Table of Contents:

3 PURPOSE OF STRATEGIC PLAN
4 INVOLVEMENT FROM
5 INTRODUCTION
   EDSP Overview
6 VISION STATEMENT & FLOW CHART
7 WHO WE ARE
8-9 PROJECT FOCUS
10-11 PLAN IMPROVEMENTS: ACTION ITEMS
12 ECONOMIC DEVELOPMENT GOALS & OBJECTIVES
13 GOAL: 1
   Promote development that offers financial benefit and economic stability for Justice and surrounding communities.
14-15 GOAL: 2
   Strengthen the economic base of the community by supporting and complimenting existing businesses while continuously working to expand the quantity of businesses within Justice.
16-17 GOAL: 3
   Continue to develop community image and market the Village in a positive and responsive manner.
18 GOAL: 4
   Enrich the economy by attracting investment, increasing our tax base, providing residents of Justice with various employment opportunities, and generating revenue.
19 COMMUNITY DEVELOPMENT PROCESS
20-21 APPENDIX: DATA TABLES
   Population, Race, Ethnicity- Housing- Employment/Workforce
   Sources Include: U.S. Census Bureau, Census 2000 Summary
22 MAPS
23-24 REVISION HISTORY
Purpose of the Economic Development Strategic Plan (EDSP)

The EDSP is created in order to identify the village Economic Development goals for a specified time period. This working document can be used to accomplish our goals for both short and long-term periods. The plan identifies not only short term goals, but also long term strategies and implementation actions for the Village of Justice to pursue. This plan will be used as our vision and target. This is a step-by-step process; therefore, the plan covers and will focus on the years from 2016 to 2020. The EDSP enables the Village to identify the areas to advance during a 3-4 year period in preparation of working towards the Justice 2030 Vision Plan.
Involvement from:

**Village of Justice Board of Officials:**
- Krzysztof Wasowicz, Mayor/Village President
- Suzanne Small, Village Clerk
- Kathleen Svoboda, Village Deputy Clerk
- Melanie Kuban, Village Trustee
- Committee Chairperson of Public Safety & Human Services
- Henry Oszakiewski, Village Trustee
- Committee Chairperson of Economic Development and Business Licenses
- Edward Rusch Jr., Village Trustee
- Committee Chairperson of Administration, Communications & Recreation
- Karen Warner, Village Trustee
- Committee Chairperson of Finance and Insurance
- Richard Sparr, Village Trustee
- Committee Chairperson of Buildings, Zoning and Ordinances
- Richard Symonds, Village Trustee
- Committee Chairperson of Public Utilities and Infrastructure

**Village of Justice Building Department:**
- Edward Shilka, Building Commissioner & Code Enforcement Officer
- Shirley Shilka, Building & Public Works Administrative Assistant & Lipinski Center Coordinator
- Joe Kaput, Building Inspector
- Jim Barg, Plumbing Inspector
- Richard Struzik, HVAC Inspector
- Pat Moran, Electrical Inspector
- Sheila Hayes, Health Inspector
- Matthew Zarebczan, Office Assistant
- Brittany Abrams, Office Assistant

**Village of Justice Public Works:**
- Joe Cekus, Director of Public Works

**Village of Justice Economic Planning Board (EPB):**
- Matthew Zarebczan, Director of Economic Development/Chairman of the Economic Planning Board
- Brittany Abrams, Economic Development Coordinator/Economic Planning Board Secretary
- Orley O. Betcher Jr., EPB Member
- Joseph Chicola, EPB Member
- John Kapecki, EPB Member
- John Obrochta, EPB Member
- Fran Mills, EPB Member
- David Shipyor, EPB Member

**Village of Justice Finance Office:**
- Margaret Garbacz, Accounts Payable Specialist
- Monika Kumor, Accounts Receivable Specialist
- Monica Arteaga, Office Assistant

**Village of Justice Police:**
- Kraig McDermott, Police Chief
- Michael Kurschner, Deputy Police Chief

**Village of Justice Zoning Board of Appeals:**
- John Bruce, Chairman of the Zoning Board of Appeals
- Richard Berkowicz, Zoning Board of Appeals Commissioner
- Jim Brock, Zoning Board of Appeals Commissioner
- Bogdan Ogorek, Zoning Board of Appeals Commissioner
- Shirley Shilka, Zoning Board of Appeals Secretary

**Village of Justice Chamber of Commerce:**
- Orley O. Betcher Jr, President
- Ron Patrick, Vice President
- Donna Heabel, Treasurer
- Carolyn Judd, Secretary
Introduction:

Economic Development

Scope of Mission:
Economic Development is about providing and maintaining quality jobs and businesses, strengthening the Village’s tax base, and working with others who make the goods, services, cultural and educational opportunities available to community members. To help accomplish our mission, Chapter 2, Administration, Article XVII, Boards and Commissions, Division 12 of the Justice Municipal Code has established an Economic Planning Board.

