



# MID-OHIO REGIONAL MORPC PLANNING COMMISSION

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## **Columbus Region Comprehensive Economic Development Strategy (CEDS)**

### Executive Summary

In recent years, the Mid-Ohio Regional Planning Commission (MORPC), One Columbus (formerly Columbus 2020), and hundreds of other partners across the private and public sectors have aligned around regional economic development and growth strategies for the Columbus Region. This Comprehensive Economic Development Strategy (CEDS) serves to lay out and focus those strategies.

MORPC is a multi-jurisdictional government entity, composed of 15 counties in the Columbus Region. MORPC's role as the Metropolitan Planning Organization (MPO) for our region also closely coordinate with and support the regional economic development and leadership activities of One Columbus.

The Columbus Region has in place a locally based, regionally driven economic development planning process that leverages involvement of public, private and non-profit sectors to create a strategic blueprint for regional collaboration.

### Contents

This CEDS framework is organized by four sections as follows:

- Section 1: Summary Background
  - The Summary Background details the recent history of regional economic development strategy and success in the Columbus Region. Our region looks to build on a transformational decade of growth with a renewed focus on prosperity for all residents.
- Section 2: Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis
  - The SWOT analysis is built on hundreds of meetings, conversations and forums to discuss the future of our region. This research and the conversations it sparked have exposed common priorities, challenges, and interests.
  - The four goals identified for the Columbus Region are:
    - We must sustain our economic momentum by continuing to make economic growth and prosperity a top priority.
    - We must develop, inspire and attract a talented, adaptive and diverse workforce to compete for investment.
    - We must enable the innovation capacity of business, academic and government sectors to grow dynamically.
    - We must increase global identity and connectivity to attract investment and talent from around the world.
- Section 3: Strategic Direction and Action Plan

**William Murdock, AICP**  
*Executive Director*

**Karen J. Angelou**  
*Chair*

**Erik J. Janas**  
*Vice Chair*

**Chris Amorose Groomes**  
*Secretary*

- This section identifies the broad strategic areas and initiatives around which we must align to drive our regional goals. It also lays out specific objectives in our priority economic sectors and industries.
  - Section 4: Evaluation Framework
    - The evaluation framework consists of metrics for evaluating the success of our economic development strategies.
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## Section 1: Summary Background

### Regional Overview

The 11-county Columbus Region is a diverse and thriving metropolitan region in Central Ohio. The City of Columbus, the center of the Region, is the state capital and largest city in Ohio, and the 14th largest in the U.S. More than two million residents are spread across the 11 counties of the Columbus Region (See Appendix A for map):

- Delaware County
- Fairfield County
- Franklin County
- Knox County
- Licking County
- Logan County
- Madison County
- Marion County
- Morrow County
- Pickaway County
- Union County

MORPC also provides member services in four other regional counties (Fayette, Hocking, Perry, and Ross) that sit in existing economic development districts (EDDs) as designated by the Economic Development Administration (EDA). The Columbus Region serves as a significant jobs center for these counties, and MORPC closely coordinates with each across our range of work and services.

### Regional Data

#### Population by Age and Median Age by County

The Columbus Region is relatively young compared to the State of Ohio and U.S. averages, primarily due to the large concentration of college students and young adults in the City of Columbus.

	<b>Under 10</b>	<b>10 - 19</b>	<b>20 - 24</b>	<b>25 - 44</b>	<b>45 - 64</b>	<b>65+</b>
<b>Columbus Region</b>	13%	13%	7%	29%	25%	13%
<b>Ohio</b>	12%	13%	7%	25%	27%	16%
<b>United States</b>	12%	13%	7%	26%	26%	15%

*Source: US Census, ACS 5 year estimate 2018 B01001*

	<b>Median Age</b>
<b>Delaware County</b>	38.6
<b>Fairfield County</b>	39.3
<b>Franklin County</b>	34
<b>Knox County</b>	38.9
<b>Licking County</b>	39.7

<b>Logan County</b>	40.8
<b>Madison County</b>	40.7
<b>Marion County</b>	41.3
<b>Morrow County</b>	41.7
<b>Pickaway County</b>	39.4
<b>Union County</b>	38.4
<b>Ohio</b>	<b>39.3</b>
<b>United States</b>	<b>37.9</b>
<i>Source: US Census, ACS 5 year estimate 2018 B01002</i>	

### Population by Race and Ethnicity

The Columbus Region is more diverse than the State of Ohio but less than the national average.

