’s Community Excellence Group (CEG) is comprised of both formal and informal leaders in our community (Figure P.1-3). The diversity of the groups is illustrated in category 4 People Resources. Each individual on the CEG is committed to improving the quality of life of all residents through shared M, V, V. High quality education, economic stability, quality health care, enhanced quality of life, equitable neighborhood environments, and community engagement are the key drivers to our CEG members’ commitment.

P.1b(3) Leadership System

Currently, our CEG consists of a Governance Team listed as formal support in Figure P. 1-3, co-led by the Diversity & Inclusion Director for the City of Fremont and the Director for Quality, Risk Management and Accreditation for the backbone organization. The CEG Leadership team consist of the informal support listed in Figure P.1-3; along with representation from Sandusky County Habitat for Humanity.

Greater Fremont operates under a distributed/shared roles and responsibilities framework (Figure 1-6). The next phase in the development is to add task forces who will work with the Governance Team under the direction of a leadership council (noted as informal support in Fig. 1-3). Their role will deploy the initiatives that impact are key drivers through residential,

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customer, and stakeholder feedback and engagement. The taskforce will assist the leadership council with receiving the feedback and engagement. The leadership council will in turn report back to the CEG governing body on progress. The CEG will assist in the resources needed to fulfill the goals set forth.

Distributed/Shared Roles and Responsibilities

BACKBONE	LEADERSHIP COUNCIL	GOVERNANCE/ OVERSIGHT GROUP:	TASK GROUP
Backbone(s) of Support: <ul style="list-style-type: none"> External communications Public relations outreach Convening and Facilitation Coaching and strategy Process design Notetaking and reporting Relationship-building throughout network Action Network oversight Technical assistance experts 	Backbone of Advising: <ul style="list-style-type: none"> Governance Resource Development of: <ul style="list-style-type: none"> Partners/Network members Funds Opportunities for growth, alignment, integration, and vision achievement Coaching and strategy Hiring key paid leaders Technical assistance experts 	Partners: <ul style="list-style-type: none"> Provide resources (time, talent, and treasure) in a win-win relationship and situation Share ideas and goals seeking synergy Empower circle of influence to participate in Action Network Vote on or approve Leadership Council members 	Collaborators and Volunteers: <ul style="list-style-type: none"> Project and key function teams Carry out the activities and strategic priorities agreed upon by Leadership, Backbone, Partners, and Action Network Provide feedback, ideas, and insight to Community Excellence Group

Depending on the legal structure chosen, the leadership council in this example may be the organization's officers and the governance/oversight group may be the directors/members of the board.

See P.1b(2, 3) on page 5 for more suggestions on responsibilities.

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P.1-6

P.1b(4) Programs and Services

Our CEG has aligned current programs and services as indicated in Figure P.1-3 to prevent duplication of services. Initially in the development stage are aligned and working towards integration. In the Fall of 2023, the leadership council will identify task forces to garner feedback on the initiatives created that will support the M, V, V of the Greater Fremont Community Excellence Group.

P.1b(5) Suppliers, Partners and Collaborators

The suppliers for the CEG include the City Government with its partnership with ProMedica Memorial Hospital. The City has provided funding, a strong leader with strong ties to the community and administrative support. The backbone organization has provided a leader with extensive experience with Baldrige both at the regional and national level to assist with consulting and carrying out the work of the CEG. The

partners for the CEG are the City Council, city and county law enforcement and other community organizations, such as our faith-based community, county government, civic organizations, and many others. Collaborators of our CEG include elected officials, civic organizations, community members, healthcare organizations, non-profits, economic development, education, and law enforcement.

P.2 Community Situation: What is your community's strategic situation?

P.2a. Competitive Environment

The competitive position of Greater Fremont can be measured against nearby cities such as Tiffin, Defiance, and Sandusky (figure P.2-1). These cities were selected because of like size in government, school systems, population demographics, tourism, and economic and workforce development.