Economic Planning Board (EPB)
The Economic Planning Board, is a citizen based committee appointed by the Village President, which works with Village staff to advise the Village Board of Trustees on economic development issues. This board was formed in the summer, 2014.

Mission Statement:
The Village of Justice Economic Planning Board’s mission is “Building Justice Together” by promoting and facilitating the development of responsible and properly planned businesses, commercial industries, and service opportunities within the Village of Justice to strengthen local economic growth.

Director of Economic Development
Matthew Zarebczan

Economic Development Coordinator
Brittany Abrams

Economic Planning Board Members
Orley O. Betcher, Jr.
Joseph Chicola
John Kapecki
John Obrochta
Fran Mills
David Shipyor
Vision Statement:

To create a family and business destination focused on a community connection with ease of transportation, including recreational areas to foster growth, expansion, and prosperity.
Who We Are:

- **Justice, IL Fast Facts:**
  - Cook County - State of Illinois
  - Township of Lyons
  - Incorporated on October 17, 1911
  - Population (U.S. Census Bureau, Census 2010 Summary) = 12,926

- **Why Justice?**

  **Transportation Hub**
  The Village of Justice, incorporated on October 17, 1911, is a family, business, and community friendly suburb located in southwest suburban Cook County, Illinois. The Village grew along Archer Road, which began as an Indian trail, then stage coach route, and later became a streetcar roadway, and today is one of the oldest roads in Cook County and remains a key regional arterial roadway connecting Chicago through multiple surrounding communities to Joliet, Illinois. Located just south of the I-55/US 12-20-45 Interchange, the Village of Justice provides easy access to I-294 and is considered a “Transportation Hub” of the Southwest Chicago suburbs. In addition to I-294, I-55, and US 12-20-45, some of the main Chicagoland arterials passing through the Village of Justice include Archer Road, 79th Street, Roberts Road, and 88th Avenue. With convenient access to these arterials, it is understandable how various businesses can blossom here. The Illinois & Michigan (I&M) Canal forms the Village's northwest border and the community is divided into east and west sections by the Illinois Tollway.

**Commercial property is available**
Available commercial property listings can be found on our Economic Development webpage using the site links for Location One and Broker Savant.
Village of Justice’s Strategic Plan 2016-2020 Project Focus

Projects in the works:

- **Abandoned Residential Property Municipality Relief Program Grant:** The village's application that was submitted to the Illinois Housing Authority for $75,000.00 was awarded in February of 2017 for the maintenance of abandoned residential properties. This grant provides for the maintenance of properties as well as demolition costs for residential properties that cannot be saved.

- **I294 Tollway NB on/off Ramp Feasibility Study:** The feasibility study was granted to Christopher Burke Engineering and is being funded through the Surface Transportation Program (STP). The feasibility study is for the creation of I294 tollway ramps in the Village of Justice. The completion of the study is anticipated for late 2017 or early 2018. Funding for Phase II Design Engineering, in the amount of $2,000,000.00, was awarded through the Southwest Conference of Mayors STP Program.

- **Illinois Jobs Now Program:** Roadways for reconstruction include 86th Avenue - 71st to Archer; 73rd Place - Cork to 86th Avenue; 85th Avenue - 79th Street to Tollway; 85th Court - 79th Street to Tollway. The project will proceed in phases. Phase I includes all roadways listed above but does not include the intersection of 75th Street, 86th Avenue and Archer Road. All final plans for Phase I have been approved and K-Five Construction Corporation was awarded the bid. Phase I is 95% completed and Phase II is still in design engineering. Phase II of the project consists of the realignment of 75th Street, 86th Avenue and Archer Road.