	<b>White</b>	<b>Black</b>	<b>Asian</b>	<b>Other</b>
<b>Columbus Region</b>	77%	15%	4%	5%
<b>Ohio</b>	82%	12%	2%	4%
<b>United States</b>	73%	13%	5%	9%
<i>Source: US Census, ACS 5 year estimate 2018 DP05</i>				

	<b>Not Hispanic or Latino</b>	<b>Hispanic or Latino</b>
<b>Columbus Region</b>	96%	4%
<b>Ohio</b>	96%	4%
<b>United States</b>	82%	18%
<i>Source: US Census, ACS 5 year estimate 2018 DP05</i>		

### Educational Attainment

The Columbus Region is better educated than the state and country. This makes the Region a highly attractive location from a talent and education perspective, offering a large and well-educated workforce.

	<b>Associate</b>	<b>Bachelor's</b>	<b>Graduate+</b>
<b>Columbus Region</b>	7%	23%	13%
<b>Ohio</b>	9%	17%	11%
<b>United States</b>	8%	19%	12%
<i>Source: US Census, ACS 5 year estimate 2018 S1501</i>			

## Our Regional Economic Development Story

As summer turned to fall in 2007, the Columbus Region was in the midst of a decade of stagnant job growth, diminishing per capita income figures and an undistinguished economic development profile. Columbus was considered just another metro area succumbing to the headwinds of the decline of the Midwest. In December of that year, the housing crisis and the global recession hit, washing away any gains that had been made in that decade.

Leaders around the country gathered to consider their economic future, including in Central Ohio. What would our future be and how would we claim it? How could we leverage the great companies that had been built here, the ambition of local entrepreneurs and the power of our world-renowned institutions?

A new path was created based on the dire need for economic activity and job growth that became more important as each day passed. Audacious, measurable goals were set to define the mission of the work, and the stakes were high.

The journey of the next decade included transformational project announcements, notable entrepreneurial achievements and the greatest expansion of the Columbus Region economy in its history. A decade later, the Columbus Region has not only achieved the job, investment and income goals it set, but has also earned distinction as a metro area with boundless ambition and economic potential.

The Columbus Region has emerged as a beacon of economic competitiveness and population growth equal to any in the country. Industrial growth was broadly felt across the economy, primarily focused on key sectors including retail brands, e-commerce, finance and insurance, automotive and mobility, bio-medical and health services, and advanced computing.

In less than 10 years, the Columbus Region...

- Created over 150,000 net new jobs
- Secured over \$8 billion in capital investment
- Sparked a 30% increase in personal per capita income

Over the last decade, the Columbus Region ranked No. 1 in the Midwest for...

- Job growth, according to the U.S. Bureau of Labor Statistics
  - GDP/GRP growth, according to the U.S. Bureau of Economic Analysis
  - Population Growth, according to the U.S. Census Bureau
  - Millennial migration, according to the Brookings Institution
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## **Section 2: Strength, Weakness, Opportunity, and Threat (SWOT) Analysis**

The past two years have included hundreds of meetings, conversations and forums to discuss the future of our region. MORPC joined with business leaders, public officials and civic advocates as they engaged to discuss these concerns and what success looks like for the Columbus Region. This engagement included a leadership assessment with 60 business leaders from 45 organizations representing 22 industry sectors. This engagement also included numerous stakeholder and civic group discussions with over 200 business and civic leaders and board members representing over 50 regional economic development partners.

Additionally, MORPC is continually engaged with its Board of Commissioners (see Appendix B). The Board is serving as the strategy committee for purposes of this CEDS and will be primarily responsible for carrying its recommendations forward.

