

OMEGA's Vision Statement, Goals and Objectives, and Performance Measurements for 2014 are as follows:

## Vision Statement

**The OMEGA District and Ohio Appalachian Region will have access to financial and technical resources, responsible and sustainable economic development, and a workforce with the skills and knowledge to compete in a global economy.**

## Goal One

**OMEGA District residents will have the skills and knowledge necessary to compete in the world economy in the 21st century.**

### Objectives: Where We Want to Be

- The School drop-out rate in all OMEGA Counties will be equal to or less than the national average.
- Vocational high school students will have access to school-to-work transition programs compatible with real-world needs and technology applications.
- The percentage of OMEGA District workers receiving advanced skills training will equal or exceed the national average.
- OMEGA District community leaders will have the necessary skills to assume leadership positions.
- OMEGA District residents will have affordable access to the information superhighway.

### Strategies: How We Will Get There

- Build the capacity of local institutions and school districts to provide basic work-force readiness skills to help all students find and hold jobs.
- Expand educational opportunities through telecommunications.
- Work toward building the capacity of training institutions, such as community colleges, to upgrade work-force skills and increase productivity.
- Assist local area educational institutions in assessment processes, innovative program development, leadership and organizational development and training and capacity-building services.

Below are excerpts from two newspaper articles supporting the focus of Goal One.

**Utica Shale Academy charter school planned for eastern Ohio  
Daily Jeffersonian – January 31, 2014**

Article Highlights:

The planned Utica Shale Academy would strive to develop energy trade skills in high schoolers.

An Ohio county in the heart of the Utica shale play is planning an oil- and gas-oriented charter school.

The Southern Local Board of Education in Salineville, a village of about 1,300 in Columbiana County, is moving ahead with an open-enrollment school for grades 9-12.

Gov. John Kasich has made a point of lamenting the volume of out-of-state workers who have made up much of the specialized drilling labor force in Ohio.

*OMEGA Note: Columbiana County is located in the OMEGA District.*

[See ARTICLE XIV in Appendix to read full article.](#)

**Carrollton Schools have new learning center  
Times Reporter - August 31, 2014**

Article Highlights:

Carrollton Exempted Village School District is on the verge of introducing the POWER Training Center to its student body.

School officials say the POWER Training Center will draw Carrollton Exempted Village School District students out of traditional classrooms and into an innovative learning laboratory.

“It will be 21<sup>st</sup> century learning complete with a classroom and a lab,” said Edward Robinson, director of programs for the school district. “We will have the ability to teach any core subject in there. It will allow students to be involved in problem-based learning.”

POWER is an acronym for Providing Opportunities With Extraordinary Results. This 4,985 square-foot structure is one of the school system projects made possible through a \$4.06 million Straight-A Fund grant awarded late last year.

*OMEGA Note: Carrollton is located in the OMEGA District.*

[See ARTICLE XV in Appendix to read full article.](#)

## Goal Two

**OMEGA District communities will have the physical infrastructure necessary for self-sustaining economic development and improved quality of life.**

### Objectives: Where We Want to Be

- Adequate telecommunications access will be available and every county will have access to at least one public site with a two-way interactive video and data transmission.
- All OMEGA communities will have access to safe drinking water and sanitary sewer and waste-disposal systems.

**OMEGA Highlight: New systems are currently under construction in the Villages of Harrisville, New Athens, and Cumberland which were previously unsewered.**

- There will be a developed and active industrial site, business park, or business incubator within a reasonable commute of OMEGA District residents.

### Strategies: How We Will Get There

- Plan appropriate job-creation activities around corridors and corridor interchanges.
- Identify for completion critical highway interchanges and priority miles.
- Support partnership efforts of institutions of higher education corporations and telecommunications providers to demonstrate applications in the work force.
- Support water resources management and cooperative solutions among providers.
- Promote multi-county approaches and partnerships with the private sector to manage solid waste disposal, water and wastewater treatment.
- Support waste recycling and new disposal technologies.
- Provide technical assistance in clustering and the use of new technologies.
- Continue basic and supplemental funding to meet priority needs as identified through multi-county strategic plans.
- Help rural communities work with technical colleges and other public and private organizations to meet their basic infrastructure needs.

