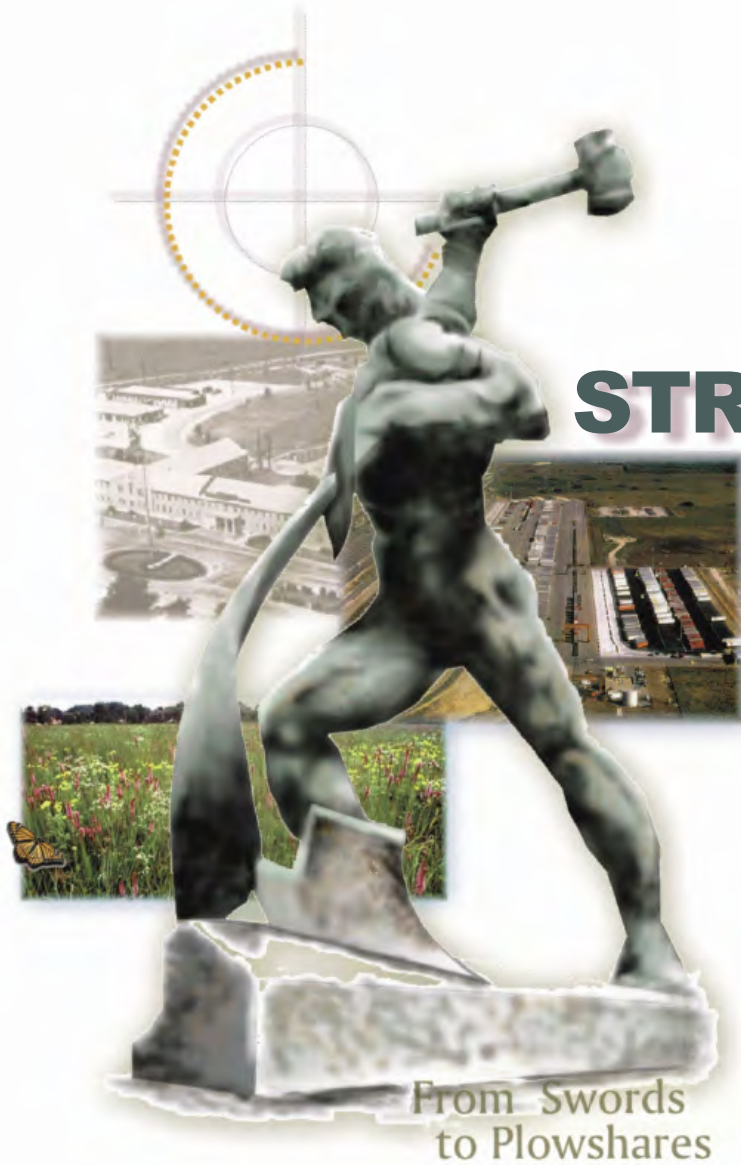




STRATEGIC PLAN

for development of the
Joliet Arsenal Development Authority
property

Executive Summary

UIS

University of Illinois at Springfield



CMT

Crawford, Murphy & Tilly, Inc.

December 1999

Executive Summary

This document is an Executive Summary of the Strategic Management Plan developed through the combined efforts of the University of Illinois at Springfield (UIS) and Crawford, Murphy & Tilly, Inc. (CMT) Consulting Engineers, in cooperation with the Joliet Arsenal Development Authority (JADA).

JADA Mission

As specified in Public Act 89-333, the mission of the Joliet Arsenal Development Authority is to facilitate and promote the utilization of property formerly occupied and used by the United States government as an ammunition plant and arsenal and to replace and enhance the economic benefits generated by those former uses with diversified projects and land uses that will create new job opportunities and foster new economic development within the area.

The Future

This Executive Summary will provide a historical and geographical perspective from which the current challenges and opportunities offered by this property may be fully realized. The UIS/CMT Team is enthusiastic and optimistic about the future development possibilities of this property and its rapid development potential commensurate with appropriate environmental safeguards. We believe this property will serve both as a catalyst for the region's economic development and as the southwest anchor of the developing I-55 Industrial Corridor.

STRATEGIC PLAN

for development of the
**Joliet Arsenal
Development Authority**
property

Executive Summary

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Introduction

The unique
history of the
Joliet Arsenal



The Joliet Arsenal supplied the munitions to support our war effort.

World War II

When the United States became involved in World War II over half a century ago, America accelerated its efforts to build an industrial complex at home to supply its armed forces fighting in distant lands. An integral component of that effort opened in 1941 at a federally-owned site 40 miles southwest of Chicago. It occupied 23,500 acres where the weapons of warfare were manufactured and assembled. Up to 57% of the Army's TNT was produced at this facility that came to be known as the Joliet Army Ammunition Plant (JOAAP).

Korea and Vietnam Conflicts

The Plant served as a major employer in Will County throughout World War II as well as during the Korean and Vietnam conflicts. Thousands of area residents worked at the plant which employed nearly 12,000 people in the 1940s and 8,000 in the 1960s. People migrated to the Joliet community to find work at the plant. In 1976, that production dramatically declined and the plant was declared excess Army property in 1993.

End of Cold War

The Joliet Arsenal represents a classic example of the downsizing of America's military infrastructure. The Will County area faces the same opportunities and challenges faced by hundreds of communities nationwide which have endured base closures and/or realignment over the past decade. History has shown that turning "swords to plowshares" requires combining a cooperative spirit with a creative vision and securing the financial resources necessary to carry out that conversion.



Will County men and women worked to support our fighting forces.





Challenges and Opportunities

As part of the Illinois Land Conservation Act of 1995, Public Law 104-106 sponsored by Congressman Weller, the transition has begun on the vast majority of the JOAAP facility. This includes land that was transferred to U.S Forest Service (19,000 acres) and the Department of Veterans Affairs (1,000 acres) where two public facilities of national significance are being established – the Midewin National Tallgrass Prairie and the Abraham Lincoln National Cemetery. The challenge that remains is to determine the process necessary to transform the remaining land into a source of regional economic development and peacetime job opportunities.