As in years past, the Columbus Region focused on the hard facts. Objective, comparative research revealed where we are strong, where we need to improve and where we are lagging behind. Analysis was conducted to address how prepared the Region is to meet the challenges of the future. Rapidly changing technology, global competition and demographic shifts are sure to have an impact on the Columbus Region, and the strategies and tactics that have worked in the past will not yield the same results going forward.

Consistent themes emerged from the stakeholder meetings and research. We identified a shared ambition to broaden opportunity across industries for all residents. It became clear that in order to achieve a new ambition and meet both existing and emerging challenges, Columbus Region communities, leadership and institutions will need to focus on four imperatives to achieve success.

1. We must sustain our economic momentum by continuing to make economic growth and prosperity a top priority.
  - a. Strengths
    - i. The Columbus Region continues to outperform other midwestern regions. There is a strong economic base in several key sectors of the economy.
    - ii. The Region has several notable institutional assets that it can leverage, including Battelle, Ohio State, EWI, and the Transportation Research Center.
    - iii. The Region is positioned at the forefront of transportation, logistics and mobility, including the autonomous and connected vehicles industry.
    - iv. The Ohio State University is a primary partner of the community for research in nearly every science and technology-driven industry.
    - v. The Region has a strength in logistics, featuring greater access to the U.S. market within a 10-hour drive than any other major metro, multiple rail terminals, and Rickenbacker International Airport, a cargo-only international airport.
  - b. Weaknesses
    - i. It is difficult to retain the very best information technology talent (both students and experienced professionals).