## OMEGA Highlight for Goal Two

Guernsey County has identified the US 40 East Corridor (US 40 east of Corduroy Road to SR 265) as one of the County's next target areas for development. Water, gas, power, broadband, and easy access to US 40, I-70, and I-77 are readily available along this corridor. Fifteen businesses already exist along this corridor including several that provide services related to the shale development industry. However, business expansion and sustainable development is hindered by lack of a public wastewater system. Guernsey County and the City of Cambridge have developed a memorandum of understanding whereby the County will extend sewer service to this area and convey the wastewater to the City of Cambridge for treatment. The project includes approximately 8,600 L.F. of 8-inch diameter gravity sanitary sewer line, 4,700 L.F. of 4-inch diameter force main, and one pump station. This project is currently under design with an estimated project cost of approximately \$1.97 million. OMEGA is working with the County on developing a financial strategy for funding this much needed project with the goal to be under construction by the Summer of 2015.

Below are highlights from a local newspaper article supporting the focus of Goal Two.

### **Gas and oil industry helps push expansion of runway at Cambridge Municipal Airport Daily Jeffersonian – February 28, 2014**

#### Article Highlights:

The Cambridge Municipal Airport is scheduled for a growth spurt.

Extension of the runway at the Brick Church Road facility is expected to culminate as early as 2016 when the pavement is laid, more than a quarter century after the project took flight . . . but only if all the dominoes fall in the airport's favor.

At one point the FAA scheduled the extension for 2022. But the rapid development of the gas and oil industry locally prompted officials to reconsider that date.

**OMEGA Note: Cambridge is located in the OMEGA District.**

[See ARTICLE XVI in Appendix to read full article.](#)

## Goal Three

**The people and organizations of the OMEGA District will have the vision and capacity to mobilize and work together for sustained economic progress and improvement of their communities.**

### Objective: Where We Want to Be

- The number of OMEGA District residents participating in leadership development programs will double in the District.

### Strategies: How We Will Get There

- Support programs that foster leadership development and civic involvement.
- Continue efforts to serve as conveners of community efforts and catalysts for economic development.
- Provide technical assistance and research to help communities form new partnerships and initiate new services.
- Support local-level planning to develop shared visions for communities and encourage the incorporation of local planning efforts into local and regional plans.

Perhaps the best way to demonstrate OMEGA's focus on Goal Three - leadership and partnership - is to share the two most recent editions of [OMEGA News – Local Governments Working for Development](#) (June and August 2014). The June edition features a leadership and partnership story including two representatives from EDA, one from the Appalachian Regional Commission (ARC), and representatives from each of the four local development districts who attended the 2014 State of the Region Conference.

The August edition showcases OMEGA's legislative mixer which was well attended by our legislators, including U.S. Senator Sherrod Brown. Our partners are also listed in this edition as each provided a generous sponsorship fee to make the event possible. This issue also features Community Facilities grant awards that were announced in partnership with the Ohio Development Services Agency Governor's Office of Appalachia.



## Local Governments Working for Development



Pictured L—R: Lee Shirey (U.S. Dept. of Commerce, Economic Development Administration), Brett Allphin (Buckeye Hills Hocking Valley Regional Development District), Cindi Kerschbaumer (Ohio Mid-Eastern Governments Association), Earl Gohl, Federal Co-Chair Appalachian Regional Commission), John Hemmings (Ohio Valley Regional Development Commission), Susan Brehm (Regional Counsel, U.S. Dept. of Commerce, Economic Development Administration), and Kathy Zook (East-gate Regional Council of Governments).

*Photo by Bob Gordon (Ohio University)*

Pictured above are representatives from federal, state, and local government agencies working together for progress of the region at the 3rd Annual Appalachian Ohio State of the Region Conference held in May at Ohio University - Athens. The title of the conference was Manufacturing in Appalachia: Opportunities Abound. Lee Shirey participated in an open session focusing on "Reflections from Business Retention and Expansion Visits" and "Perspectives on Reshoring Opportunities." Earl Gohl provided remarks on "A Regional Perspective on Manufacturing." Brett Allphin, Cindi Kerschbaumer, John Hemmings, and Kathy Zook participated in an Economic Development Session focused on "Growing in a Competitive Future. The conference was very well attended and provided various opportunities for networking.



### **OMEGA Summer Legislative Mixer & Executive Board Meeting**

**Wednesday, August 20, 2014**

**Millersburg Brewing Company at Noon**

**Save the  
Date!**

Don't miss this opportunity to talk with your legislators about your economic development projects in a casual setting.