The Future

The first step was taken by the State of Illinois which, through enabling legislation, established the Joliet Arsenal Development Authority (JADA) for the purposes of transforming the property into a source of peacetime employment for the region, just as it was a source of jobs during periods of conflict. Entrusted with the mission of creating economic development opportunities, JADA has initiated this strategic planning process. The purpose of this strategic plan is to guide this transformation in coordination with local, state and federal entities, to prioritize and organize resources to facilitate expedient and orderly development – to transform “swords into plowshares.”

History has shown that turning “swords to plowshares” requires the combination of a cooperative spirit, a creative vision and securing the financial resources necessary to carry out this conversion.



North America's Intermodal Hub

The region's position as a major transportation hub presents a unique opportunity for JADA's economic development potential.



Regional Opportunity

It is no coincidence that the Chicago region is the largest cargo volume handler in North America. Its geographic position is strengthened by a massive infrastructure of rail and roadways, as well as air and water ports. This combination of transportation modes makes the Chicago region the third largest cargo volume handler in the world. Today, the transportation industry is the fastest growing segment of the world's economy, growing at a rate of two to three times the U.S. gross domestic product. This is a unique strategic positioning opportunity for the JADA industrial complex.

Regional Support

Studies conducted by the Chicago Area Transportation Study (CATS) and by the U.S. General Accounting Office (GAO) have identified capacity issues confronting the Chicago region's network of intermodal rail yards and the highways that connect them. Regional rail yards are currently at capacity. In both the 1992 and 1996 reports on intermodal freight transportation, the GAO concluded that a longer-term solution should be pursued such as a multi-user intermodal terminal located near or in Chicago that would permit rail-to-rail connections. In support of the GAO report, the US DOT recommended a site outside the city in order to alleviate inner city truck congestion.

The Benefit

The availability of a large parcel of land in the region, in proximity to major transportation infrastructure of rail and highway, make the JADA property a prime location for a major intermodal transportation facility. The prospects of the I-355 extension and a third major airport in southern Will County only enhance the transportation advantages that the JADA site offers those businesses relying on multiple transportation modes.



The JADA property is strategically positioned as the southwest anchor of the Chicago region.



The Rail/Intermodal Capital of North America

Today, the transportation industry is the fastest growing segment of the world's economy...

...growing at a rate of two to three times the U.S. gross domestic product.

Chicago is the absolute fulcrum of rail activity in North America.

- 75% of the nation's rail lines pass through the Chicago area.
- Nearly half of the nation's rail/intermodal shipments originate, terminate or connect in the Chicago metro area.
- Chicago is host to more intermodal facilities than any other metropolitan area in the United States.
- An estimated 25 percent savings can be obtained by replacing long distance truck movements with efficiently coordinated intermodal transportation for overland movements of more than 700 miles.
- In 1994 approximately eight million trailers and containers moved by rail, a significant growth from only about three million in the early 1980's.
- Consolidation of intermodal service into a system of massive hub terminals means maximizing rail for long hauls and trucks for short hauls. The number of intermodal terminals has declined from 1,500 in 1975 to 230 in 1992.
- Forecasts indicate a need for 7,000+ acres to handle year 2020 rail volume compared with the 2,800 acres currently in use.
- Chicago region freight industry employment:
 - 114,498 (1996)
 - 163,200 (2020 forecast)
- Rail Industry average salary:
 - \$41,900 (1996)



The JADA property is strategically positioned to be the southwest anchor of the I-55 Industrial Corridor .

This property offers unique opportunities for development.

The goal of JADA's transformation process is to develop quality job opportunities.

Regional Development

The region has seen the recent explosion of industrial/warehousing development along the I-55 corridor. The two JADA sites are in the direct path of that growth and as such are the target of visionary entrepreneurs. These sites represent the southwest anchor of the I-55 corridor.

Diverse Economy

Much of the region's growth and stability can be attributed to its diverse economy. The Chicago region is not dependent on any single industry. In fact its diversity and activity mirrors that of the entire U.S. A major factor that will drive the region's future economic growth is its transportation and distribution network. JADA's geographic position, combined with its opportunities for development, firmly establishes its role as a premier player in the region.

JADA's Strategic Location

The JADA property at the former arsenal site is situated within the largest industrial marketplace in North America. The region contains approximately 1.2 billion square feet of industrial/warehouse space in a market that expanded over 27 million square feet in 1998. Vacancy is also on the decline since 1993 and is currently below 7% region-wide.



An example of a developed location

The Chicago Region... North America's Industrial Hub



Dramatic Growth Opportunities

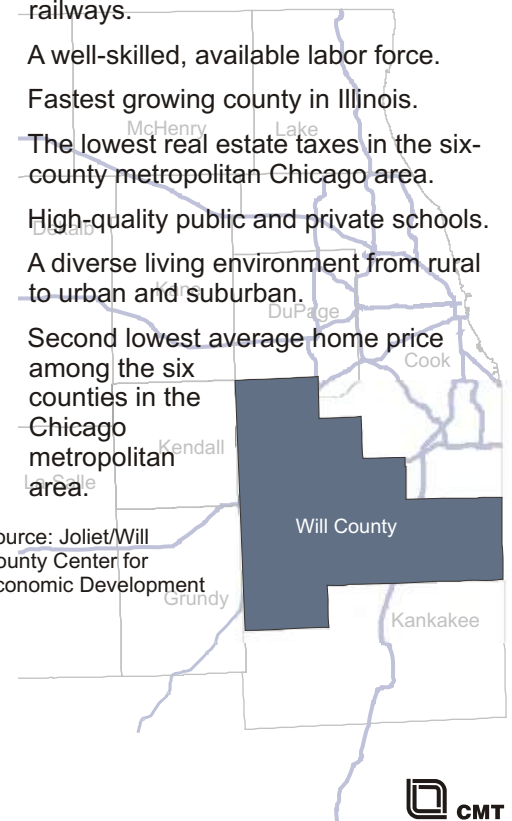
- With approximately 1.2 billion square feet of facilities, the Greater Chicago region is the largest warehouse/industrial market in North America.
- The greater Chicago industrial property market is larger than Indianapolis, Cincinnati, Columbus, Detroit, St. Louis and Cleveland combined.
- It has more square feet in facilities than the 10 southeastern states combined.
- One third of the nation's GDP is created within 8 hours of Chicago.
- The region's stability is anchored in tremendous internal diversity.
- Its highly diverse industries serve domestic and international markets, creating stable economic growth and a steady demand for space.