- ii. Immigration policies make it difficult to retain foreign STEM graduates for more than a few years.
      - iii. Past focus on traditional development metrics obscured the need to address underlying structural barriers to prosperity for all residents.
      - iv. The Region lacks diverse multi-modal mobility options that support industry and mitigate the financial and time burden of worker and student commutes.
    - c. Opportunities
      - i. The industries of advanced analytics and cybersecurity are growing quickly, and the Columbus Region has proven ability both areas. University and college assets can be better leveraged to spark economic development (for example, aligning R&D and corporate relationships with industry needs). This is most notable in agricultural science, neuroscience, retail technologies, analytics, and advanced materials.
      - ii. There is potential for significant growth in cargo capacity at Rickenbacker International Airport and in warehousing capacity and technology in the surrounding logistics hub.
      - iii. Ohio's tax structure, the availability of water and wastewater capacity, and reliable, competitively priced energy are all ingredients that must continue to be leveraged to attract even greater private investments in data storage, management, cloud computing and other high-technology manufacturing.
      - iv. Regional leaders must regularly measure and address structural issues that have led to an equity gap with broad impacts for residents and businesses.
    - d. Threats
      - i. If economic development support of high-growth opportunities does not stay strong, new projects and programs could be threatened and result in the loss of some of the Region's best entrepreneurial talent.
      - ii. The gap between communities that are thriving and those that are impoverished within the Region threatens regional prosperity.
      - iii. The lack of consistent, diverse mobility options across the Region is a barrier to economic opportunity.
  - 2. We must Develop, Inspire and Attract a Talented, Adaptive and Diverse Workforce to compete for investment.
    - a. Strengths
      - i. The Columbus Region is younger and more educated than the national average, leading Ohio and the Midwest in both population and millennial growth.
      - ii. We boast one of the highest concentrations of higher education institutions and an in-demand, tech savvy workforce.
      - iii. The Columbus Region offers a large and growing workforce.
      - iv. The Columbus Region is home to 62 college and university campuses and a large body of young, recent graduates, as well as an adult population that is more educated than the national average.
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- v. The Ohio State University is one of the largest public universities in the nation, offers a wide range of programs, and graduates thousands of students each year.
- b. Weaknesses
- i. There are disconnects between demographics and outcomes, and we must work to eliminate these disparities.
  - ii. There is a common perception that the K-12 education system is not meeting the needs of employers (regionally and nationally).
  - iii. Structural inefficiencies have made quality education unaffordable or otherwise inaccessible to some residents.
  - iv. Employers are demanding a more skilled worker, a trend that is increasingly true regardless of industry or vocation.
  - v. There is often a misalignment of incentives between employers, workforce programs and academic programs.
  - vi. The skills and wage gaps between economically distressed and affluent areas of the Region are persistent.
  - vii. The Region lacks a globally competitive transportation network beyond the single-occupancy vehicle.
- c. Opportunities
- i. It will be necessary to become far more diverse, engaging across rural and urban areas and minority communities, while also attracting talent from across the world.
  - ii. There is a strong proven correlation between education and earnings potential. With so many educational institutions and a well-educated population, Columbus has opportunities to drive wage growth.
  - iii. Continuing to improve the local K-12 school system will advance the Region's economic development and talent recruitment.
  - iv. Improvement and promotion of vocational and skilled trade educational opportunities will improve labor market access and efficiency.
  - v. Competitive affordability in Columbus helps employees stretch their dollar further than they can in many other cities, while employers can stay cost-competitive with wages.
  - vi. The Region must create transportation access options on par with other leading national and global regions
- d. Threats
- i. We must meet the challenges presented by automation.
  - ii. A lack of skilled workers could create a competitive disadvantage for the Columbus Region as it seeks to secure additional investment and jobs from existing companies and those considering the area for new facilities.
  - iii. The limited availability of graduates in science, technology, engineering and math could threaten the area's competitiveness.
  - iv. There is a need for greater regional alignment to create a globally competitive multimodal mobility system.
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3. We must Enable the Innovation Capacity of business, academic and government sectors to grow dynamically.
  - a. Strengths
    - i. The Columbus Region is home to 15 Fortune 1000 companies, billion-dollar startups, and a strong education ecosystem.
    - ii. The Columbus Region has emerged as a leading venture capital hub in the Midwest.
    - iii. Corporate, academic, government, medical centers and R&D operations in our region are at the forefront of research and innovation.
    - iv. Research expenditures at The Ohio State University totaled more than \$850 million in 2017, ranking it among the top 25 universities in the United States.
    - v. The Columbus Region and the State of Ohio have proven, well-funded programs that help to accelerate new enterprises.
    - vi. The Region has a strong talent base in information technology, science and math to fuel technology-driven opportunities.
  - b. Weaknesses
    - i. There are gaps to uniform broadband access across the region for residents and businesses.
    - ii. There is inconsistent utility supply coverage across the region, including natural gas, wastewater, and broadband access.
  - c. Opportunities
    - i. To grow dynamically and to diversify our economy, we must create, use and leverage technology.
    - ii. The Region should continue to build on its successes in attracting data centers and other advanced data enterprises.
  - d. Threats
    - i. Fortune 1000 companies in the Region must adapt as innovative competitors become a threat.
    - ii. The higher education system is being challenged to not only deliver a talented workforce, but also comprehensive research.
    - iii. Government entities are undergoing a massive shift in technologies to serve citizens and to achieve status as smart cities.
4. We must Increase Global Identity and Connectivity to attract investment and talent from around the world.
  - a. Strengths
    - i. The Columbus Region has a highly diversified economy and hundreds of companies that conduct business around the world.
    - ii. The Columbus Region is home to several hundred foreign-owned firms that employ thousands within the Region.
    - iii. Universities and colleges in the Region have many foreign-born students.
    - iv. Columbus is a well-known inland port with a large foreign trade zone and excellent connectivity to east coast port facilities via Norfolk Southern and CSX rail lines.

- v. Rickenbacker International Airport is one of the world's only cargo-dedicated airports located near a major metropolitan area with room and plans in place for continued growth.
  - b. Weaknesses
    - i. It's critical that we connect our communities and companies to both each other and the rest of the world via infrastructure.
    - ii. The Columbus Region does not have direct flights to Europe or Asia.
    - iii. There is a lack of awareness of the companies and institutional assets that the Region offers foreign employers.
  - c. Opportunities
    - i. As the Columbus Region continues to grow economically, its air service within the U.S. and internationally will likely improve.
    - ii. Increased inbound air cargo traffic creates a continued opportunity to build international supply chain linkages and brand awareness.
    - iii. Consistent outreach to international companies and networking globally enhance the opportunity to attract and retain foreign investment and provide opportunities for local businesses to export to those markets.
  - d. Threats
    - i. Shifts in key industries such as retail, warehousing, and logistics could mitigate existing regional investments.
    - ii. Global economic, political, and health conditions have potential to affect existing and planned international business development.
    - iii. Immigration policies limit the region's ability to capture the value of the talented international student population within the area over the long term, especially STEM graduates.
    - iv. The Region must remove barriers to international immigration and workforce attraction wherever possible.
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### **Section 3: Strategic Direction and Action Plan**