Metric	Greater Fremont, OH	Tiffin, OH	Defiance, OH	Sandusky, OH
Total Population	30,579	29,413	28,674	41,030
Growth Rate (2020-2022)	4279	5543	3304	7280
Percentage of Owner-Occupied Homes	67.8%	68.9%	67.7%	50.8%
Median Property Value	\$107,800	\$104,100	\$107,600	\$109,400
Employed Population (16 years old +)	57.1%	58.3%	60.3%	59.3%
Median Household Income	\$53,191	\$53,374	\$58,015	\$42,140
Poverty Rate	15.9%	11.1%	13.7%	22.6%

P.2-1

Over the past two years, Greater Fremont has experienced minimal growth over compared to other cities (figure P.2-1). In order for growth to be intentional and balanced, Greater Fremont takes pride in comprehensive research and planning for economic and workforce development. Think Fremont: An Economic Growth and Development Plan is a guide toward improving the community. While driven by the City of Fremont,

this plan accounts for the Fremont Community, including neighboring Ballville and Sandusky Townships. Independent businesses in our downtown have been thriving and new additions are consistently being added. For example, what was once a street of abandoned, empty buildings, is now home to multiple retailers, restaurants and the newest edition, a nightclub opening soon. The opening of a DORA district (designated outdoor refreshment area) has been instrumental in bringing people to downtown businesses.

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P.2a(1) Competitive Position

Greater Fremont has many opportunities to provide a quality of life for all by focusing on the key drivers summarized in our core competencies (Figure P.2-2). The CEG's core competencies will help us create a competitive lead in comparison to neighboring communities (Figure P.2-1). Our infrastructure and access to state highways, innovative technology school facilities, forthcoming industrial park, tax incentives, and vibrant downtown position us to live our mission: To create an engaged inclusive community where all people want to work, live, shop, and play".

Greater Fremont is also home to many historical sites for tourism and recreational activities such as the Hayes Presidential Center, multiple city parks, recreation center, the Haunted Hydro, kayaking, the Northcoast Inland Bike Trail, walleye fishing and canoeing. The downtown also boasts farmer's markets, car shows and annual holiday parades.

The community is 30% manufacturing and home to global industry leaders such as Crown Battery, Heinz, StyleCrest, ABC Inoac and others. Community resources are also abundant. These include a chapter of the NAACP, migrant education, Justice for Migrant Women, Minority Business Assistance Center and others.

P.2a(2) Competitiveness Changes

Greater Fremont has seen some exciting changes over the past few years, increasing the appeal of the community. An inclusive playground was constructed for special needs children. Sandusky County Economic Development, the City of Fremont, and other county agencies collaborated to provide an industrial park. Through collaboration, the CEG was able to define quality of life for the Greater Fremont and embed shared goals in the Sandusky County Health Improvement plan derived from the CEG.

Additionally, the city offers a community reinvestment area (CRA) to provide real estate property tax exemptions for property owners who renovate existing or constructing new buildings. The city offers business sustainability through its revolving loan fund to supplement financial gaps through small businesses administration loans and private financing. The city also offers a worker's relocation grant to help increase population growth.

Greater Fremont has a state-of-the-art Sewage Plant, Water Reclamation Center, has a completed housing study by DiSalva Development Advisors and includes a transportation improvement and arts district.

Other collaborative examples include, an inclusive play park, a parks complex hub for youth softball and basketball

tournaments, a new Community Health Services building, housing on Terra State Community College campus, state-of-the-art educational facilities, and an incoming amphitheater. There is also in the works an expansion of the bike trail.

Fremont is also the only community in the county to offer both radiation and infusion therapy for cancer treatment. The local hospital is also the only Certified Primary Stroke Center in the county, allowing residents to get expert care for both acute and chronic illness closer to home.

Additionally, the community's ethnic diversity a decade ago was under 10% and now over 25% at the city level. These are truly unique features for a rural community.

P.2a(3) Comparative Data

Comparative data is considered from public government sites for census information, housing, resident data, tourist information and local resources. Much of the data will be segmented by competitor cities and the county in which Greater Fremont resides.

Greater Fremont may face limitations to access other communities data that is not public record or available on public sites. Additionally, the CEG lacks a performance management system to assist with oversight of aligned strategies. This will create undue burden on workload, time, and talent management.