Will County Strengths

Excellent transportation access to Interstates 55, 57, 80, 88, 90 and 94.

- Excellent rail access to multiple railways.
- A well-skilled, available labor force.
- Fastest growing county in Illinois.
- The lowest real estate taxes in the six-county metropolitan Chicago area.
- High-quality public and private schools.
- A diverse living environment from rural to urban and suburban.
- Second lowest average home price among the six counties in the Chicago metropolitan area.

Source: Joliet/Will County Center for Economic Development



JADA...I-55's Southwest Anchor

Forecasts indicate that the region will require an additional 4,200 acres for intermodal development by the year 2020. Only 2,800 acres are currently in use today .

There exists in the region few , if any, parcels exceeding 1,000 acres unconstrained by urbanized development and possessing JADA 's unique and distinct advantages.

The JADA property provides opportunities which are rarely available. The sheer magnitude of the two sites, coupled with available resources and excellent location, make it a natural target for any developer .

Industrial Tax Advantages

The table below illustrates Will County's competitive industrial tax rate.

County	Taxes Per Assessed \$100
Cook	\$9.25
Lake	7.65
Kane	7.45
DuPage	6.74
Will	4.53

Source: 1996 Average Tax Rates, Industrial Land, Illinois Department of Revenue

JADA's Distinct Advantages

Parcel Size

Intermodal facilities require large land areas for their establishment and continued growth. The JADA properties, Deer Run Industrial Park, totaling 1,900 acres, and Island City Industrial Park, totaling 1,100 acres, provide rail lines and industry the opportunity to develop in a relatively unconstrained area.

Excellent Rail Access

The sites are served by nearby rail lines, including Burlington-Northern Santa Fe, Union Pacific and Norfolk & Southern. The conjunction of these three major lines in one location provides a competitive opportunity for intermodal transportation found in few other places.

Premium Neighboring Land Use

The two sites are surrounded by pristine, quiet areas that, in all likelihood, will remain so forever. There are few, if any, other locations in the Chicago metropolitan area with so much transportation access yet so buffered from residential land uses. The parks' biggest neighbor, the Midewin National Tallgrass Prairie, encompasses 19,000 acres of prairie restoration – the largest of its kind east of the Mississippi River. The perpetually serene environment guaranteed by the presence of the Abraham Lincoln National Cemetery makes it a particularly desirable neighbor.

Integral Partners

The two industrial sites have been energized by partners eager to foster development. The City of Wilmington and Village of Elwood and a diversified developer, CenterPoint Properties Trust, are ready to do business anchoring these sites as the southwest hub of the I-55 industrial corridor.

The Crossroads of Power

The site affords a unique opportunity to develop and market thermal-electric power on the nation's power grid-system. Situated along the Commonwealth Edison high-voltage power line, the two industrial sites are located next to one of the largest power transmission sources in the nation. The potential for thermal power generation on site makes the site a tremendous opportunity for power-generation companies.

Abundant Water Supply - A Unique JADA Asset

There is an abundant supply of water at the former Joliet Arsenal. Five deep water wells are located on the Deer Run Industrial Park property, accompanied by two river pumping stations – one on the Kankakee River and the other on the Des Plaines River. This situation provides the opportunity for reduced cost to tenants and a source of revenue for the development. Immediate study of this issue is critical.