- **Village of Justice LED Street Lighting Project:** This project consists of updating the street light fixtures located along the main arterial roads (79th Street, Archer Road, Roberts Road and 88th Avenue), to new LED fixtures. The Illinois Department of Commerce and Economic Opportunity (DCEO) had reserved funds in the amount of $82,972.50 for this project.

- **Community Development Block Grant (CDBG) Project# 1606-016:** 80th Street/87th Avenue Project - On August 18, 2016, Cook County approved $200,000 in grant funds to reconstruct 80th Street from 87th Avenue to 86th Court, and 87th Avenue from 80th Street to the tollway. Engineering is anticipated to begin in late 2016.

- **Frontage Road Sidewalk Project:** The Village of Justice was awarded $151,800 through the Surface Transportation Program (STP) to construct sidewalks on the north side of Frontage Road from Oak Grove Avenue to Garden Lane. The Illinois Department of Transportation has approved the proposed plan and engineering is estimated to begin in 2017.
Village of Justice’s Strategic Plan 2016-2020 Project Focus

Non-Grant Projects:

- **Remediation of 8801 W. 84th Place:** Friends of the Environment, a not-for-profit organization, has agreed to remediate the abandoned gas station located at 8801 W. 84th Place in Justice. Currently the Underground Storage Tanks (UST’s) have been removed along with the pumps. Soil Boring have been taken and results have been submitted to the State. Permission has been granted by the Illinois Environmental Protection Agency (IEPA) to commence with the project. Remediation of the site is anticipated to begin in June or July of 2016.

- **Combine Communities Bike Path Project:** The Village of Justice is working in conjunction with the neighboring communities and the Active Transportation Alliance in an effort to create a bike path along the I&M Canal, that would ultimately link Justice, Willow Springs, Bedford Park and Summit.

- **79th Street Drainage Improvement Project:** The 79th Street Drainage (Lining) Improvement Project consists of cleaning, repair work and lining of existing drainage structures on 79th Street from 88th Avenue to Roberts Road by the Illinois Department of Transportation (IDOT). This project is included in IDOT's FY2017 Annual Improvement Plan and a contract letting is anticipated for June 16, 2017.

Grants Applied For:

- **FY17 Invest in Cook Program:** An application was submitted to Cook County for the 2017 Invest in Cook Grant Program. The Village of Justice has requested $500,000.00 to be used as matching funds for Phase II Engineering on the I-294 Tollway Project. Awards should be selected sometime in August of 2017.

- **2017 Community Development Block Grant (CDBG):** 81st Street Project - This project consists of the reconstruction and drainage improvements on 81st Street from 84th Court to the Tollway. The total cost of the project is estimated at $302,714.10 and the village has requested $267,785.55 for this project through the CDBG grant program. Notice of Awards should be received in October or November of 2017.

Completed Projects:

- **Frontage Road Re-Construction:** This project is funded through the Surface Transportation Program (STP) and consists of the reconstruction of Frontage Road from Oak Grove Avenue to Garden Lane. All final plans have been approved and A Lamp Construction was awarded the bid. Project was completed in 2016.
Village of Justice’s Strategic Plan 2016-2020 Project Focus

Completed Projects Continued:

- **2012 Abandoned Residential Property Municipality Relief Program Grant:** This grant provides funding for maintenance of properties as well as demolition costs of those structures that cannot be saved. The grant has been approved.
### Plan Improvements for 2016-2020 EDSP:

<table>
<thead>
<tr>
<th>Action Items</th>
<th>Status</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Form and train a Village of Justice Economic Planning Board.</td>
<td>Completed</td>
<td>Formed in 2014</td>
</tr>
<tr>
<td>2. Team up with the Southwest Suburban Conference of Mayors, IDOT, and Illinois Tollway to build ramp off of 88th Avenue.</td>
<td>Active</td>
<td></td>
</tr>
<tr>
<td>3. Reconstruction:</td>
<td>Active</td>
<td></td>
</tr>
<tr>
<td>- I-294 Tollway Ramp (Engineering)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- 79th Street &amp; Cork Ave TIF # 5 Site (Triangle Lelko Development)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- 88th Avenue &amp; 83rd Street TIF # 2 Site</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Frontage Road (Reconstruction)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Target beautification of the village grounds and main corridors:</td>
<td>Active</td>
<td></td>
</tr>
<tr>
<td>- Street repairs and resurfacing plan;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Landscaped and will continue to maintain the seven (7) Village of Justice Welcome Signs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Attractively landscape and hardscape public appropriate areas;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Update/modernize and well-maintain public facilities;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Well-maintained residential and business properties that are suitable within the community/neighborhood (Village Code Enforcement)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Plan Improvements for 2016-2020 EDSP