MORPC, both as a regional leader and in its role as the Columbus Region's Metropolitan Transportation Organization (MPO), regularly produces planning documents covering surface transportation, mobility, public infrastructure, economic development, and community development priorities. These plans, program, and initiatives each involve months or years of continuing stakeholder engagement, modeling, and evaluation.

- 2020-2050 Metropolitan Transportation Plan
  - Long range MPO planning document
- 2021-2024 Transportation Improvement Program
  - Short range MPO planning document
- Competitive Advantage Projects
  - Initiative to advance strategic infrastructure investments across the Region
- Central Ohio Rural Planning Organization (CORPO)
  - Partnership with seven counties in the nonmetropolitan areas of our region to provide transportation planning products and services
  - CORPO also produces long-and short-range transportation planning documents reflecting the unique transportation needs of its counties
- Regional Housing Strategy (to be released 2020)
  - MORPC, the City of Columbus, and other regional partners are coordinating a housing strategy for Central Ohio
- Insight2050 (2014-present)
  - Study of growth in region that considers demographic and development trends to bring forward strategies for future regional growth
- Rickenbacker Area Study (2018)
  - Study providing recommendations to position the Rickenbacker area as a complete community, as well as a successful international logistics hub
- Sustainable2050
  - Program to support MORPC members' sustainability efforts through direct technical assistance, collaboration, and recognition
  
- Through these and countless other efforts from our community partners, we have built a shared vision for economic development in the Columbus Region.

***Vision Statement: We will continue to aggressively pursue economic growth across the Region and focus on diversifying our economy while increasing and expanding our international relationships.***

Economic resilience will be a guiding principle as we envision and execute regional strategies. We believe that economic resilience depends on creating prosperity for all residents. To bolster our economic resilience, we will build and enhance the entrepreneurial infrastructure across the Region and nurture new businesses to continually refresh our economy and business leadership. We will also apply energy and resources to community development to ensure we are prepared, competitive and welcoming to new and existing businesses, and that our workforce is well trained.

### Actions Summary

<b>Goals</b>	<b>Actions</b>	<b>Annual Budget</b>
Foundational Strategies	Coordination	\$35,000
Growth Accelerators	Competitive Advantage Projects	\$55,000
Key Industries	Resource Hub	\$60,000
		<b>\$150,000</b>

**Foundational Strategy Goals: The fundamental principles for growing the Region’s economy are consistent: retain, attract and create jobs that drive economic growth.**

- Serve existing businesses: Create the most competitive economic base in the United States
- Attract new businesses: Create the most diverse employment and tax base in the United States
- Support entrepreneurship and accelerate high-growth firms: Create a seamless continuum of services for venture-backed startups and high-growth firms to scale within the Columbus Region

### Foundational Strategy Actions

<b>Action</b>	<b>Steps</b>	<b>Timeframe</b>	<b>Annual Budget</b>
Coordinate with One Columbus	Share support inquiries	Ongoing	\$10,000
	Provide information & guidance	Ongoing	\$20,000
	Track outcomes	Monthly	\$3,000
	Report	Annually	\$2,000
			<b>\$35,000</b>

Key Partners: MORPC & One Columbus

**Growth Accelerator Goals: To amplify and accelerate our growth, we must look outside the Region and beyond the horizon.**

- Prepare communities for the future: Become the most prepared area in the United States for growth and investment
- Increase global trade and investment: Lead our peer regions in foreign investment and export growth
- Market and promote the Columbus Region globally: Become known as the most prosperous economy in the United States
- Priority Economic Sectors: To increase employment and overall payroll in each economic sector over the next decade, we will focus on these key industries:
  - Manufacturing