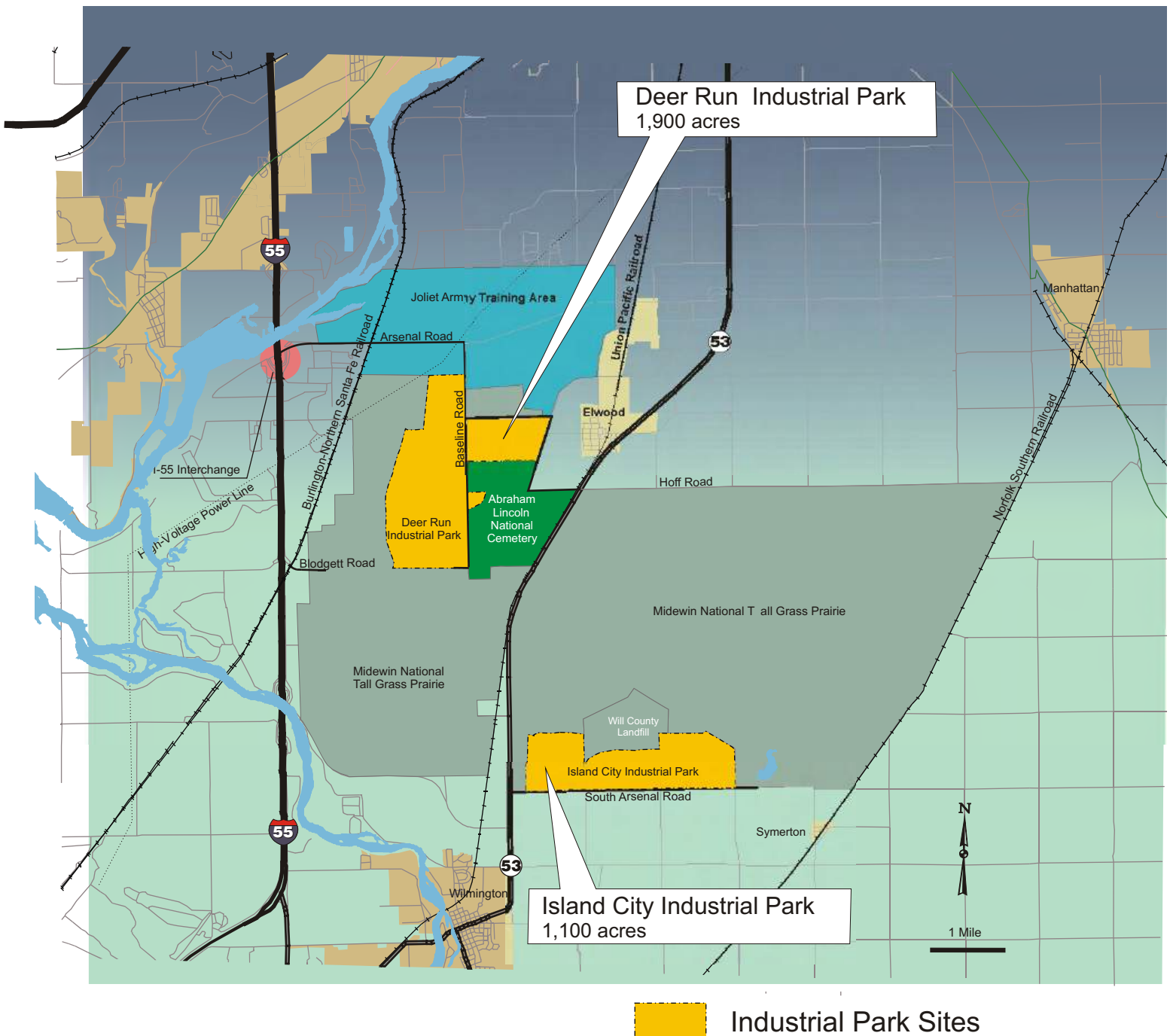
Competitive Tax Advantage

Hypothetical taxes for commercial development at the following locations further highlights Will County's competitive edge.

Location	Taxes Per Square Foot
Chicago, Cook County	4.93
Northbrook, Cook County	4.91
Countryside, Cook County	4.11
Deerfield, Lake County	2.42

Location	Taxes Per Square Foot
Elgin, Kane County	2.36
Naperville, DuPage County	2.08
Bolingbrook, Will County	1.65

Source: Crain's Chicago Business, November 24, 1997

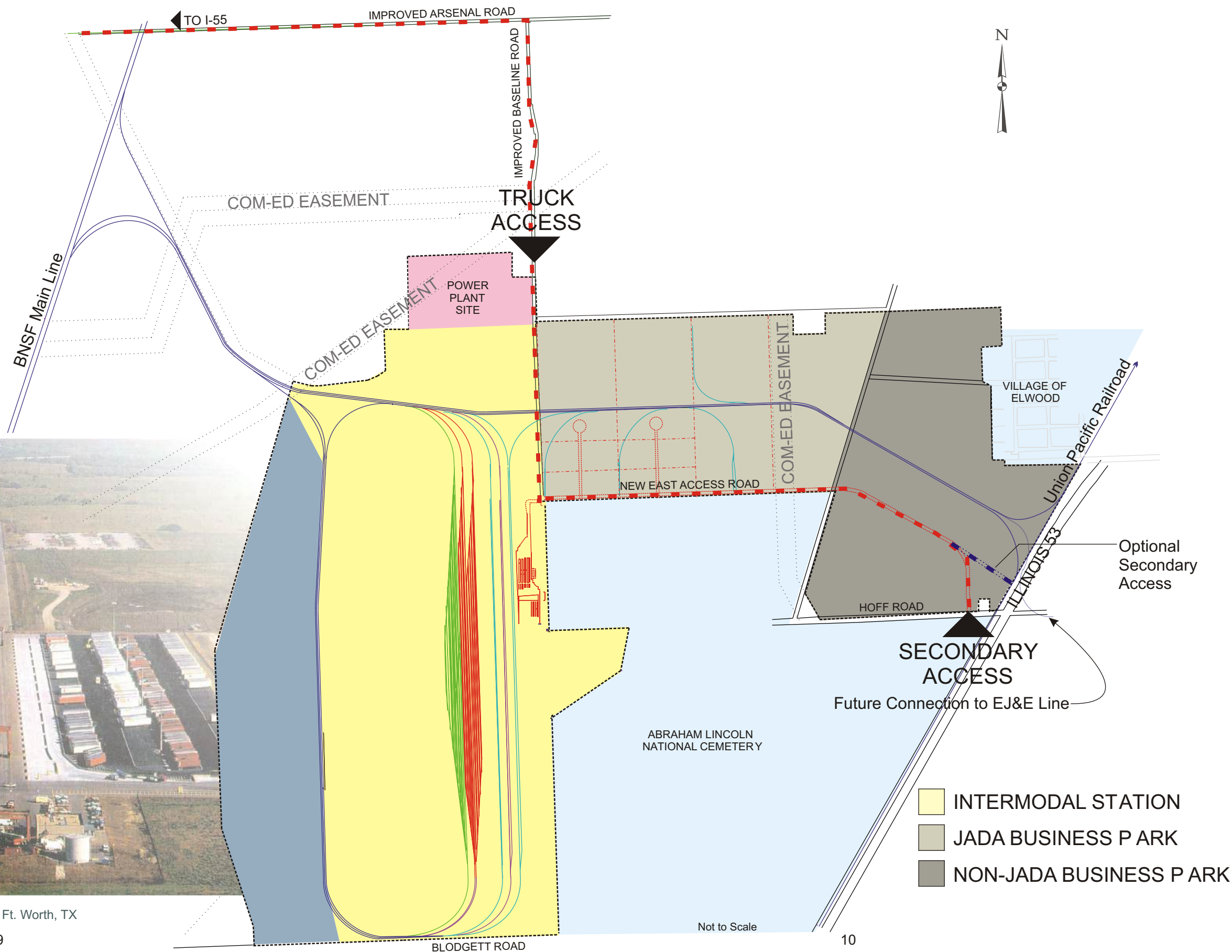


Deer Run Site Concept

Intermodal transportation is the principal use for the Deer Run Industrial Park. The site provides the space and connections necessary to provide for one or multiple rail companies to develop major trans-loading facilities. Companies relying on close proximity to intermodal facilities will have the benefit of direct access to rail sidings. The potential benefit of multiple rail companies at one site ensures more competitive pricing.