<table>
<thead>
<tr>
<th>Action Items</th>
<th>Status</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>5. To promote and provide incentives for businesses in town, show recognition and appreciation to those who are helping by “Building Justice Together.”</td>
<td>Active</td>
<td></td>
</tr>
<tr>
<td>6. Communicate with the residents, business owners/managers, and potential developers about the Economic Development Work Flow.</td>
<td>Active</td>
<td></td>
</tr>
<tr>
<td>7. Identify and plan a well-balanced mix of local, regional, and national businesses, restaurants, and hotels (EPB Business Retention &amp; Business Expansion Committee- Attract well-known/name businesses to the area.)</td>
<td>Created Location One, Broker Savant, and the Economic Development webpage, display available properties for development.</td>
<td>Future</td>
</tr>
<tr>
<td>8. Partnership with local schools, recreation facilities, and local library to support high quality education and student participation.</td>
<td>Future</td>
<td></td>
</tr>
<tr>
<td>9. Provide convenient modes of transportation. Budget for later development of a bike trail along the I&amp;M corridor, possible waterway entry to the village, partner with public transportation entities to improve public transportation throughout the village.</td>
<td>Active</td>
<td></td>
</tr>
</tbody>
</table>
Economic Development Goals & Objectives:

1. Promote development that offers financial benefit and economic stability for Justice and surrounding communities.
   O: Inclusive and transparent decision making is needed when selecting a business location that should be located within the village.
   O: Discuss the current and future benefits that this business would bring to the village.

2. Strengthen the economic base of the community by supporting and complimenting existing businesses while continuously working to expand the quantity of businesses within Justice.
   O: Work with businesses already in the area to understand their operating plan and identify opportunities for village support.
   O: Provide a welcoming environment for new village businesses.
   O: Market and promote all village businesses.

3. Continue to develop community image and market the village in a positive and responsive manner.
   O: Streetscape and businesses require displaying a positive image per village ordinances.
   O: Vacant properties need planning, fund sourcing, and elected official focus.
   O: Historic Value/ Heritage– Increase the focus on historic value for the Village.
   O: Transportation Hub– Provide access on and off I-294.

4. Enrich the economy by attracting investment, increasing our tax base, providing residents of Justice with various employment opportunities, and generating revenue.
   O: Use current data that has been gathered to expand job opportunity for our residents as well as businesses that will bring in better revenue than previous years.
   O: Advocate for additional public transportation access.
   O: Open Justice as a destination stop by I-294 Tollway access and attracting well-known business brands to the community.
   O: Use current open land parcels to bring regional/national recognized name businesses.
GOAL: 1

Promote development that offers financial benefit and economic stability for Justice and surrounding communities.

Objective: Inclusive and transparent decision making is needed when selecting a business location that should be located within the village.

Objective: Discuss the current and future benefits that this business would bring to the village.

The Economic Development Coordinator will continue to update the Developer’s Handbook, and the Economic Development Webpage linked to the Village of Justice website. These resources are made available to developers. The Economic Development Coordinator will speak with the owner/broker of available properties within the village. With the approval and signed agreement, the Economic Development Coordinator will gather information and upload the available property online. Developer’s can find links to the Location One and Broker Savant site. Location One, Broker Savant, and the Economic Development Webpage provides an ease of access for interested potential developers to view the most current available properties in the Village of Justice.

All inquires in regards to development should be forwarded to the Director of Economic Development. The Director of Economic Development will act as the liaison to potential developers.

On May 23, 2005, Phase II of a Comprehensive Zoning Plan for the Village of Justice was enacted by the Justice Village Board to rezone Archer Road, Roberts Road and 88th Avenue, all primary corridors in the Village of Justice, as B-1 (Commercial/Business zones.) It is imperative to think strategically with the placement of future businesses located along high traffic roadways with businesses that meet the needs of the community.
GOAL: 2

Strengthen the economic base of the community by supporting and complimenting existing businesses while continuously working to expand the quantity of businesses within Justice. Maintain and expand existing firms and attract new employers.

