

THE STORY OF AN OZARK

COMMUNITY AT WORK

1944 - 1964

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·Ava
Douglas County
Missouri U.S.A.

Community Development 1

Ava, Missouri - a pin point on the map of the World, where people are learning to work together to achieve those things beyond the reach of individuals.

IN THE BEGINNING

Douglas County, Mo., was chartered October 29, 1857. The first county seat was Vera Cruz, but in 1870 a Mr. James Hailey was commissioned to locate a more suitable site. He chose a site then known as Militia Springs, so named because Federal troops had wintered there during the Civil War. Mr. Hailey deemed a name from the Bible would be more appropriate and selected Ava.

Forty acres of the original site were obtained by Federal Grant for \$50.00. An additional 10 acres were purchased to meet the requirements for a village.

Thirty years later 67 percent of the land area was included in farms, but the farms averaging 127 acres had only 46 acres of improved land per farm. Development was impeded by lack of transportation, but in 1907 a short line railroad was completed connecting Ava with a main-line railroad at Mansfield. Soon afterwards in 1911, a Commercial Club was organized to spur development. Among the early ideas was the belief "that these hills would soon be covered with flourishing dairies and poultry farms." ¹

These early promoters also said "The White River affords good water power for flour and sawmills, electric light and ice plants or any other industry searching for a location with a bright future." ¹

¹ Missouri Red-book, 1913, p. 281

FOREWORD

This bulletin outlines the activities of local people as they have struggled over the years to improve conditions within their area.

In the beginning, the people were largely forced to depend upon their own knowledge and resources. The early settler found the forests in his way. The supply greatly exceeded the demand and he destroyed trees to get at the soil to grow crops. When the demand for timber products could be supplied by rail transportation the timber was harvested at a rapid rate, but the need for conservation was not yet felt because there were vast timbered regions farther west. Thus, much of the timber gave way to agriculture.

By the end of World War I, row crop production and small grain farming had reached their peak and dairying and poultry raising were being advocated for the area. The farm programs beginning in the thirties combined with dry years and educational efforts of Vocational Agriculture teachers and Agricultural Extension Agents encouraged the shift from cultivation to grassland agriculture with emphasis on cattle and poultry.

Private corporations in the poultry and dairy field established egg markets, cream stations, cheese plants, evaporating plants, and whole milk receiving stations and gave impetus to the growth of the dairy industry. But the growth of the industry brought changes in methods and a demand for larger scale of operations. Farms were consolidated, more capital and less labor were required and farm families began to leave the area. (See Appendix for Graphic Data). Some of those that left found opportunities in the cities in industry. But those left behind still had problems of maintaining public services at increasing expense per capita. The question was raised "If these people are good enough to work for industry in the cities, why aren't they good enough for jobs in industry here in Douglas County?"

As early as 1911, local citizens had found it worthwhile to organize their efforts into a Commercial Club and in 1938, a Lions Club was formed. Other special interest organizations developed, each to perform some special function in the community. A number of worthwhile activities were discussed and many were started and carried to a satisfactory conclusion. But the problems grew in magnitude and scope until by 1956 an overall linkage of individual and organized effort was needed and specialized personnel were called upon to bring together the various forces of the community, both private and governmental (local, state and federal). The record of accomplishments since 1956 has been satisfying to local people, but it is the nature of communities to want more when small successes are experienced.

The chronological presentation in this bulletin is founded upon that great institution, the small town weekly newspaper; various developments are traced through newspaper headlines. The newspaper not only reports what happens in a real sense but provides a fertile medium in which ideas germinate. If you will read closely, you may discern how long it took the seed of industry to sprout in Ava and the numerous cultivations and inoculations that were required before it produced a crop. The authors feel that more than a beginning has been made but the end is not yet in sight.

The first section treats industrial development by itself. The balance of this bulletin is presented in chronological order, but interested persons may trace the origin of ideas for a county jail, public ownership of the electric system, school reorganization and other activities, that have received public attention. To suggest that further changes are now taking place and will continue is only to recognize the inevitable. The question is: Can people study the possibilities and at least partially control the direction and rate of change for their own good?

The Story of an Ozark Community at Work 1944-1964

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**Chronological Record of
INDUSTRIAL DEVELOPMENT
FROM AN IDEA TO REALITY
1946**

- 3/7 Chamber of Commerce speaker tells members "We in this country have to learn how to live together."
- 6/6 Industrial Survey of Douglas County completed for Missouri Department of Resources and Development (Identifying the problem).
- 8/22 Mayor states that Ava is a good town, a big town, a growing town, and now stands at the crossroads of progress or stagnation.

1947

- 3/27 One of the most widely discussed activities at annual Chamber of Commerce meeting was that of securing industries for Ava. (Establishing Goal.)
- 10/2 Chamber of Commerce making labor survey for State Resources and Development Commission to see how many would be interested in factory employment.

1948

- 2/5 Chamber of Commerce membership drive results in record 325 members.
- 5/20 Women accept Mayor's challenge outline 7 point program of community improvement. (Establishing objective and goals).

1949

- 3/10 Chamber of Commerce discusses possibilities of new industries.

1950

- 7/20 Possibility of a Furniture Factory.
- 9/7 Chamber of Commerce names Industrial Committee.
- 11/9 Publicity folders to be printed soon.