Comparable intermodal facility at Alliance Park, Ft. Worth, TX

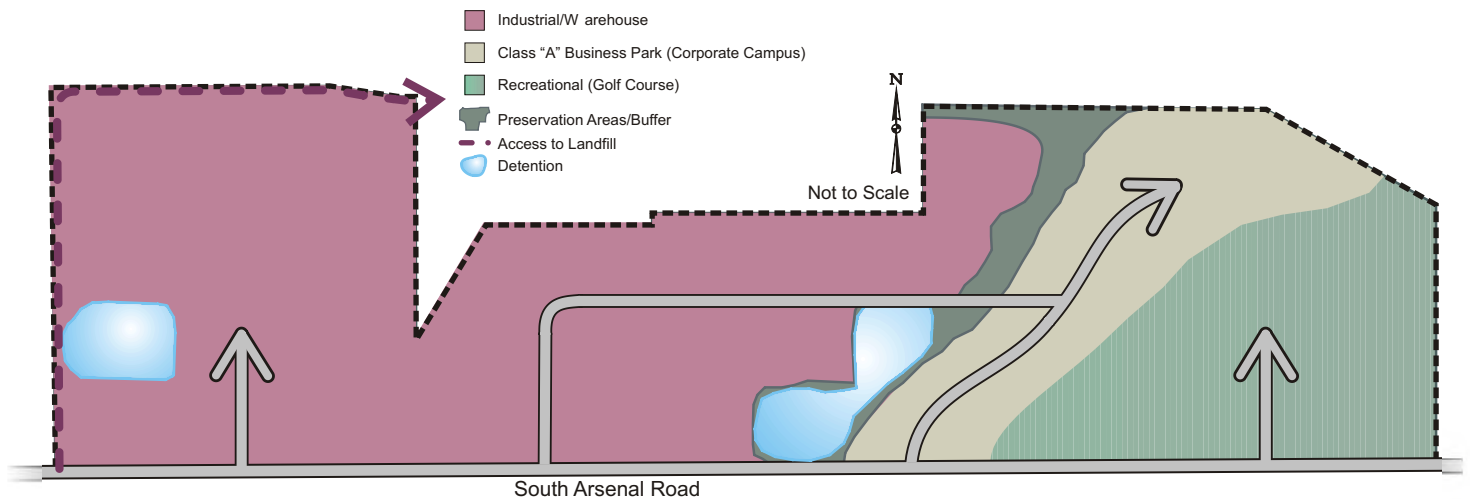


Island City Site Concept



The 1,100 acre Island City Industrial Park provides opportunities for the region's growing corporate and industrial facility needs. The site has the capacity to accommodate a variety of development and uses.

Industrial/Commercial - This component of the JADA property, the Island City site, has room for the growing Chicago metropolitan industrial and commercial market. The park's industrial development can benefit from nearby rail access.



One of several concepts for the Island City Industrial Park

The 1,100-acre Island City Park will develop in harmony with the Deer Run site and as a result of market forces, planning activities and community needs.

Recreation - Because of the site's size and proximity to the Midewin National Tallgrass Prairie, there exist abundant possibilities for the development of recreational facilities such as a golf course and related outdoor facilities. The development of such recreational facilities would allow for an environmentally secure buffer adjoining the Midewin Prairie.

Corporate Campus - Adjacent to the Midewin National Tallgrass Prairie, the eastern-most portion of the site would provide a perfect environment for a campus environment which takes advantage of the scenic vistas and serene surroundings.

There are several activities underway to prepare the Island City site for development. Development would likely be initiated from the southwest corner. The City of Wilmington is pursuing the annexation of the Island City Park site to conform with its economic development agenda.

Public/Private Partnership



Typical CenterPoint Industrial Sites

Quality Developer

The Joliet Arsenal project represents a major economic development initiative. The ability to move ahead on a project of this magnitude will require the coordinated efforts of both public and private sector resources. Driving the private initiative on the Deer Run site is CenterPoint Properties Trust, Chicago's largest and leading industrial property company. This company brings to this project the experience of developing, marketing and managing over 225 industrial facilities totaling 25 million square feet within the Chicago metroplex. CenterPoint has optioned the Deer Run Park subject to its site investigation and has proposed to be the master developer.

Quality Development

Based on a strong market and CenterPoint's own track record, a very aggressive build-out program for the Deer Run Industrial Park is anticipated. This could be further enhanced with an accelerated cleanup program which takes into account all environmental concerns. Quality design and value-added amenities, which are trademarks of CenterPoint properties, will make the Deer Run Park an attractive site. Design standards will be in place to ensure tenants that architectural integrity and property values are maintained.

Sensitivity to the open prairie land that surrounds the park will ensure that the development complements the natural environment. The pastoral setting of the Midewin National Tallgrass Prairie will in turn enhance the value of the workplace environment.

The Benefit

JADA - Reduces Unemployment!

Appropriately invested federal and state grant funds early in the planning process will lead to an immediate \$2 billion in private sector investment which will in turn generate enormous returns to Illinois and the nation.

Economic Impact in the First 7 Years:

- Over \$2 billion in total payroll.
- \$500 million annual payroll after seven years.
- Over \$100 million in sales tax generated within the first seven years.

Opportunities for Aggressive Impact on Unemployment:

- Pockets of high unemployment throughout Will County can be immediately impacted by businesses on JADA property.
- Education and training combined with a county-wide transportation system can help to diminish unemployment throughout Will County.

The Problem

Unemployment is a significant issue in Will County. Factors contributing to this include:

- The shutdown and closing of the Joliet Army Ammunition Plant.
- The transition of the steel-dominated industry in Joliet.
- Underemployment of the work force by growth of low-paying, service sector jobs.
- The announced closure of the Johnson & Johnson plant in January of 1999 with a loss of over 400 professional jobs.
- Shutdown of Alliant Techsystems, Inc. located at the Arsenal will cause the loss of 85 jobs in 1999.

These and other factors have resulted in pockets of high unemployment scattered throughout Will County.

The Solution

The proposed JADA development will bring renewed job growth to southern Will County. Conservative estimates over the first seven years of the Deer Run Industrial Park alone indicate:

- Over 21,000 construction jobs.
- Over 8,700 permanent jobs.
- \$3.4 Billion in permanent and construction payroll.
- Federal income taxes of over \$950 million annually.
- States sales and income taxes of over \$210 million annually.
- Over \$25 million annually in real estate taxes.