Objective: Work with businesses already in the area to understand their operating plan and identify opportunities for village support.

Objective: Provide a welcoming environment for new village businesses.

Objective: Market and promote all village businesses

Not only is it important to attract new businesses but it is also essential to show value, support and recognition to the existing businesses. The Economic Planning Board focuses on Business Retention & Business Expansion.

Business Appreciation Dinners are held annually to recognize and welcome new businesses to our community. This event provides a great opportunity to network with our local businesses, meet and greet village elected officials, and gain valuable business insight from our guest keynote speakers. We conclude with our awards and plan to present plaques to celebrate the longevity milestones of our most established businesses. The Economic Planning Board anticipates expanding business growth and outreach by furthering additional learning seminar opportunities.

Milestone Anniversary Recognition Program: Milestone Recognition Years include 10, 25, 50, 75 and 100 years. The Economic Planning Board would like to recognize the businesses who are celebrating these milestones at the beginning of each year at a Board Meeting. The Economic Planning Board will also announce/recognize these milestone businesses at the Annual Business Appreciation Dinner. Each milestone has a different award and recognition.
GOAL: 2 (continued):

The Economic Planning Board members schedule business visits throughout the year. This will help build a professional relationship and good rapport between the businesses and the Village. We want businesses to know we are here to help! Gathering feedback from businesses is essential. A Synchronist Survey Program is available (through ComEd) to gather specific data and track information over time.

We want to encourage business owners, business managers, and residents to attend and participate in the Economic Planning Board monthly meetings. The more participation and feedback we gather, the better contribution our board can make in addressing their needs.

Implementing the Village of Justice Value Coupon Sheet has been a great way to assist with Business Retention. Coupons are available at the beginning of each quarter and expire the last day of the month before the next quarter. It is a village provided marketing tool for businesses since they already pay a business license fee each year. The coupon placement is free for business owners. The Village of Justice Economic Planning Board funds this program. “Building Justice Together” means that it takes a community to make things happen. We encourage our residents to shop and use our local business services in Justice!

On the new Economic Development webpage there are links and information available that will assist the already existing and forthcoming businesses in the community. This webpage is a great resource to take advantage of for business owners and developer’s looking for assistance. Another resource that provides businesses and residents with updates on events, community news, and information is our Facebook page. Follow us on Facebook at Village of Justice, Illinois.
GOAL: 3

Continue to develop community image and market the village in a positive and responsive manner.

Objective: Streetscape and businesses require displaying a positive image per village ordinances.

Objective: Vacant properties need planning, fund sourcing, and elected official focus.

Objective: Historic Value/ Heritage– Increase the focus on historic value for the village.

Objective: Transportation Hub– Provide access on and off I-294.

A positive image begins locally. The Village of Justice, business owners, and residents must work in conjunction with each other to create a vibrant, active, and maintained community image.

To begin, we schedule volunteer events annually. A list of projects would be provided to the group of community members who volunteer their time to assist with beautification within the village. When residents are involved, it shows their contribution to their community and gives the village a more united feel.

Building Justice Together focuses on the beautification and unity within the Village of Justice business community. The Flower Pot Program, which began in 2015, creates an opportunity for the community to create a welcoming and unified feel to the village and the businesses. This is a annual flower pot leasing program that begins in May and concludes in October. The program allows business owners to lease a 20” flower pot with fresh dirt and a fresh arrangement of flowers. The flower pot is delivered to the participating businesses location in May. It is the business owners responsibility to maintain and water their sponsored flower pot.

It will be the responsibility of the village to maintain the Village of Justice Welcome Signs. The overall goal is to create a more pleasant landscape around these signs with perennial flower beds. A volunteer group completed the initial landscaping in July 2016.
GOAL: 3 (continued)

Updating a storefront entryway and sign, can make a difference in the overall image. Anything from modern eye-catching clean business signs, to a canvas style awning over the front windows and doors. The focus for the next few years should be to update the already existing businesses in the village. To encourage this effort, the Economic Planning Board may provide opportunities and resources to meet these needs through the Business Retention and Expansion Committee. In addition, the Village will work towards creating a Façade Program to assist current business owners with property improvements.