A light lunch will be provided. Cost to attend is \$5.00.

#### **Contact OMEGA**

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## Local Governments Working for Development

### U. S. Senator Sherrod Brown Attends OMEGA Event

U.S. Senator Sherrod Brown attended the OMEGA Summer Mixer on August 20th. The Senator spoke to an audience of over 100 at the Millersburg Brewing Company in Holmes County. State Representatives Jack Cera (96th HD), Dave Hall (70th HD), Bill Hayes (72nd HD), Brian Hill (97th HD), and Jay Hottinger (71st HD) also attended to meet with local leaders to discuss the latest issues concerning economic and community development. Topics of discussion ranged from education to shale oil and gas development in the region.



Senator Brown (Center) listens as Dale Hileman, Executive Director of the Eastern Ohio Development Alliance (EODA) shares his thoughts at the OMEGA Summer Mixer.



Senator Brown with OMEGA Officers and Executive Director

Thank you to our sponsors **American Electric Power, AT&T, Bricker & Eckler, Clemans-Nelson & Associates, Columbia Gas/NiSource, DLZ Engineering & Development Consultants, Dominion East Ohio Gas, and Vorys Advisors** and everyone who attended to make this annual event one of our most successful.

Congratulations to the City of Uhrichsville (Tuscarawas County) for being awarded \$300,000 from the CDBG Neighborhood Revitalization grant program. This project includes improvement to streets and sidewalks, storm sewer installation and fire hydrants along Eastport Avenue.

**Upcoming Event: OMEGA Semi-Annual Membership Meeting**  
**September 17th - Noon - Atwood Yacht Club**  
**Speaker: Tim Leasure, ODSA Office of Community Development**

### Congratulations . .

Congratulations to the following recipients of OMEGA Community Facilities grant funding provided by the Governor's Office of Appalachia (GOA). Grant awards were determined through a competitive application process.

- TEMS Joint Ambulance District Jefferson County \$15,000
- Village of Mt. Pleasant Jefferson County \$ 8,250
- Trinity Hospital Twin City Tusc/Harr/Carroll \$12,500
- City of Steubenville Jefferson County \$12,500
- Village of Powhatan Point Belmont County \$ 8,000
- Sandy Township Tuscarawas County \$ 5,850
- Dennison Depot Museum Tuscarawas County \$10,000
- Senecaville Volunteer Fire Assoc. Guernsey County \$ 9,800
- Village of New Waterford Columbiana County \$ 9,050
- Tuscarawas Co. Justice Center Tuscarawas County \$ 9,050

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## Goal Four

**OMEGA District residents will have access to financial and technical resources to help build dynamic and self-sustaining local economies.**

### Objectives: Where We Want to Be:

- The rate of business start-ups will at least equal the national average.
- The percentage of small and medium-sized firms engaged in international trade will at least equal the national average.
- Every citizen will have access to a program in entrepreneurship.
- OMEGA Counties will begin to restructure their local economies in order to provide more opportunities for high-value, high-wage employment.

### Strategies: How We Will Get There:

- Help communities develop and implement strategies to build sustainable local economies that provide employment and entrepreneurial opportunities to all citizens and that support a high quality of life.
- Promote efforts to enhance export development by increasing the number of firms engaged in exporting and the volume of exported goods and services.
- Provide assistance for the physical infrastructure necessary to encourage the creation of new enterprises and the expansion of existing businesses.
- Encourage the transfer of new process and product technologies that increase productivity and create new entrepreneurial opportunities.
- Support the development of industry networks and trade organizations that promote inter-firm collaboration, resource sharing and the coordination of business-assistance services.
- Support public-private efforts to collaborate in providing assistance and technical resources to new and expanding businesses.
- Support leadership, marketing and planning efforts to enhance local strategies for tourism development.
- Offer a low-interest loan program for business start-ups and expansions.
- Replication of Project SEED BASE (Small Community Enhanced Economic Development and Business Attraction through Integrated Information Systems)