1951

- 2/15 What may prove to be the most important Chamber of Commerce meeting for many years was held Friday night last week at

Lethco Cafe. The problem of industries for Douglas County was discussed and the moving out of the wholesale grocery company. Some interest on part of a handle factory reported, needs \$2,000 to get started. (Consider alternatives).

3/15 Chamber of Commerce to raise memberships to help attract industry.

4/5 Dinner meeting to talk industries.

4/19 Commerce speakers ask, "How can people who will not take the trouble to acquaint themselves with community problems hope to aid in solving the problems?"

Industrial committee is corresponding with St. Louis Garment Manufacturer- would require 15,000 sq. ft. floor space.

6/14 Chamber of Commerce to investigate broiler industry. Matter came up when the Chamber was discussing industries that might be brought to Ava.

6/18 Handle factory seeks location--Chamber of Commerce making a survey of available timber.

7/12 Chamber reports enough hickory to run a handle plant, but company has made arrangements to continue operating in Arkansas.

8/16 Two more firms interested in Hickory handle operations.

1952

2/7 Shoe factory available. Chamber meets to discuss \$20,000 loan at 3 percent, would employ 40-50 persons.

3/6 Surface mining of iron ore started on two farms.

5/15 Chamber of Commerce to discuss a proposed advertising folder.

5/29 Two men representing district industrial firms will be present to discuss possibilities of expansion in Ava.

1953

3/12 Chamber talks of industrial fund to gain manufacturers interest.

3/26 Industrial group working on funds.

8/13 Plans complete for hickory handle plant in Ava.

1954

- 2/7 Iron ore washer installed seven miles north of Ava.
- 3/4 Two local men buy small electrical equipment plant at Willow Springs.
- 3/11 Chamber of Commerce begins plans for incorporation.
- 4/1 Chamber slogan, "Get a factory this year." Attracting an industry seems to be the uppermost thought of most businessmen.
Sixty-five percent of county still in forests.
- 7/15 Writer states, "Industry hunting location looks for town spirit."
- 8/5 Missouri Resources and Development reports "outstate Missouri gets Lion's share of new industries."
- 10/14 Six employees left at Kraft Ava Plant after cheese making ends. Milk being transported to Springfield by truck.
- 10/28 Industrial payroll group begins fund raising campaign - goal \$120,000 (after 17 contacts have \$21,000 in pledges.)

1955

- 1/13 T/K Manufacturing Company makes first shipment of Electrical Receptacles - 39,700 units.
- 3/3 Director of State Resources and Development speaks to Chamber.
- 3/10 Charter member of Chamber of Commerce reports:
Chamber sponsored first Douglas County Fair 1935.
Chamber provided funds for U. S. Forest building site,
Chamber promoted Balanced Farming Rings and Dairy Day,
Chamber promoted organization and extension of REA,
Chamber promoted purchase of electric system.
- 3/31 Chamber considers forming an industrial development corporation (IDC).
- 4/1 Chamber authorizes \$100,000 IDC. (Decide on a course of action).
- 4/28 Dairy farmer in cost-price squeeze.
- 5/12 Industrial Development Corporation organizes. (Organize and carry through).
- 6/2 Chamber of Commerce nears record membership.
- 7/7 Plan fund drive for IDC.

- 7/21 Stock sales reach \$15,800.
- 8/11 Kiwanis and Lions clubs endorse stock sales.
- 9/1 District Engineer discusses future highway plans.
- 11/3 Resources and Development speaker at mass meeting for IDC.
- 11/17 Sixty persons and business firms pledge \$45,450 to IDC.
- 12/1 Cash pledges to IDC reach \$64,000.
Industry to employ 50-100 men interested in Ava.

1956

- 1/12 Carnation Company has spent \$12,000,000 in Douglas County in past ten years. "Our position in Ava is sound and we will continue to offer a good market."
- 2/2 IDC obtains 35 acres industrial site for \$20,380.
- 2/23 IDC asks for 40 percent payment on pledges.
- 3/22 Candidate for Congress indicates Ava drying up - gets reaction.
- 5/2 Rawlings Sporting Goods to locate in Willow Springs to employ 375.
Chamber to hear Springfield Chamber Secretary and businessman.
- 8/30 "Douglas and Taney Counties included in Farm Aid Plan. Designated as pilot counties in Federal Experimental Program."
Will add two county agents and one additional home agent.
- 9/6 IDC will play a big role in industrial growth.
- 9/30 County Agent to work with development group as result of designation as pilot county. Resources and Development representative in town to consult with agent and IDC agent will supervise a number of surveys - available labor, natural resources.
- 12/13 Highway 5 may be relocated between Ava and Mansfield, engineers taking a look at old abandoned railroad right-of-way.
- 12/20 Extension office planning surveys to determine needs of agriculture and available labor.

1957

- 1/10 District Highway Engineer discusses relocation of Highway 5, quoted as saying, "If you want highways, don't shoot us in the middle; come out and say what you want." He also said, "Douglas counties designation as a pilot county has caused a greater demand for improvement of Highway 5."
- 2/21 Lime quarry being opened. \$150,000 equipment installed.
- 3/28 Construction on Highway 5 slated for 1959.
- 4/11 Pilot county survey to begin - only county in state to be surveyed.
- Frisco representative talks to Chamber of Commerce on what a community can do to attract industry. 200 attend dinner. Recommended industrial brochure and cited disadvantages of city - lack of natural gas, railroad and a minimum number of people. Suggested county cooperate fully in pilot program.
- 4/25 Survey shows 34 percent of men in county available for employment - also 20 percent of the women.