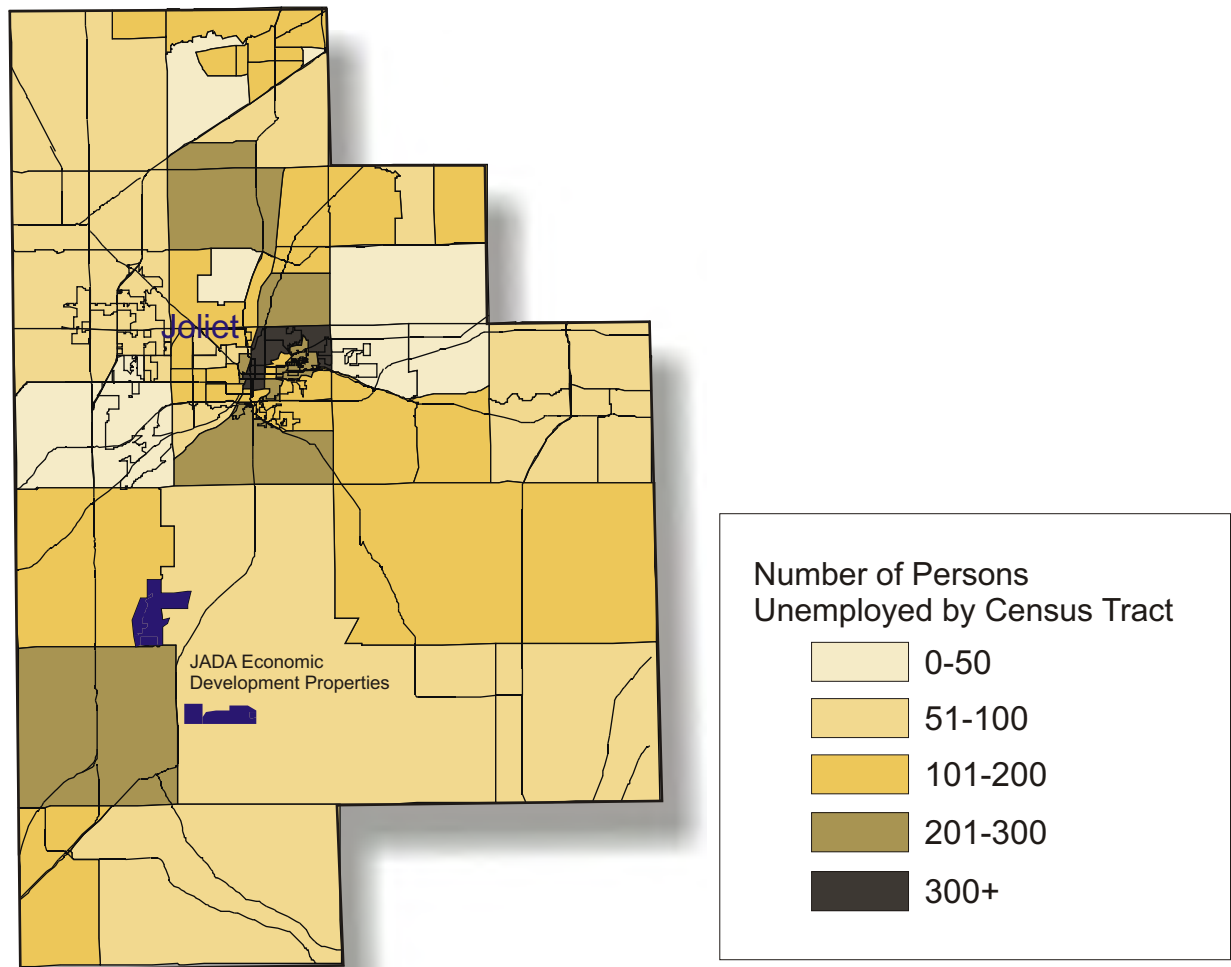
Education and Training

Job training for a potential workforce is an essential element in the success of the JADA industrial properties. Job training services will be developed by a JADA committee coordinated with the Joliet/Will County Center for Economic Development. Under this partnership, specific training goals and objectives will be determined by needs assessments based on requirements of prospective business tenants.

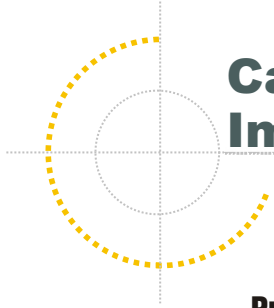
Transportation

To provide adequate transportation to and from work, JADA will form a transportation committee to analyze the opportunities and constraints for workers needing transportation to and from the JADA sites. The RTA, Metra and Pace are all willing to cooperate in developing a solution.

Unemployment by Census Tract - 1997



Source: Illinois Department of Employment Security, Economic Information and Analysis



Capital Improvements Plan

Project	\$ Total in Millions
1. Access Infrastructure	\$225
2. Site Infrastructure (including immediate need of \$30 million)*	250
3. 75 MEG Power Plant**	75
4. Intermodal Facilities**	700
5. Development (Industrial, Light Industrial Warehouse, Business Park)**	800
6. Furniture, Fixtures and Equipment**	1,400

TOTAL PROJECT COST \$3,450

* \$30 million for infrastructure improvements

** The private sector investment depicted here is at least 80-90% of the estimated total project cost.

CRITICAL SHORT-TERM PLANNING ACTIVITIES (**)

Project	\$ Total in Millions
1. Regional water system solution	\$.2
2. Technical assistance in establishing	.1
a. Education Committee	
b. Transportation Committee	
3. Generate accelerated clean-up plan	.2
4. Implement marketing plan for JADA	.2
5. Develop provisions for wastewater treatment	.1
6. Facilitate a plan for intergovernmental agreements	.2
7. Explore advantages/disadvantages for TIF	.1
8. Develop a plan for recreational use opportunities	.1
9. Power plant plan	.1
10. Grant investigation	.2
TOTAL	\$1.5

(**) Federal and state grants to be sought by JADA.

Strategic Goals



Based on the successful implementation of the JADA Strategic Plan, the following goals should be met at two year and four year intervals:

- ★ Generate 5,000 construction jobs in two years and a cumulative 18,000 construction jobs in four years.
- n Generate 2,500 permanent jobs in two years and 6,000 in four years.
- n Generate construction payroll of \$400 million and \$150 million by years two and four , respectively.
- n Generate permanent payroll of \$150 million and \$350 million by years two and four , respectively.
- n Generate a minimum of 50 siting requests annually by 2001 and 100 requests annually by 2003.
- n Attract \$1 billion in private investment to the sites within two years and a total of \$2 billion by 2003.
- n Secure \$50 million in public participation funding by 2001 and a total of \$100 million by 2003.