## OMEGA REVOLVING LOAN FUND 2014 RE-CERTIFICATION STATISTICS

<b>Total Loans:</b>	<b>86</b>
<b>Total RLF \$ Loaned:</b>	<b>\$5,641,222</b>
<b>Total Jobs (c/r):</b>	<b>1,476</b>
<b>Job Cost Ratio:</b>	<b>1 FTE per every \$3,822 (Guidelines require 1 FTE per \$25,000)</b>
<b># Startups:</b>	<b>31</b>
<b># Expansions:</b>	<b>39</b>
<b># Retentions:</b>	<b>16</b>
<b># Women-Owned:</b>	<b>18</b>
<b># Minority-Owned:</b>	<b>4</b>
<b># Bad Debt:</b>	<b>3 (FJE, Jefferson County - \$30,438; T-Saw &amp; Tool, Columbiana County – \$21,960; Hilton Roofing &amp; Maintenance, Belmont County - \$16,132; Total bad debt is 1.22% of total loan portfolio)</b>

### Lolly Ravak, RLF Administrator's Comments:

*“For many years, the RLF program has provided OMEGA with a consistent revenue stream contributing approximately \$40,000 annually to the general fund (does not include expenses paid directly out of the RLF program). This reliable source of revenue is a testament to the quality of loans resulting from the efforts of the Executive Board, the Loan Committee, Elected Officials, Economic Development Agencies, and the valuable partnerships developed over the years with the banking community.*

*However, the success of the RLF program is due largely to the participation and guidance from the Loan Committee members. For that, I would like to thank not only the Loan Committee but the County Commissioners who carefully and thoughtfully appoint these representatives.”*

**OMEGA LOAN REVIEW COMMITTEE  
09/01/13 TO 08/31/16**

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GUERNSEY COUNTY

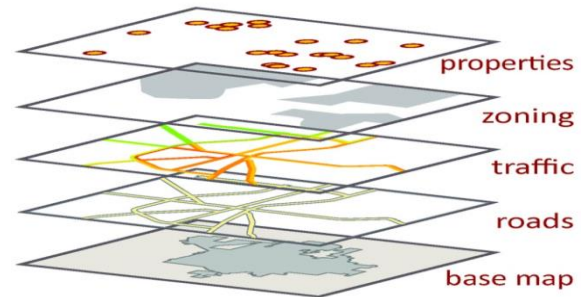
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Project SEEDBASE provides excellent access to technical resources in the OMEGA District in support of Goal Four.

Project SEED Base (Small Community Enhanced Economic Development and Business Attraction through Integrated Information Systems (SEED BASE) Feasibility Study Project) is focused on improving a community's business attraction environment; by identification and integration of various community economic development assets and available data elements; matched against relocation/attraction sets of business and market sector requirements. This will be accomplished through an efficient; robust; scalable; easily replicated; low-cost; integrated web-based information systems approach and is focused on a shared service approach across multiple organizations. The project will examine various technical requirements and available technical capabilities towards demonstrating that such an integrated systems approach and capability is feasible.



**Future Capabilities**

The technologies to be examined include such items as: Shape files; map overlays; GIS mapping; Google maps; available property and facility economic development databases; public records with geo-data relative to the local area; availability of web base technologies; and current shared data bases as related to industry benchmark data standards.

Today, Salem and throughout Columbiana County are faced with an urgent need for such a capability as we attempt to respond to escalating demands created by the shale oil and gas exploration activity. Demands for facilities and developable property directly related to the shale oil and gas operations are rapidly growing on a daily basis, and are expected to continue for the foreseeable future. With these demands come the complementing business opportunities and service demands for new restaurants; hotels; retail; high intensity refueling; inter-modal transportation capability & services; and other service sector requirements and business opportunities. With the successful implementation of the capability outlined in this proposal; small communities throughout Eastern Ohio, like Salem, will be able to rapidly respond to industry requirements, while doing so in a planned and effective manner; matching business requirements in a highly cost-efficient manner and industry specific requirements against any individual community's capabilities.

At the same time, national restaurant, retail, and hotel chains are looking at establishing hotels and restaurants in the local area. Their requirements go beyond the simple approach of available land and infrastructure as identified above. They have well established business and financial requirements for traffic flow; demographic information with 5, 10 and 20 mile radii; tax, water and sewer rates; available economic incentive programs at the state and local area; academic ratings of local schools; visibility from major roadways; income levels; access to public transportation routes; zoning; etc. So on one hand you have available property; economic incentives and infrastructure data (community resources); yet on the other hand you have a much broader set of data requirements for establishment of new businesses (business requirements). While these data elements are available; they exist across multiple databases; across multiple governmental agencies; all in singular non-integrated forms; and lack an integration capability for small communities on a cost effective basis. Project SEED BASE addresses this deficiency by integrating data elements.