	Farm	Non-Farm
Men under 30	3%	9%
30-49	37%	17%
50-64	35%	21%
65 and over	24%	52%

- 6/6 New Highway 5 on 1958 road program to be completed a year from July 1.
- 6/20 Planned road will shorten distance 3 miles.
- 7/18 Douglas county iron mine producing 100 tons of ore a day.
- 9/3 Another iron mine starting. \$125,000 investment in equipment. Weekly payroll \$1,000 to \$1,500.

1958

- 2/13 "Ava will live or die depending upon Chamber of Commerce," former resident tells Chamber of Commerce. "Progress is not inevitable; anything worthwhile takes effort."
- 4/17 Minnow trap manufacture to begin here.
- 4/24 IDC to meet May 1.
- 5/8 Chamber of Commerce details contacts made regarding industry.

- 6/5 Rural Development committee to hear agency men outline technical assistance - needs.
- 9/30 Response to employment questionnaire is scant, only 160 returned, all are urged to fill out forms and return.
- 12/4 Holden man says, "City improvements are needed to attract industry."
- 12/18 Sentinel Wood Treating Plant to locate here on IDC property.

1959

- 1/29 Area Redevelopment bill would benefit Douglas County.
- 3/12 Mass meeting of Ava business men and women called for Monday night, sponsored jointly by Lions and Kiwanis Clubs. The meeting has been motivated by the fact that the Chamber of Commerce has been unable to obtain leadership for the coming year. Members of the two civic organizations feel that a well represented meeting could determine the interests and willingness of the business interests of Ava to continue a program which many feel is mandatory for a successful community. March meeting of Chamber was not held due to lack of business support.
- 3/26 Progress reports by Rural Development subcommittees for dairy, livestock, new industry, tourist trade, and adult extension.
- 4/2 First meeting of Chamber of Commerce under new regime. Fast moving program planned. Report of Rural Development survey - How do you rate AVA?
- 4/9 Chamber of Commerce drive nets 167 members and \$916--72 business houses and 95 individuals.

Wood treating plant to begin operation within two weeks - employ 10-15 men initially, up to 30 later.
- 5/7 Industrial fact sheets issued by Chamber of Commerce.
- 6/11 Rural Development Conference--3rd year of organized effort for self-analysis, self-help, progress and independence.
- 6/18 Tourist make up big industry--help them spend a day in Ava.
- 7/19 Editorial - "Are we pulling strongly enough to open wider opportunity doors?"

- 9/17 Rawlings Company to locate factory in Ava, employ 250-300--
success within our grasp.
- Editorial - "The long awaited answer has arrived--Will require \$200,000 to \$250,000.
- 9/24 Mass meeting October 1 to start stock sale drive. Engineers told to plan water and sewer expansion for city with population of 3800 with 20 years.
- 10/8 November 1, deadline for \$150,000 cash and pledges must be \$80,000.
- 10/15 Factory fund needs help.
- 10/22 Clearing land for factory. Stores will close October 30 to sell stock.
- 10/29 City water and sewer elections vote set for November 24. 539 have bought or pledged stock. Former residents buy \$3,625 in stock in a week. Sales now at \$183,025.
- 11/5 Stock sales now \$230,975--purchases by 1018 persons.
- 11/12 Factory stock sale within \$17,000 of goal. Building specifications go to bidder.
- 11/19 Stock sales at \$237,425.
- 11/26 Water and sewer bonds pass: Water works 529 for, 5 against; Sewer 543 for, 4 against. Last major hurdle to locating Rawlings Company. Retail sales up 15 percent in last 4 years.
- 12/3 Metropolitan paper unhappy because tiny Ava gets factory. Factory bids higher than expected. Low bid--\$255,500. Sales now at \$239,050 on a goal of \$250,000.
- 12/17 More nonresidents buy stock.
- 12/31 Contracts let for 56,000 sq. ft. factory space. Base bid \$216,643, Site \$22,000, Grading \$15,000, Architect \$10,000, Total \$263,643.

1960

- 1/14 Out-of-town speaker tells Chamber of Commerce, "You have accomplished what most of us thought was impossible." "You had a cause, you accepted the challenge and made a commitment." "City dies only when the people in it are not willing to help it grow and prosper."

- 2/18 Youth think factory is a start of growth, but push must continue.
(Evaluation.)
- 5/19 Advance census report shows Douglas County lost 23 percent of population between 1950 and 1960. Ava dropped from 1611 to 1582.
- 7/14 Editorial - "New Era for Ava."
- 7/28 Rawlings to start hiring on August 3 and 4.
- 8/4 440 apply for work.
- 8/25 Second change in Chamber of Commerce leadership in a year.
- 10/13 Only 24 attend Chamber of Commerce dinner meeting.
- 11/2 State Industrial Grand Award to Ava, presented by Governor Blair.
- 12/1 Dedication of factory set for December 9.
- 12/8 Economic potentialities of Douglas County to be discussed by Rural Development Council.
- 12/15 Community Development prospects for 1961 planned at Rural Development meeting.

1961

- 2/2 Versailles businessmen visit area to see how we did it.
- 4/27 Rural Development Council quarterly conference. "The community has demonstrated we can get what we want when we unite our efforts and work for a common cause."
- 5/11 Industrial Development Corporation elects directors
160 now working at factory to reach 200 by June.