- Research & development
- HQ & business services
- Logistics

**Growth Accelerator Actions**

<i><b>Action</b></i>	<i><b>Steps</b></i>	<i><b>Timeframe</b></i>	<i><b>Annual Budget</b></i>
Prioritize Supportive Infrastructure Project through Competitive Advantage Projects	Coordinate with LEDOs	Ongoing	\$20,000
	Create/ maintain prioritized list	Annually	\$10,000
	Seek public/ private resources	Ongoing	\$20,000
	Report	Annually	\$5,000
			<b>\$55,000</b>

Key Partners: MORPC & Lead Economic Development Officers from all communities in region



### Key Industries Goals

- Retail brands and technologies: Maintain our role as a retail headquarters, services and technology leader
- E-Commerce: Increase our position as a leading logistics location by building global capabilities and diversifying our employment and facilities profile
- Finance & insurance: Increase our aggregate wages and diversify our finance and insurance industries
- Automotive & mobility: Diversify our portfolio of automotive and mobility suppliers and increase research and development services
- Bio-medical & health services: Build a sustainable bio-medical and health services industry
- Advanced computing services: Become one of the most significant advanced computing centers in the United States

### Key Industries Actions

<i>Action</i>	<i>Steps</i>	<i>Timeframe</i>	<i>Annual Budget</i>
Develop and Maintain Workforce Resource Hub	Coordinate with LEDOs	Ongoing	\$20,000
	Create and Maintain online hub	Ongoing	\$25,000
	Regularly train LEDOs & partners	Quarterly	\$10,000
	Report	Annually	\$5,000
			<b>\$60,000</b>

Key Partners: MORPC, Lead Economic Development Officers from all communities in region & Industry Partners

## **Section 4: Evaluation Framework**

### **Strategic Themes and Related Metrics**

#### **GROWTH** - Economic and infrastructure gains:

It is imperative that the Columbus Region continue to grow and diversify its economy. There are a variety of measures including:

- Net new jobs
- Gross regional product
- Relative gains in the tax base

Economic base growth that brings new money into the Region is the primary driver of our ability to innovate and to build the needed civic infrastructure to improve the quality of life of our citizens and to build social safeguards for those with short- and long-term needs.

#### **PROSPERITY** - Health, wealth and education gains:

An expanding economy is a necessary prerequisite to increase the well-being of people and the health of our communities. However, if disparities in income, wealth, education and health are to improve, our region must take action above and beyond what we've traditionally done. Indicators include measures such as:

- Median wages
- Racial employment and labor participation
- Community measures of housing opportunity
- Educational attainment
- Healthcare disparities
- Physical and economic mobility of the workforce

#### **INNOVATION** - Tech, innovation and investment gains:

The economy is driven by technology. The Columbus Region must leverage its unique position as a leading center of higher education, corporate investment and government operations to expand its economy and reduce both costs and disparities. Measures of government, business and academic innovation signal our capacity to meet the challenges of a disruptive economy. These measures include:

- Venture capital invested in our region
- Patent development
- STEAM education

### **Economic Development Metrics – Next 10 Years**

In addition to all the economic, social, and technological metrics listed above, the Region must continue its success in achieving topline economic development metrics:

- We will add \$3.3 billion of payroll in communities within the Columbus Region.

- We will secure 60,000 jobs in the Columbus Region. Full-time jobs with benefits remain a powerful way to change lives and build sustainable communities.
  - We will attract \$10 billion of capital investment to the Columbus Region from our economic base projects.
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**Appendix A: Map of the Columbus Region**

# THE COLUMBUS REGION



## **Appendix B: Board of Commissioners of the Mid-Ohio Regional Planning Commission**

MORPC's board of commissioners determines the strategic direction of the agency. The board also serves as the CEDS strategy committee for the Columbus Region.

Our local government members appoint elected officials and staff to serve as their representatives to the commission. The number of representatives is based on population.