## Goal Five

**OMEGA District manufacturers will have access to quality technical export assistance.**

### Objectives: Where We Want to Be:

- More businesses in the OMEGA District will utilize existing export assistance programs.
- The number of OMEGA District businesses/manufacturers exporting will grow.

### Strategies: How We Will Get There:

- Work in cooperation with the Department of Commerce, JobsOhio and the Appalachian Partnership for Economic Growth to further exporting opportunities in the region.
- Provide access to brochures, fact sheets and other materials to support marketing of exporting programs.

Below are highlights from a local news publication offering insight concerning Goal Five and the need for access to quality technical export assistance.

### **EU need for U.S. natural gas may boost OH shale boom**

**WKSU News – July 15, 2014**

#### Article Highlights:

The Germans want our natural gas. As do the Italians; and half a dozen other European nations hoping to reduce their dependence on Russia for energy. That could mean billions in Stark, Columbiana, and Carroll Counties, along with the rest of Ohio's Utica shale country.

***OMEGA Note: Carroll and Columbiana Counties are located in the OMEGA District.***

[See Article XVII in Appendix to read full article.](#)

## Goal Six

**The people and organizations of the OMEGA District will have access to free technical assistance for the preparation of grants.**

### Objectives: Where We Want to Be:

- Individuals and organizations in the OMEGA District will gain a better understanding of the basic grant process.
- Individuals and organizations in the OMEGA District will learn how to prepare basic grant applications.

### Strategies: How We Will Get There:

- OMEGA will conduct one-on-one or group training seminars for individuals or organizations within the ten county district.
- Seminars will be open to all. Clients will choose the area in which the seminar will be held.
- Prepare brochures, fact sheets and other informational material to enhance the grant training seminars.

To assist with project planning, OMEGA will meet with local officials, businesses, and non-profit organizations to identify and discuss viable strategies to finance community improvement and economic development. Our Grant Specialist is well versed in federal and state programs to fund infrastructure improvements (water, wastewater, roads, and bridges) as well as business/industrial parks, recreation facilities, community facilities, public safety facilities and equipment. Included among these agencies are:

- ❖ Appalachian Regional Commission
- ❖ Community Development Block Grants
- ❖ Federal Emergency Management Agency
- ❖ JobsOhio
- ❖ Ohio Department of Transportation
- ❖ Ohio Development Services Agency
- ❖ Ohio EPA
- ❖ Ohio Public Works Commission
- ❖ Ohio Water Development Authority
- ❖ U.S. Department of Agriculture
- ❖ U.S. Department of Commerce Economic Development Administration
- ❖ U.S. Environmental Protection Agency
- ❖ Ohio Office of Criminal Justice
- ❖ Local, state, and national foundations