Boosters Club organizes, no dues, no money raising, volunteer to help other clubs.
- 7/12 Rawlings asks for more space, original building 56,000 sq. ft. need 34,000 more. (1400 individuals participated in original drive.)
- 7/27 Area Redevelopment Program extended to Douglas County.
- 8/3 ARA participation will require preparation of an Overall economic Development Plan.

- 8/10 Meeting to discuss ARA assistance.
- 8/17 Rural Development pilot county group changes name to Douglas County Rural Area Development Council.
- 9/28 First step in approval for \$125,000 loan request to expand Rawlings plant. Will create 100 new jobs.
- 12/28 To receive bids for factory addition on January 19.

1962

- 1/4 ARA Makes \$81,250 loan to Industrial Development Corporation for factory expansion. Will be supplemented by an additional \$43,750 in local funds including loans from local Citizens Bank and First National Bank of St. Louis. First ARA loan in Missouri.
- 1/25 Factory bids too high - no contract.
- 2/8 Vocational training available under ARA.
- 3/29 Order to Spalding to sell Rawlings firm upheld by court.
- 5/3 Annual meeting of Industrial Development Corporation.
- 5/17 Factory payroll passes \$11,000 per week.
- Indications that Ava and Douglas county have quit losing population.
- 7/5 Rawlings factory addition to be completed tomorrow, 90,000 square feet in use now.
- 7/26 St. Louis Union seeks to organize Rawlings.
- 8/9 Chamber of Commerce budget over-subscribed by \$1,093.75.
- 12/6 Area Development meeting December 4 to list accomplishments and set objectives for 1963.
- 12/6 Development council is told, weekly payroll of the two plants exceeds \$13,500.

1963

- 1/10 University speaker says "Communities like Ava set examples for others--but don't start coasting."
- 3/7 Kraft plant has been in Ava 22 years. 25 contract haulers and eight employees.
- 5/2 Industrial Development stockholders meeting.
- 8/22 Sale of Rawlings not to affect management.

9/26 Plans under way for a new Spalding plant in Ava.

11/28 Spalding company to construct their own building.

1964

1/2 Residence owned by Industrial Development Corporation to be sold and moved to make way for 50,000 square foot factory building by Spalding Company.

1/9 Work starts on \$281,000 factory building for Spalding.

**Chronological Record of
ACTIVITY FROM NEWS HEADLINES
Douglas County
1944-1964**

1944

- 1/13 Ava Canning Company processor of tomatoes and beans.
County population drops 3,790 from April, 1940 to November, 1943.
- 4/6 New ideas of government find slow going in Ozarks.
Dairy farming has largely replaced the row crop system.
- 8/24 City buys 20 acres for a dump ground for \$300.
- 9/28 County now has 159 miles of State Highway; Engineer says traffic on Highway 5 north and Highway 14 east does not indicate the need for hard surfacing.
- 10/26 Carnation Milk Plant to expand.

Highlights--1944

No public expression of need for industry other than agri-business, still concentrating on canning and expansion of dairy business. General interest in improved roads. City shows foresight in buying city dump area.

1945

- 1/11 Chamber of Commerce cooperating with Extension to promote Soils and Crops Conference. No mention of industry.
- 2/1 Locker Plant opened.
- 2/22 U. S. Forest Service turns over \$282.31 from timber sales.
- 3/22 First Annual Special Forestry Edition of local newspaper.
Kraft buys Bender (1939) Cheese plant.
- 5/31 Carnation now evaporating milk at Ava.
- 8/16 Meeting to discuss home delivery of mail.
- 9/29 Number of farms decreases by 418 since 1940.

County ranks third in milk subsidies behind Greene and Lawrence Counties.

12/13 City Limits extended.

Council moves to extend water service.

Highlights--1945

Chamber of Commerce supporting agriculture and agri-business. First special edition of local paper dedicated to Forestry. Number of farms decreasing; dairy processors expanding; Kraft and Carnation in cheese and evaporated milk business. City limits extended to give water service.

1946

2/14 Kraft to furnish chain saws to farmers for use to enable them to keep pasture land in better condition and thus improve production.

2/20 Health Council organized.

3/7 Speaker at Chamber of Commerce tells members, "We in this country have to learn how to live together."

5/23 Cheese plant changed to Blue Moon Company.

6/6 Industrial Survey of Douglas County completed for Missouri Department of Resources and Development.

6/20 Community Canning Center at school.

8/22 Mayor states that Ava is a good town, a big town, a growing town, and now stands at the crossroads of progress or stagnation.

9/5 City passes bond issue 400 to 84 to purchase electric system (not implemented, until years later).

11/28 Dairy income trebled in 5 years 1940 to 1945. From \$411,522.00 to \$1,351,722.00.

Highlights--1946

Independent cheese plant changes hands; state agency makes industrial survey; speaker at Chamber of Commerce stresses learning to work together. Mayor says town is at a crossroads--progress or stagnation. Vote to buy electric system. Dairy income still rising.