Strategic Management Process

The comprehensive Strategic Management Process for implementation by JADA is both iterative and ongoing. It provides the maximum opportunity for JADA to function efficiently, effectively and to involve all Will County citizens, organizations and other interests. It allows JADA to function with a minimal staff. Listed below are the four primary components of this process:

Strategic Planning

This component of the overall process establishes the long-term direction of the organization in the context of JADA's vision of the future. It establishes the organizationally unique mission of JADA together with a specific set of goals, objectives and policies developed in response to the needs of the community, external mandates of federal and state governments and external and internal environments. It forms a basis for long-range decision-making (over five years) and short-range decision-making (one to five years) to include resource allocation, capital investment and funding source planning.

Implementation Planning

The next component of the Strategic Management Process is implementation planning. This

allows for detailed performance planning and proposed resource allocation to achieve the goals, objectives and other organization initiatives identified throughout the overall planning process. It ensures the proper alignment of JADA's strategy with that of all supporting and coordinating organizations. Implementation planning establishes the detailed requirements, schedules and resource allocations necessary for

consisting of a series of activities that take one or more types of input and create outputs. These processes are the means (activities and decisions) by which JADA produces the outputs and outcome for its customers.

Performance Evaluation

Implementation planning provides a basis for the end-to-end evaluations of performance within JADA's operations at multiple levels. The evaluation of performance measures determine whether JADA achieved intended results as stated in its performance plans. This evaluation also determines the level of effectiveness and efficiency with which JADA's programs and processes are accomplished. JADA will establish performance planning throughout its operations in order to determine the necessary steps of measuring, evaluating,

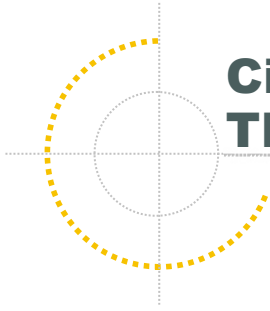
reporting and implementing improvement initiatives derived from internal and external inputs.

Its Performance Evaluation Process provides JADA and its multiplicity of customers with important information to assess its performance in all areas. It also allows JADA to identify potential opportunities for improvements in its service delivery, program and project implementation and process management. The results of performance evaluation activities provide data and information that will be used by JADA to make informed decisions regarding changes and modifications to the organization's long-term strategic, as well as short-term, deployment. The results of performance evaluations also enable JADA to effectively communicate results and accomplishments to its internal and external customers and stakeholders.

successful execution. It is interactive and begins with completion of this Strategic Plan, the plan for funding allocations and JADA's multi-year budget projections. Implementation planning forms the basis for performance evaluations.

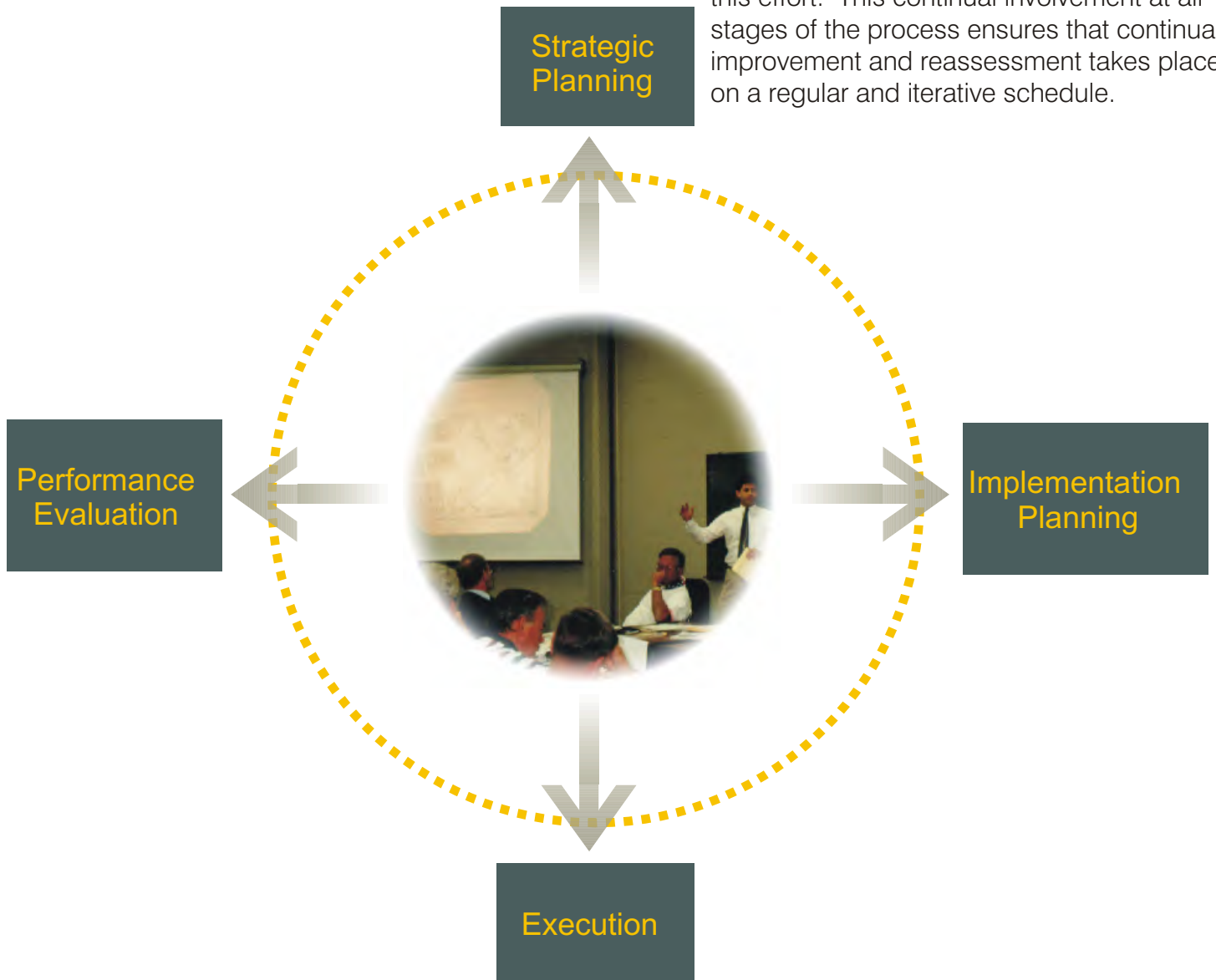
Execution

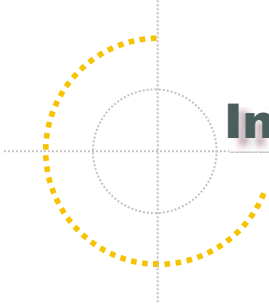
The services of JADA are delivered through its programs and projects. Framing the substance of JADA's programs and projects are a set of processes and sub-processes