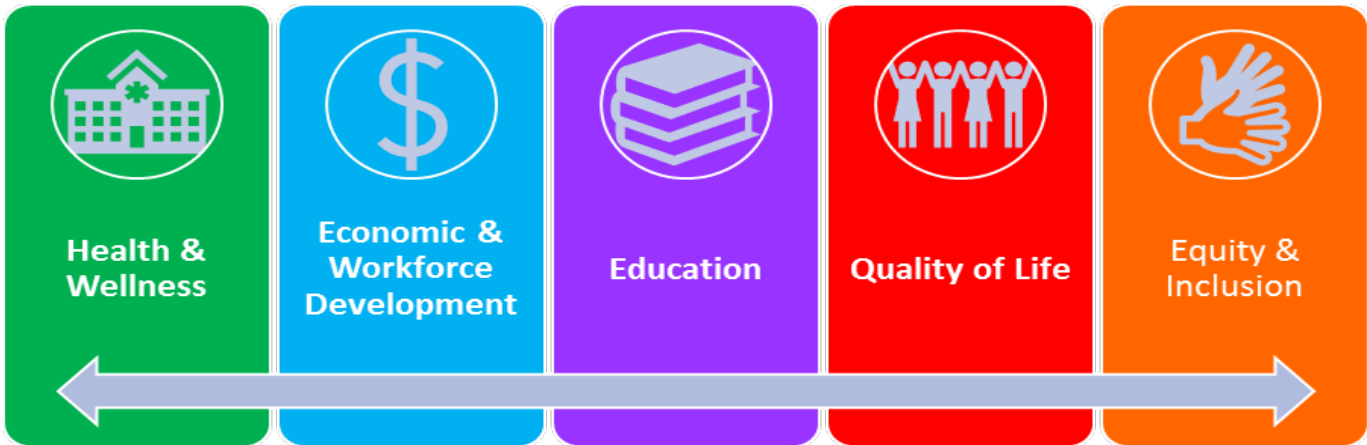
P.2b Strategic Context

P.2b(1) Core Competencies

Greater Fremont CEG's core competencies are:

- Health & Wellness
- Economic & Workforce Development
- Education
- Quality of Life
- Equity and Inclusion

The core competencies are emerged from the key requirements are drivers indicated on residential, customers, and stakeholders' public surveys. These core competencies (Fig. P.2-2) tie into the mission seamlessly narrowing our focus on how we can create an inclusive community where all want to work, live, shop, and play. It provides us with a framework for determining how to coordinate and address the key drivers and reduce duplication of efforts through shared alignment and deployment.



P.2-2

P.2b(2) Challenges and Advantages

Greater Fremont faces many of the challenges of other rural communities. In figure P.2-1, we have identified minimal growth, need for more housing infrastructure, high poverty rate above the 13.4% state average, and labor shortages. While Greater Fremont seeks to improve some significant areas, we also have many strengths. We have strength in our diversity, high school graduation rates, educational facilities, tourism opportunities, Think Fremont Economic Development plan, and revitalization of our downtown. These strengths will help guide and improve our position to make this a community where people want to work, live, play, or shop.

Our future success will be compared to other communities as measured in P.2-1. When our core competencies (established from key drivers) are strengthening (Figure, P.2-2), it should positively impact the metrics noted in P.2-1 elevating Greater Fremont to a competitive position.

P.1c Performance Improvement System

The CEG Governance Team oversees the performance improvement continuum (Figure P.2-3) overall. The

governance team will endeavor to purchase and implement Enviso strategy planning and performance management software. The performance management software will help the CEG move from strategy to action by operationalizing our plans, aligning our people, tracking performance, and sharing results for storytelling. The performance system is Malcom Baldrige framework approved and supported.

Task forces are being developed who will be appointed the boots on the groundwork towards the improvement of the goals created to meet our Mission while ensuring alignment with the Vision, Values and Core Competencies of the CEG. The task force members will be chosen according to their expertise and unique perspectives. The task forces and their leader will work in partnership with the CEG Governance Team to collect data, analyze that data, set goals and objectives, develop action plans, identify performance indicators, implement the action plans, measure results, and evaluate the objectives and goals for progress or revision. Developing a systematic approach towards performance improvement will allow Greater Fremont to meet its Mission **“To create an engaged inclusive community where all people want to work, live, shop, and play”**.

P.2-3