1947

- 3/27 One of the most widely discussed activities at annual Chamber of Commerce meeting was that of securing industries for Ava.
- 4/10 Secured new fire engine (9/45).
- 6/26 Balanced farming ring to be established; local merchants to match state funds.
- 8/7 Tri-County Association proposed to promote Howell, Ozark and Douglas Counties.
- 8/21 Three milk plants operating in Ava.
- 10/2 Chamber of Commerce making labor survey for Resources and Development Commission to see how many would be interested in factory employment.
- 10/9 Town selects Redbud tree; orders 2,000.
- 11/6 All stores close on Wednesday afternoon to plant trees.
- 11/13 New classrooms added to high school.

Highlights--1947

Chamber of Commerce concerned about industry, consider three-county association; make labor survey; beautification starts with redbud planting session; all stores close to help.

1948

- 2/5 Chamber of Commerce membership drive results in 325 members and projects discussed were landscaping, budget of \$750.00, the Public Square, parking relief, sales lots for farmers produce, possibilities for tourist accommodations, and public toilets.
- 4/8 County Court dissolves last of Special Road Districts.
- 4/15 Vocational Agriculture Department largest in the state.
- 4/8 Voters pass School Levies 102 to 10.
- 5/13 Chamber of Commerce endorses one-way traffic around square.
- 5/20 Women accept the Mayors Challenge that the women of Ava can get anything done they want done. The various women's clubs of Ava and the Ava Churches met and worked out an outline of the things they believed would be a benefit to Ava.



An aerial view of the city of Ava; population 1585; the only incorporated town in Douglas County.

(The Mayor stated at a meeting of the Lions Club that it would be only through the cooperation of every citizen in Ava that any program could be carried out and urged that the women take the lead in the things they wanted.)

The various clubs and churches sent two representatives each and made seven suggestions as follows:

1. Pick up and delivery system for garbage and trash
Once every three months in residential areas
Weekly in business district
Suggested circular drive at dump to protect tires
2. Dog tax to pay for trash pickup and eliminate unwanted dogs. All dogs to be vaccinated for rabies.
3. Enforce weed control ordinance - cut and bill.
4. City-wide fly control with DDT.
5. A zoning ordinance to prevent low-cost buildings in certain areas.

- 6. A Ladies Lounge - Community room in Courthouse or over post office.
 - 7. City beautification program with contests.
- 5/27 Thirty-sixth Annual Singing meet a big success.
- Summer play program on school grounds sponsored by Chamber of Commerce and Lions Club.
- 6/3 Picture of week for beauty spot and improvements.
- 6/24 Survey shows 753 in Ava school district employed. Three milk plants employ 134, school 53, REA 26 - balance farmers, and retail trades and services.
- 8/12 Milk plant manager states farming offers unlimited opportunities for youth.

Highlights--1948

Chamber enthusiasm high; record membership; budget \$750. Chief concern with traffic on square and parking problems. Women outline seven-point program for city improvement. Sentiment still strong to concentrate efforts on improving agriculture.

1949

- 1/6 Soils and Crops Conference sets record; 350 present.
 - 1/20 Veterans seek course in carpentry for Ava schools.
 - 2/17 232 attend poultry improvement day.
 - 3/3 Furniture store takes over skating rink.
 - 3/10 Chamber of Commerce annual meeting discussed the problems of parking, methods of dressing up stores to make them more attractive; the possibilities of new industries for Ava.
- Lions Club offers to help establish a second service club.
- 4/14 REA lines to be extended east of city.
 - 4/21 Milk volume up 12.8% but cattle numbers going down.
 - 4/28 County school board proposes consolidation 110 districts into 13 districts. Districts R 8 and R 9 carry leaving 103 districts.
 - 6/9 Chamber of Commerce endorses Natural Gas for Ava.

Nine-hole golf course to be built.

- 6/16 Kiwanis Club obtains charter.
- 6/23 Asphalt work on Highway 14 west of Ava.
- 9/15 New telephone switchboards installed.
- 12/1 New Street lights on square.

Highlights--1949

Still concerned with parking. First school consolidation effort reduces total number of districts from 110 to 103. Interest in recreation facilities; street lights and improved phone system comes out into open.

1950

- 1/26 Conservation Federation Club organized
- 2/2 County to receive \$707.00 from U. S. Forest sales.
- 2/16 White River Valley Cooperative to build 250 miles of lines in Douglas County.
- 3/9 Bids received for new post office.
- 3/23 City Limits extended.
- 4/13 City cleanup drive proposed.
- 5/18 In spite of rain, over 500 cars visited the Azalea Fields 20 miles southeast of Ava.
- 6/1 2,500 attend May Singing Fete.
- 6/8 Population loss to cut salaries of county officials.
- 6/29 New drug store to open.
- 7/20 Ava Sales Company to open new barn.
Roadside park to be developed; maintained by State Highway Department.
Possibility of a furniture factory.
- 9/7 Council starts blacktopping Ava streets.
Chamber of Commerce names Industrial Committee

- 9/25 Trappist Monks establish a New Priory on Bryant Creek near Evans.
- 11/9 Revived interest in local ownership of electric distribution system. (Bonds voted in 1946 - not used)

Highlights--1950

Population loss hits salaries of county officials. Interest in beautification of city increases. New interest in retailing. Chamber names industrial committee. Interest revived in owning local electric system.