Another factor in beautification is landscaping. Landscaping along main entryways into the village can make those driving through feel welcome. A written document was received from the state that provides the rules & regulations for landscaping along the main roadways. Working to improve image especially on our primary corridors adds to the curb appeal. Banners, flags, and informational signage along the main corridors provide a welcoming entry to the community.

Street repair and maintenance is vital to the overall image of the village. The Public Works Department will continue to maintain selected streets annually, until all aged streets have been resurfaced. The Village of Justice will continuously work with local, state, and federal agencies to obtain funding for projects.
GOAL: 4

Enrich the economy by attracting investment, increasing our tax base, providing residents of Justice with various employment opportunities, and generating revenue.

Objective: Use current data that has been gathered to expand job opportunity for our residents as well as businesses that will bring in better revenue than previous years.

Objective: Advocate for additional public transportation access.

Objective: Open Justice as a destination stop by I-294 Tollway access and attracting well-known business brands to the community.

Objective: Use current open land parcels to bring regional/national recognized name businesses.

Justice provides access to main interstates I-55 and I-294, creating opportunity for a destination location. Attracting a name retailer/business to town will increase investment, new tax base, and create job opportunities for local residents.
Community Development Process

- Strategic Plan
- Evaluation
- Implementation
Sources Include:
U.S. Census Bureau, Census 2000 Summary
Profile of General Population and Housing Characteristics: 2010 Demographic Profile Data
Educational Attainment by Sex: Census 2000 Summary Data

Appendix: Data Tables

### Basic Income Information

<table>
<thead>
<tr>
<th></th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Median House Price</td>
<td>$179,900</td>
</tr>
<tr>
<td>Median Household Income (1999)</td>
<td>$50,254</td>
</tr>
<tr>
<td>Median Family Income (1999)</td>
<td>$55,323</td>
</tr>
</tbody>
</table>

### Population

<table>
<thead>
<tr>
<th></th>
<th>Justice (2010)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Population</td>
<td>12,926</td>
</tr>
<tr>
<td>Under 19</td>
<td>3,753</td>
</tr>
<tr>
<td>20-29</td>
<td>2,121</td>
</tr>
<tr>
<td>30-39</td>
<td>2,021</td>
</tr>
<tr>
<td>40-49</td>
<td>1,586</td>
</tr>
<tr>
<td>50-59</td>
<td>1,781</td>
</tr>
<tr>
<td>60-69</td>
<td>1,010</td>
</tr>
<tr>
<td>Over 70</td>
<td>654</td>
</tr>
<tr>
<td>Median Age</td>
<td>32.5</td>
</tr>
<tr>
<td>Male</td>
<td>6,187</td>
</tr>
<tr>
<td>Female</td>
<td>6,739</td>
</tr>
</tbody>
</table>

### Population by Race

<table>
<thead>
<tr>
<th></th>
<th>Justice (2010)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Population</td>
<td>12,926</td>
</tr>
<tr>
<td>Two or More Races:</td>
<td>275</td>
</tr>
<tr>
<td>One Race:</td>
<td></td>
</tr>
<tr>
<td>White or Caucasian</td>
<td>8,977</td>
</tr>
<tr>
<td>Black or African American</td>
<td>2,926</td>
</tr>
<tr>
<td>American Indian and Alaska Native</td>
<td>40</td>
</tr>
<tr>
<td>Asian</td>
<td>230</td>
</tr>
<tr>
<td>Native Hawaiian and Other Pacific Islander</td>
<td>6</td>
</tr>
<tr>
<td>Other</td>
<td>472</td>
</tr>
</tbody>
</table>

### Education

<table>
<thead>
<tr>
<th></th>
<th>25 years or older</th>
<th>18-24 Years Old</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total: 7,444</td>
<td>Total: 1,357</td>
</tr>
<tr>
<td>Less than High School</td>
<td>1,566</td>
<td>211</td>
</tr>
<tr>
<td>High School Graduate</td>
<td>2,572</td>
<td>364</td>
</tr>
<tr>
<td>Some College or Associate Degree</td>
<td>2,348</td>
<td>713</td>
</tr>
<tr>
<td>Bachelor Degree, Master, Doctorate, or Professional Degree</td>
<td>958</td>
<td>69</td>
</tr>
</tbody>
</table>
## Appendix: Data Tables