Citizen Involvement... The Key to JADA's Future

The most important component of the entire JADA Strategic Management Process is the continued involvement of citizens in this effort. This continual involvement at all stages of the process ensures that continual improvement and reassessment takes place on a regular and iterative schedule.





In Conclusion

JADA's Role

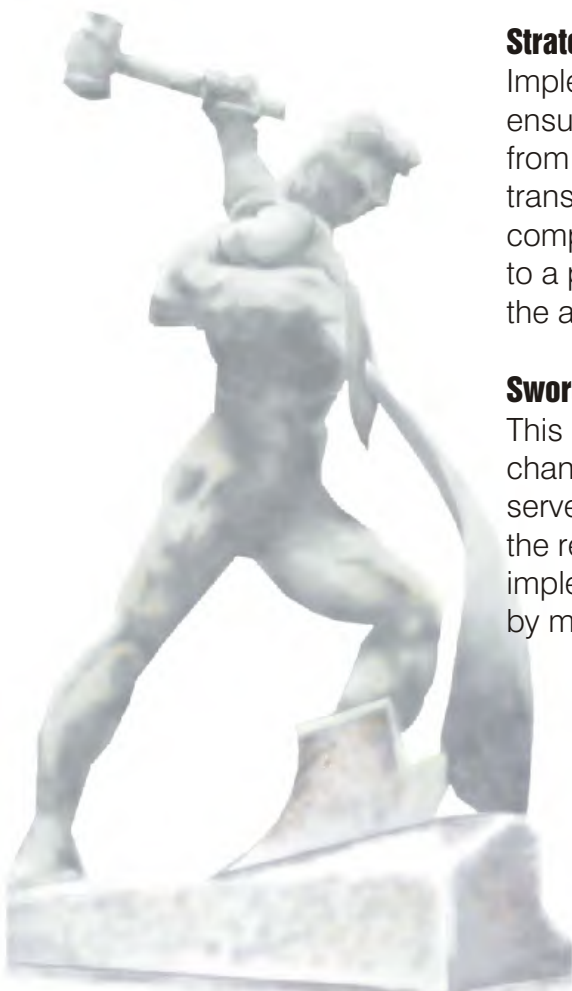
This Executive Summary is an attempt to highlight the role of the Joliet Arsenal Development Authority in the adaptive reuse and transformation of 3,000 acres of land formerly used by the Joliet Army Ammunition Plant. The goal of JADA's transformation process is to create quality job opportunities and foster economic development in the Will County area. This JADA development will play an increasingly important role in the region's economic development.

Strategic Management Process

Implementation of a Strategic Management Process by JADA will ensure that the citizens of the region will receive maximum benefit from the transformation of this property. JADA is leading the transformation of this property from its role as an integral component of the defense industry of the nation for over 50 years to a productive peacetime role in the economic development of the area.

Swords to Plowshares

This project provides a classic example of the national effort to change from "Swords to Plowshares". Not only will this property serve as the southwest anchor of the I-55 Industrial Corridor for the region, it will provide unparalleled opportunities for implementing a creative vision for the area through cooperation by many vital and vibrant communities and organizations.



The UIS/CMT team is especially indebted to the members and staff of the Joliet Arsenal Development Authority (JADA) for their guidance, assistance and direction of this project.

Joliet Arsenal Development Authority (JADA)

Walter Strawn, Chairman
Joseph Ward, Vice Chairman
Mattie Becker, Secretary/Treasurer
Mayor Alan Darr, Director
Mayor Arthur Schultz, Director
Mayor William Weidling, Director
Warren Dorris, Director
Jerry Gatties, Director
John Johnsen, Director
Rick Kwasneski, Executive Director

The UIS / CMT Team also wishes to express its appreciation to literally hundreds of individuals and organizations who provided valuable advice and suggestions to various members of our team throughout the plan development process. The quality of the comments received contributed greatly to the JADA strategic plan. It is essential that these many individuals and organizations, in addition to numerous others, continue to provide input to JADA's ongoing strategic management process. Space does not allow us to list all of the individuals to whom we are indebted, but the following is an abbreviated list of several key sources.

U.S. Senator Richard Durbin	Illinois Department of Natural Resources (IDNR)
U.S. Senator Peter Fitzgerald	Illinois Department of Commerce and
U.S. Congressman Jerry Weller	Community Affairs (DCCA)
Governor George Ryan	Veterans Support Committee -
Senator Edward Petka	George Sangmeister
Senator Lawrence M. Walsh	Regional Transportation Authority (RTA)
Senator Patrick D. Welch	Metra
Representative Tom Cross	Pace
Representative Brent Hassert	Midewin Alliance
Representative John C. "Jack" McGuire	Sierra Club
Representative J. Phillip Novak	Open Lands
Representative Mary K. O'Brien	Chicago Area Transportation Study (CATS)
United States Veterans Administration	Northeastern Illinois Planning Commission (NIPC)
City of Joliet, numerous officials	McAnarney Consulting - Tim McAnarney
City of Wilmington	Strand Associates, Inc.
County of Will, numerous officials	Transport Development Group
Village of Elwood	GEOTECH Incorporated
Joliet/Will County Center for	CenterPoint Properties Trust
Economic Development	Joliet Arsenal Development Authority
Department of the Army	Former JADA Board Members
USDA - U.S. Forest Service	Larry Cobb
U.S. Department of Commerce	Dr. Russ White

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