<b>Representative</b>	<b>Member</b>
<b>Karen Angelou   Board Chair</b>	City of Gahanna
<b>Erik Janas   Vice Chair</b>	Franklin County
<b>Chris Amorose Grooms   Secretary</b>	City of Dublin
<b>Franklin Christman</b>	Ashville
<b>David Henry</b>	Bellefontaine
<b>Ben Stahler</b>	Bellefontaine
<b>Ben Kessler</b>	Bexley
<b>Kathy Rose</b>	Bexley
<b>Bryan Rhoads</b>	Blendon Twp. (Franklin County)
<b>Anne Darling Cyphert</b>	Bloom Twp. (Fairfield County)
<b>Michael Ebert</b>	Canal Winchester
<b>Tammy Eallonardo</b>	Chillicothe
<b>Luke Feeney</b>	Chillicothe
<b>Terry Frazier</b>	Circleville
<b>Don McIlroy</b>	Circleville
<b>Matt Huffman</b>	Clinton Twp. (Franklin County)
<b>Trudy Bartley</b>	Columbus
<b>Steve Campbell</b>	Columbus
<b>Tracie Davies</b>	Columbus
<b>Sophia Fifner</b>	Columbus
<b>Jennifer Gallagher</b>	Columbus
<b>Shannon Hardin</b>	Columbus
<b>Bill LaFayette</b>	Columbus
<b>Rory McGuinness</b>	Columbus
<b>Pam Hykes O'Grady</b>	Columbus
<b>Michael Schadek</b>	Columbus
<b>Elissa Schneider</b>	Columbus
<b>Alana Shockey</b>	Columbus
<b>Mike Stevens</b>	Columbus
<b>Cristina Villacinda-Farr</b>	Columbus
<b>Ellen Moss Williams</b>	Columbus
<b>Tim Moloney</b>	Columbus and Franklin County Metro Parks

<b>Representative</b>	<b>Member</b>
<b>Charles Hillman</b>	Columbus Metropolitan Housing Authority
<b>Nikki Scarpitti</b>	Columbus Metropolitan Library
<b>Misty Froehlich</b>	Delaware
<b>R. Thomas Homan</b>	Delaware
<b>Kent Shafer</b>	Delaware
<b>Jeff Benton</b>	Delaware Co.
<b>Pat Blayney</b>	Delaware Co.
<b>Ronald Bullard</b>	Delaware Co.
<b>Brad Ebersole</b>	Delaware Co.
<b>Barb Lewis</b>	Delaware Co.
<b>Glenn Marzluf</b>	Delaware Co.
<b>Gary Merrell</b>	Delaware Co.
<b>Robert Riley</b>	Delaware Co. Engineer
<b>Dana McDaniel</b>	Dublin
<b>Megan O'Callaghan</b>	Dublin
<b>Tom Goodney</b>	Educational Service Center of Central Ohio
<b>John Carlisle</b>	Etna Twp. (Licking County)
<b>Steve Davis</b>	Fairfield Co.
<b>Jeff Fix</b>	Fairfield Co.
<b>Dave Levacy</b>	Fairfield Co.
<b>Jeremiah Upp</b>	Fairfield Co.
<b>Tony Vogel</b>	Fairfield Co.
<b>Herbert Asher</b>	Franklin Co.
<b>Kevin Boyce</b>	Franklin Co.
<b>Marilyn Brown</b>	Franklin Co.
<b>Marian Harris</b>	Franklin Co.
<b>Greg Lestini</b>	Franklin Co.
<b>John O'Grady</b>	Franklin Co.
<b>Lauren Rummel</b>	Franklin Co.
<b>James Schimmer</b>	Franklin Co.
<b>Keena Smith</b>	Franklin Co.
<b>Cornell Robertson</b>	Franklin Co. Engineer
<b>Jennifer Fish</b>	Franklin Soil & Water Conservation District
<b>Mark Potts</b>	Franklin Twp. (Franklin County)
<b>Laurie Jadwin</b>	Gahanna
<b>Jill Love</b>	Galena
<b>Ralph (RC) Wise</b>	Gambier
<b>Melanie Houston</b>	Grandview Heights