### INDUSTRY - Civilian Employed (6,165)

<table>
<thead>
<tr>
<th>Industry</th>
<th>Number</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture, Forestry, Mining, Fishing &amp; Hunting</td>
<td>4</td>
<td>0.1</td>
</tr>
<tr>
<td>Construction</td>
<td>387</td>
<td>6.3</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>1,135</td>
<td>18.4</td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>298</td>
<td>4.8</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>818</td>
<td>13.3</td>
</tr>
<tr>
<td>Transportation, Warehousing, and Utilities</td>
<td>645</td>
<td>10.5</td>
</tr>
<tr>
<td>Information</td>
<td>207</td>
<td>3.4</td>
</tr>
<tr>
<td>Finance &amp; Insurance, Real Estate, Rental/Leasing</td>
<td>386</td>
<td>6.3</td>
</tr>
<tr>
<td>Professional, Scientific, Management, Administrative &amp;</td>
<td>545</td>
<td>8.8</td>
</tr>
<tr>
<td>Educational Services, Health Care, Social Work</td>
<td>917</td>
<td>14.9</td>
</tr>
<tr>
<td>Arts, Entertainment, Recreation, Accommodation, Foods</td>
<td>265</td>
<td>4.3</td>
</tr>
<tr>
<td>Public Administration</td>
<td>193</td>
<td>3.1</td>
</tr>
<tr>
<td>Other Services</td>
<td>365</td>
<td>5.9</td>
</tr>
</tbody>
</table>

### Occupation - Civilian Employed (6,165)

<table>
<thead>
<tr>
<th>Occupation</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management, Business, Science, &amp; Art</td>
<td>1,384</td>
</tr>
<tr>
<td>Service Occupations</td>
<td>803</td>
</tr>
<tr>
<td>Sales and Office Occ.</td>
<td>1,820</td>
</tr>
<tr>
<td>Construction, &amp; Maintenance Occ.</td>
<td>752</td>
</tr>
<tr>
<td>Production, Transportation, &amp; Material Occ.</td>
<td>1,406</td>
</tr>
</tbody>
</table>
## Revision History:

<table>
<thead>
<tr>
<th>Version No.</th>
<th>Date Approved</th>
<th>Author</th>
<th>Editor</th>
<th>Description</th>
</tr>
</thead>
</table>
| 1.0         | Draft I       | Brittany Abrams  
James M. Lurquin | Brittany Abrams | Created format and gathered information to include in the Strategic Plan |
|             | September 2014 |        |        |              |
| 1.1         | Draft II      | Brittany Abrams  
Matthew Zarebczan  
Orley O. Betcher, Jr.  
Joseph Chicola  
Wojciech Dziechciowski  
Fran Mills  
Hank Oszakiewski  
Sue Small  
Melanie Kuban  
Kathy Svoboda  
Kris Wasowicz  
John Bruce | Brittany Abrams | Strategic Plan Workshop |
|             | February 2016 |        |        |              |
| 1.2         | Draft III     | Brittany Abrams  
Matthew Zarebczan  
Orley O. Betcher, Jr.  
Joseph Chicola  
John Kapecki  
Fran Mills | Brittany Abrams | Rules out Phase I of Strategic Plan 2016-2020 |
|             | May 2016      |        |        |              |
| 1.3         | June 21, 2016 | Brittany Abrams  
Matthew Zarebczan  
Orley O. Betcher, Jr.  
Joseph Chicola  
John Kapecki  
Fran Mills | Brittany Abrams | Strategic Plan Finalized |
|             |               |        |        |              |
| 1.4         | July 11, 2016 | Mayor, Clerk, and Village Board of Trustees | Brittany Abrams | Proposed Strategic Plan for approval. Approved by the Village of Justice Board. |
Revision History Continued:

<table>
<thead>
<tr>
<th>Version No.</th>
<th>Date Approved</th>
<th>Author</th>
<th>Editor</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.5</td>
<td>Updated May 2017</td>
<td>Brittany Abrams, Matthew Zarebczan, Hank Oszakiewski, Orley O. Betcher, Jr., Joseph Chicola, John Kapecki, Fran Mills, David Shipyor, Karen Warner</td>
<td>Brittany Abrams</td>
<td>Updated Strategic Plan information for 2017</td>
</tr>
</tbody>
</table>