1951

- 1/25 Highway Department approves blacktop on Highway 14 east of Ava.
- 2/15 "What may prove to be the most important Chamber of Commerce meeting for many years was held Friday night last week at Lethco Cafe." The problem of industries for Douglas County was discussed and the moving out of the community by the Reed-Harlan Wholesale Grocery Co. Interest on part of a handle factory reported, needs \$2,000 to get started.
- Dairy day attracts 300 despite freezing rain.
- 3/1 \$72,500 bond issue for grade school approved 323 to 23.
- 3/8 County Court retires Courthouse bonds.
- 3/15 Chamber of Commerce to raise membership of businessmen to help attract industry.
- 3/20 Twentieth Century Foods installs \$50,000 whey-drying plant.
- 4/5 Dinner meeting to talk industries.
- 4/19 Chamber of Commerce speaker asks, "How can people who will not take the trouble to acquaint themselves with community problems, hope to aid in solving the problems?"
- Industrial committee is corresponding with a St. Louis Garment Manufacturer - would require 15,000 sq. ft. floor space.
- 5/10 Court asks estimate for County Jail.
- Lions Club provides playground equipment.
- 5/31 Ozarks sprout clearance demonstration set for June 2-3.

USDA shows trend to large farms in Douglas County.

6/14 Chamber of Commerce to investigate Broiler Industry. The matter came up when the chamber was discussing industries that might be brought to Ava.

6/21 Ten reorganized school districts proposed by County School Board.

6/21 Gates to Bull Shoals Reservoir to close on July 1.

6/18 Handle factory seeks location - Chamber of Commerce making a survey of available timber.

6/28 Kraft buying Grade A milk at Mtn. Grove, receiving station at Ava, trucked to Mtn. Grove.

7/5 Architect hired to plan new jail.

7/12 Chamber reports enough hickory to run a handle plant, but company has made arrangements to continue operating in Arkansas. Local men indicate an interest and chamber indicates it would be better to work with local people.

Chamber to make broiler information available to farmers but not urge them to enter the industry.

Possibility of a small hospital discussed.

7/19 Outstate Missouri loses one State Senatorial District.

7/26 Blacktopping and oiling of streets by special ordinance.

Bull Shoals gates close on July 23.

8/2 Voters to decide on \$50,000 in bonds for city needs to extend sewers, water system and erect new Municipal Building.

8/9 District R-2 accepts reorganization 65-37; Ava rejected 51-181.

8/16 Broiler industry to be discussed.

Two more firms interested in Hickory Handle operations.

8/30 Speaker paints a bright picture for future of broiler industry in Ozarks. (But he urged no one to go into the business if the production of one bunch of broilers at a loss would break them.)

Voters approve sewer 104-23, water 105-21, reject municipal building 83-42.

9/20 Teacher employed for Industrial Arts.

- 11/1 County Agent sees bright future for Dairy Industry: "There are 160,000 acres in Douglas County which now produce only brush, broomsedge, and tickle grass - all of which will produce excellent pasture when properly fertilized and seeded."

Highlights--1951

Wholesale grocery moves out; interest high to obtain an industry. Courthouse paid for; start talk of new jail. Streets being blacktopped. Additional school districts reorganized. Handle factory nibbles and backs out, but chamber makes survey; determines adequate supply of hickory.

1952

- 1/3 The Soils and Crops conference scheduled.
- 1/10 Broomsedge to be topic at Soils and Crops meeting.
- 1/17 Farmers interested in having a feeder cattle sale next fall.
- 1/24 Show-Me Corp. puts price of \$138,832 on Ava Electric System.
- 2/7 Shoe Factory is available, Chamber meets to discuss \$20,000 loan at 3 percent, to employ 40-50 persons.
- 2/14 Prospect of grape growing discussed.
- 2/28 County buys lots for Jail site, just east of Court House.
- 3/6 Surface mining of iron ore started on two farms.
- Water and sewer bond issues declared invalid, insufficient time for advertising.
- County receives \$1,034 from Federal Timber Sales.
- 3/20 Eighth Annual Forestry Issue.
- 4/8 Sewer bonds carry 278-59, water 271-59, municipal bldg. 233-101.
- 5/15 Chamber of Commerce to discuss a proposed Adv. Folder.
- 5/22 40th Annual May Singing Event.
- 5/29 Blacktopping Highway 76.
- Two men representing district industrial firms will be present to discuss possible expansion in Ava.

7/10 Legion receives \$1,000 from state to complete Memorial Bldg.

7/17 463 more homes to receive REA.

8/7 Irrigation started on D. J. and Jack Mackey farm near Rome.

8/28 Milk receipts setting new records at three Ava plants.

10/2 Table Rock dam to be started October 10.

1072 head feeder cattle sold.



Farmer owned and operated Co-op. Feeder cattle and feeder pig sale pens at Ava, Missouri.

Highlights--1952

Chamber considers shoe factory but doesn't connect. Bonds for sewer and water expansion carry; new municipal building. REA expanding rapidly in county. Tourist traffic to Bull Shoals picking up. Feeder cattle sale started.

1953

3/12 Chamber talks of Industrial Fund to gain manufacturers interest.

3/19 Bank deposits reach \$2,539,000 average \$201 per person.