GRANT RECORD FOR 2014

Applicant	Project	Funding Agency	Grant/Loan	Total Project Cost	Status
Baldic (2013 submit)	Firefighter Turnout Gear	FEMA Assistance to Firefighters Grant	\$23,342	\$24,570	Approved
Beaver Creek	Wildlife Education Center Building Addition (fundraising)	Various funders (on-going solicitation)	\$150,000	\$150,000	Pending
Brookside (2013 submit)	National Road Improvement Project	Ohio Public Works Commission (Grant & Loan)	\$102,339	\$626,119	Not Approved
Cross Creek Township	Building Acquisition/ Office Relocation (0% interest loan)	ODSA Local Government Innovation Fund	\$100,000	\$252,753	Approved
Dover	Boat Ramp Project	ODNR Cooperative Boating Facility Grant	\$227,000	\$256,000	Pending
East Liverpool	Downtown Revitalization Feasibility Study	ODSA Local Government Innovation Fund	\$25,000	\$50,000	Not Approved
Kent State Foundation	"Women In Business" Expo Sponsorship	Timken Corporation	\$965	\$965	Not Approved
East Palestine (2013)	Emergency Services Telephone System	JAG LE	\$8,937	\$9,930	Approved
Guernsey County (2013)	Beech Meadows Wastewater Treatment Plant Improvements	Ohio Public Works Commission (Loan, 0% interest)	\$499,999	\$703,050	Approved
Guernsey County (2013)	Coventry Estates Wastewater Treatment Plant Improvements	Ohio Public Works Commission (Loan, 0% interest)	\$499,999	\$1,304,625	Approved
Jefferson County	Neighborhood Initiative Program: Land Bank (assisted in application)	Ohio Housing Finance Agency	\$715,000	\$715,000	Approved
Mingo Junction	Emergency Waterline Repair	Ohio Public Works Commission (grant)	\$41,697	\$46,330	Approved
Powhatan Point	Road Improvement Project - connectors to SR7	Ohio Public Works Commission (grant portion)	\$159,811	\$287,948	Pending
Tuscarawas County	Uhrichville- Eastport Avenue Neighborhood Revitalization	Ohio Public Works Commission (loan portion)	\$53,271		Pending
Uhrichville	Firefighter Turnout Gear and Flashlights	Ohio Development Services Agency	\$300,000	\$769,000	Approved
Yorkville	Energy Efficiency Project (0% interest loan)	FEMA Assistance to Firefighters Grant	\$21,716	\$22,858	Not Approved
<b>Total</b>		ODSA Local Government Innovation Fund	<b>\$3,002,723</b>	<b>\$5,300,978</b>	<b>Approved</b>
<b>TOTAL GRANTS/LOANS APPROVED</b>				<b>\$2,262,621</b>	

## Project Highlights:

### **The City of Uhrichsville – Eastport Avenue CDBG Neighborhood Revitalization Grant**

Tuscarawas County enlisted the assistance of OMEGA in completing their application to the Ohio Development Services Agency for a Neighborhood Revitalization project in Uhrichsville. Due to current staffing levels and multiple projects occurring simultaneously, the county asked OMEGA to submit the application on behalf of the City of Uhrichsville. A vital component to the application was involving the community and gathering their input on potential needs of the area to be addressed. OMEGA was able to reach out to individuals in the community for personal comments and to facilitate group discussion through organized evening meetings at the local elementary school.

The Uhrichsville Neighborhood Revitalization grant provided roadway paving, sidewalks, and storm sewer lines along Eastport Avenue. This successful grant application leveraged \$300,000 toward a project totaling over \$1.6 million.

### **The Village of Baltic – Baltic Fire & Rescue**

Baltic Fire and Rescue was about to bid farewell to their veteran Fire Chief, and welcome in a new Fire Chief. Although an experienced Firefighter, the new chief had not held this particular position before and had very little exposure to grant-writing. Upon inventorying the fire equipment, the village discovered the volunteer fire department had only obsolete equipment available to over half of their firefighters. OMEGA was able to assist the Village of Baltic in putting together an application to FEMA through the Assistance to Firefighters Grant opportunity. The village was awarded \$23,342 to replace 9 sets of turn-out gear and 11 pair of fire boots for their firefighters.

**Of the 16 applications submitted, 9 were approved, 3 are pending, and 4 were not approved. The total of the grant/loans that have been approved is \$2,262,621 which leveraged \$1,644,647 in other funding sources.**



## Goal Seven

**Residents and organizations in the OMEGA District will actively participate in developing and implementing comprehensive mineral extraction policies and programs that promote best practices and sustainability of the positive impacts brought about by the rich natural resources in the region.**

### Objectives: Where We Want to Be

- A model community committed to working toward a long-term positive impact from oil and gas exploration and drilling in the region.
- A model community committed to continued exploration and support for opportunities provided by our local coal resources.
- Residents of the OMEGA District will have enhanced access to basic and advanced educational options relative to employment opportunities in all facets of the oil and gas industry.
- Economic Development organizations in the OMEGA District will be engaged in a proactive and cooperative approach toward capitalizing on oil and gas industry opportunities.

### Strategies: How We Will Get There

- Build the capacity of local educational institutions to provide workforce development skill to help residents obtain long-term jobs related to the oil and gas industry.
- Identify workforce development needs in a timely manner to meet demands of all facets of the oil and gas industry.
- Support community partnerships to share information and resources.
- Support public-private partnerships developed in the best interest of all parties involved.