<b>Representative</b>	<b>Member</b>
<b>Herb Koehler</b>	Granville
<b>Bill Habig</b>	Granville Twp. (Licking County)
<b>Dan Havener</b>	Grove City
<b>Roby Schottke</b>	Grove City
<b>Richard "Ike" Stage</b>	Grove City
<b>Benjamin King</b>	Groveport
<b>Michelle Crandall</b>	Hilliard
<b>Andy Teater</b>	Hilliard
<b>Joy Davis</b>	Hocking County
<b>Greg Fraunfelder</b>	Hocking County
<b>Mike Anderson</b>	Jefferson Twp. (Franklin County)
<b>Claire Yoder</b>	Jefferson Twp. (Franklin County)
<b>Douglas Stewart</b>	Jerome Twp. (Union County)
<b>Jim Lenner</b>	Johnstown
<b>Thom Collier</b>	Knox County
<b>Jeff Gottke</b>	Knox County
<b>Bill Pursel</b>	Knox County
<b>David Scheffler</b>	Lancaster
<b>Mitch Noland</b>	Lancaster
<b>R. Michael Pettit</b>	Lancaster
<b>Mike Gemperline</b>	Liberty Twp. (Delaware County)
<b>Michael Schuiling</b>	Liberty Twp. (Delaware County)
<b>Denise Natoli Brooks</b>	Licking County Soil & Water Conservation District
<b>Eric Sandine</b>	Lithopolis
<b>Christie Ward</b>	Lockbourne
<b>Joe Antram</b>	Logan County
<b>Paul Benedetti</b>	Logan County
<b>Susan Brobst</b>	Madison Twp. (Franklin County)
<b>Derek Robinson</b>	Madison Twp. (Franklin County)
<b>Matthew Cincione</b>	Marble Cliff
<b>Terry Emery</b>	Marysville
<b>Eric Phillips</b>	Marysville
<b>Paul Craft</b>	META Solutions
<b>Nancy White</b>	Mifflin Twp. (Franklin County)
<b>Tiffany Hughes</b>	Minerva Park
<b>Andy Ware</b>	Morrow Co.
<b>Tom Whiston</b>	Morrow Co.
<b>Sloan Spalding</b>	New Albany
<b>Joe Stefanov</b>	New Albany
<b>Stacey Boumis</b>	Obetz

<b>Representative</b>	<b>Member</b>
<b>Mike Compton</b>	Pataskala
<b>Tim Hickin</b>	Pataskala
<b>Ben Carpenter</b>	Perry Co.
<b>Scott Owen</b>	Perry Co.
<b>Beth Beatty</b>	Perry Twp. (Franklin County)
<b>Greg Butcher</b>	Pickerington
<b>Dave Gulden</b>	Pickerington
<b>Nathan Cahall</b>	Plain City
<b>Ben Collins</b>	Plain Twp. (Franklin County)
<b>Jon Bennehoof</b>	Powell
<b>Andrew White</b>	Powell
<b>Robert Peters</b>	Prairie Twp. (Franklin County)
<b>Steve Kennedy</b>	Prairie Twp. (Franklin County)
<b>Andrew Bowsher</b>	Reynoldsburg
<b>Joe Begeny</b>	Reynoldsburg
<b>Eric MacGilvray</b>	Riverlea
<b>Patrick Monahan</b>	Shawnee Hills
<b>Ty Marsh</b>	Solid Waste Authority of Central Ohio
<b>Tom Johnson</b>	Somerset
<b>Allen Rothermel</b>	Sunbury
<b>Jason Nicodemus</b>	Truro Twp.
<b>Steve Stolte</b>	Union Co.
<b>Tim Hansley</b>	Union Co.
<b>Michaela Burriss</b>	Upper Arlington
<b>Steve Schoeny</b>	Upper Arlington
<b>Joseph Barnes, Sr.</b>	Urbancrest
<b>Melissa Wilde</b>	Violet Twp. (Fairfield County)
<b>Terry Dunlap</b>	Violet Twp. (Fairfield County)
<b>Eric Richter</b>	Washington Twp. (Franklin County)
<b>Julie Colley</b>	Westerville
<b>Karl Craven</b>	Westerville
<b>Alex Heckman</b>	Westerville
<b>Kim Maggard</b>	Whitehall
<b>Zachary Woodruff</b>	Whitehall
<b>Matt Greeson</b>	Worthington
<b>Bonnie Michael</b>	Worthington