- 3/26 Industrial group working on funds.
- 4/9 Complete 2,300 feet of water main extension.
- 4/9 Offer to pay \$100,000 for electric system.
- 5/28 Blacktopping Route 95.
- 8/13 Plans complete for hickory handle plant in Ava.
- 9/3 831 students in Ava Schools, down 25 from last year.
- 9/24 Retail sales in Douglas County reach \$5,439,000 in 1952.
 - Rural School enrollment 1446, at end of school last year was 1647.
 - 278 head of feeder calves at auction sale.
- 10/1 Kraft to build ultra-modern receiving station just west of present Cheese Factory (Main and Lyle Streets). Indicates faith in future of dairy farming production of region.
- 10/15 Missouri State Livestock Producers Association formed in Ava to seek price supports for cattle.
 - Extension office faces possible shutdown for lack of funds, Chamber appoints committee to raise funds.
- 10/29 Hay relief program in full swing.
- 11/5 751 sign for hay relief.
- 11/19 1033 farmers receiving hay relief.
- 12/10 State to add 136.5 miles of local roads to state system.
- 12/31 140 attend Soils and Crops Day.

Highlights--1953

Chamber thinking of raising money to help attract industry. School enrollment dropping but retail sales rising. Drought severe. Extension funds short; Chamber of Commerce steps in. Kraft expands; indicates faith in future of dairy production in region.

1954

- 2/7 Iron ore washer installed seven miles north of Ava.
- 2/18 Dairy interests to fight orders reducing parity.

- 2/25 City's 65 new street lights turned on.
 Chamber gives site for Purebred Hereford Sales.
- 3/4 Two local men buy small electrical equipment plant at Willow Springs.
- 3/11 Chamber of Commerce begins plans for incorporation.
- 4/11 Chamber of Commerce meeting. Slogan: "Get a Factory this Year." "Attracting an industry seems to be the uppermost thought of most businessmen."
 65 percent of the county still in forests.
- 5/6 Hereford Association to have first sale in new ring.
- 5/13 2,000 attend 42nd Annual Douglas County Singing.
 New golf course will open this week.
- 6/3 Council okay's widening four bridges in city.
- 6/10 Chamber recommends a Park Board.
- 6/17 Dairy Day set.
- 7/15 Industry hunting location looks for town spirit.
- 7/29 6,000 attend dairy festival day.
- 8/5 Outstate Missouri gets lions share of new industries.
- 8/19 City water supply is low.
 County farming program is recognized nationally.
- 9/23 568 feeder calves sold.
- 10/14 Six employees left at Kraft Ava plant after cheese making ends.
 Milk being transported to Springfield by truck.
- 10/28 Industrial payroll group begins fund raising campaign - goal \$120,000 (after 17 contacts have \$21,000 pledged).
- 11/4 Vote for new jail bonds fails 979-792 (needed 202 more).
- 11/11 City limits extended only 49 ballots cast. 46-3 in favor adds 15 more houses to the city.
- 11/25 Douglas county receives \$862 from Federal Timber Sales.

Highlights--1954

“Get a factory this year the Slogan“. City water supply low. Kraft closes cheese plant; only six employees left; milk being transported to Springfield. Group starts to raise \$120,000 to attract an industry; jail bonds fail.

1955

- 1/6 Milk production reached 77,544,009 pounds in 1954.
- 1/13 T/K Manufacturing Company makes first shipment of Electrical Receptacles - 39,700 units.
- 1/27 17 percent increase in rural electrification in one year.
- 2/3 Water lines extended to new city areas.
200 dairymen attend meeting.
- 2/25 Enforcement of city dog ordinance to start April 1.
- 3/3 Director of Missouri Resources and development to speak to Chamber on industry.
- 3/10 Charter member of Chamber of Commerce reports:
Chamber sponsored first Douglas County Fair 1935,
Chamber provided funds for U. S. Forestry Building site,
Chamber promoted balanced farming rings and dairy day,
Chamber promoted organization and extension of REA,
Chamber promoted purchase of electric system.
- 3/31 Chamber considers forming an Industrial Development Corporation (IDC).
- 4/1 Chamber authorizes \$100,000 IDC.
- 4/28 Dairy farmer in cost-price squeeze.
Prospects for a feeder pig sale discussed.
- 5/12 IDC organizes.
- 6/2 Chamber of Commerce nears record membership.
- 6/23 Attendance at Third Annual Dairy Festival estimated at 7,200.
- 7/7 Recreation area discussed (Lake site for Conservation Commission)
- 7/7 Plan fund drive for IDC.
- 7/21 Stock sales reach \$15,800.

- 8/11 Clubs endorse stock sales (Lions and Kiwanis).
- 9/1 District Engineer discusses future highway plans.
- 9/1 School enrollment down to 816.
- 9/29 782 feeder cattle sold.
- 10/27 Twentieth Century Foods installs Grade A receiving equipment.
- 10/27 Conservation Commission turns down Lake site.
- 11/3 Resource and Development speaker at IDC mass meeting.
- 11/10 County Court expresses desire to keep Extension Office open.
Will provide more funds if available at end of calendar year.
- 11/17 Highway 5 association gets under way with meeting at Camdenton.
60 persons and business firms pledge \$45,450 to IDC.
- 12/1 Cash pledges to IDC reach \$64,000.
Industry to employ 50-100 men interested in Ava.
Ava local of sanitary milk producers to hold annual meeting to discuss threat of changing methods of buying milk.

Highlights--1955

Small electrical plant manufactures receptacles for awhile. City dog ordinance enforced. State Industrial Director speaks to Chamber. Drive launched to form an Industrial Development Corporation. Goal set for \$100,000; membership increases--optimism increases. Highway 5 Association formed to benefit from tourist business to lake areas. Another industry considers Ava, but doesn't locate. Pledges of \$64,000 secured.