Full details of the project partially funded by EDA - **Building Sustainable Communities in Ohio's Shale Region: Leveraging Manufacturing Clusters and Local Assets with Strategic Planning** – are provided in Component One of this report. In summary, this project addresses the challenge to communities to effectively manage impacts of shale development while leveraging the current economic boom to build a plan that strategically advances the growth or startup of small to medium manufacturing businesses that will support long-term economic viability and community sustainability. The OMEGA District is located directly in the heart of this activity.



Although there is a tremendous amount of focus on the shale oil and gas developments in the OMEGA District, coal mining still plays a large role in the region. Pictured above, Murray Energy Corporation is headquartered in St. Clairsville in Belmont County. Murray Energy Corporation is the largest privately owned coal company in the United States, producing sixty-five million tons of high quality bituminous coal each year, and employing over 7,400 people in six states. Murray Energy has approximately three billion tons of coal reserves. On December 5, 2013, Murray Energy purchased Consolidation Coal Company from CONSOL Energy, Inc. This was a transformative transaction for Murray Energy.



Underground view of an active coal mine

OMEGA employs these metrics to assess the effectiveness of our Comprehensive Economic Development Strategy.

### Performance Measurements

- **Number of Businesses/Organizations/Individuals Participating in or Benefitting from a Program or Project**
- **Number and Types of Investments in the Region**
- **Number of Jobs Created in the Region**
- **Number of Jobs Retained in the Region**
- **Amount of Private Sector Investment in the Region after Implementation of the CEDS**
- **Changes in Economic Environment for the Region**
- **Square Feet of Manufacturing and Industrial Space Occupied**
- **Miles of Roadway Built or Improved**
- **Linear Feet of Water or Sewer Line Installed or Improved**
- **Change in Population in the Region**
- **Change in General Health Statistics of the Region**
- **Change in Average Income of Population in the Region**
- **Change in Educational Attainment Levels in the Region**
- **Change in Access and Demand for Social and Medical Services**


## Strengths, Weaknesses, Opportunities and Threats Analysis

### **OMEGA District and Ohio Appalachian Region**

The following Strengths, Weaknesses, Opportunities and Threats have been identified in the OMEGA District and Ohio Appalachian Region by the staff and membership of the local development districts.

**Strength:** Natural Resources and New Technology to Access Abundance of Shale Oil and Gas  **Opportunity:** Increased Employment and Tax Base

**Strength:** Availability of Land to Attract Development  **Opportunity:** Infrastructure Development

**Strength:** Strong Work Ethic  **Opportunity:** To Train or Retrain Workforce

**Strength:** JobsOhio Program  **Opportunities:** 1.) Grow What We Have – to build a coordinated retention and expansion program

2.) Go On the Offense – to create a proactive sales team that aggressively pursues new opportunities

3.) Be Fast and Smart – to lead the market

4.) Work Peer to Peer – to leverage private investment

**Strength:** Collaborative Partnerships for Economic Development 

**Opportunity:** Work Together for the Region

**Weakness:** Demographic Shift  **Threat:** Jobs Going to Metropolitan Areas

**Weakness:** Gaps in Access to Capital  **Threat:** Businesses Locating in Metropolitan Areas

**Weakness:** Insufficient Water and Wastewater Systems  **Threat:** Population Relocation

**Weakness:** Lack of Broadband Internet Access  **Threat:** Businesses and Population Relocating

There is strong optimism in the region that these first four weaknesses will be lessened by the shale oil and gas developments in eastern Ohio.

**Weakness:** Shortage of Health Care Services  **Threat:** Decline in General Health of the Population

**Weakness:** High Rates of Chronic Diseases  **Threat:** Decrease in Available Workforce and Increase in Demand for Social Services

**Weakness:** High Rates of Drug Abuse  **Threat:** Decrease in Available Workforce and Increase in Demand for Social Services

**Weakness:** Lower Level of Educational Attainment  **Threat:** Decrease in Available Workforce

**Weakness:** Need for Transportation Development  **Threat:** Increase Isolation of Appalachian Ohio

Focusing on the weakness concerning the Need for Transportation Development, OMEGA is participating in a two-year pilot program to develop a Regional Transportation Planning Organization (RTPO) to serve the eight counties in OMEGA's district which are not members of a Metropolitan Planning Organization. These eight counties include: Carroll, Columbiana, Coshocton, Guernsey, Harrison, Holmes, Muskingum, and Tuscarawas. More information on the RTPO will be provided in Component Four: Goals for Next Year.