1956

- 1/12 Carnation Company has spent \$12,000,000 in Douglas County in past ten years. Our position in Ava is sound and we will continue to offer a good market.
- 2/2 IDC obtains 35 acre site for \$20,380.
- 2/9 1954 Census of Business just released indicates a 29.3% gain in retail sales between 1948-54.
- 2/23 IDC asks 40 percent payment on pledges.

- 3/1 School reorganization plan would consolidate 70 districts into 3.
- 3/8 Group considers swimming pool.
- 3/8 City to invest surplus funds in U. S. Treasury bills.
- 3/15 Petitioners ask swimming pool bond election.
- 3/22 Candidate for Congress indicates Ava drying up--gets reaction.
- 3/29 School reorganization approved in R-1 by 119 vote margin. 36 districts consolidated.
- 5/2 Rawlings Sporting Goods to locate in Willow Springs; to employ 375.
Chamber to hear Springfield Chamber secretary and business-
man.
- 5/10 First stock car races held.
- 6/7 New sidewalks for Jefferson Street--636 feet.
Ava man raising 13,000 turkeys.
- 5/31 Voting record set as 615 ballots are cast.
For swimming pool 298--against 321.
For water improvements 335--against 232.
- 7/5 245 people in county getting social security--\$9,420 per month.
Saddle Club organized. Horses in county 221, mules 17.
- 7/12 Only 48 turn out to hear Chief Engineer of Highway Department.
- 8/16 School tax levy approved 439-314. Levy to \$2.15.
- 8/30 Douglas and Taney Counties included in Farm Aid Plan.
Designated as pilot counties in Federal Experimental Program.
Will add two county agents and one additional home agent.
- 9/6 IDC will play a big role in industrial growth.
- 9/29 County agent to work with development group as result of designation as pilot county. Resources and development representative in town to consult with agent and IDC agent will supervise a number of surveys--available labor, natural resources.
- 10/1 Douglas County Extension Council officially accepts the opportunity to become one of three pilot counties in Missouri in Rural Development Program.

- 12/13 Highway 5 may be relocated between Ava and Mansfield, engineers taking a look at old abandoned railroad right-of-way.
- 12/20 Extension office planning surveys to determine needs of agriculture and available labor.

Highlights--1956

Industrial Development Corporation buys 35-acre tract. Swimming pool proposed but loses at poll by record vote turnout. Congressional Candidate stirs local people by indicating Ava is drying up. Thirty-six more school districts consolidated. Chamber continues to invite outside speakers to discuss industry. Only 48 turn out to hear Chief Engineer of Highway Department. Douglas County Extension Council accepts the opportunity to become one of the three pilot counties in Rural Development in Missouri. Extension Service places two additional men agents and one additional home agent in the county.

1957

- 1/3 County agent to visit east part of county each Friday to meet farmers at store at Twin Bridges on experimental basis to see if more people can be served.

Dairy represents 58 percent of farm income in county.

- 1/10 Engineer discusses relocation of Highway 5. Quoted as saying "If you want highways don't shoot in the middle, come out and say what you want" also commented that "Douglas County's designation as a pilot county has caused a greater demand for improvement on Highway 5."

Possibilities of a Centennial Celebration mentioned at meeting.

- 1/17 Another school reorganization plan proposed.

- 1/31 Teenage club for youth recreation organized.

- 2/14 County school reorganization rejected.

Public meeting called to set date for Centennial Celebration.

- 2/21 Lime quarry opens - \$150,000.00 equipment.

Only 24 attend meeting regarding Centennial. "Question, will Douglas County rise to the occasion?"

- 2/28 Centennial to be climaxed at County Fair September 5, 6, 7.

Douglas County receives \$2,185.00 from National Forest Timber sales.

3/7 Delegation of citizens asks council for street lights and wider streets.

3/14 After three months as pilot county, 130 farm families participating in Rural Development Program.

1. The agent works with individual farm family and the family diagnoses problems.
2. The farmer receives help in determining what information applies to his farm and adjusts information to his farm.
3. The family is given help in working out the best solution to its problems by exploring all possible opportunities evaluating the alternatives and encouraging the family to select the one that is best for it.
4. Help is given in determining the capital and skills needed to make the particular change.
5. Now possible to work with many new families - no fees required. Agent says "it is little different from Balanced Farming, but we are now able to reach many more families."

3/21 First annual meeting of Highway 5 association at Lebanon.

3/28 Construction on Highway 5 slated for 1959.

The Industrial Development Committee reports a manufacturer decided against locating a branch plant in Ava because of the extremely crooked highway between Mansfield and Ava. The company would reconsider at a future date if this handicap were overcome. The community immediately took the problem to the State Highway Commission. It was pointed out to the Commission that the county was a Pilot county in rural development, but could do little about developing the area without a modern highway.

4/4 Phone company plans rural extension.

"Look at our cold, filthy jail."

\$20,000 in water bonds approved by vote of 474-117.

Survey of farm conditions to start April 15.

4/11 Only county in state to get a survey. USDA and University personnel to conduct the survey.

Representative of Frisco railroad talks to the Chamber of Commerce. Subject: What a community can do to attract industry. 200 attend the dinner. Speaker recommends an Industrial Brochure. Cited disadvantages of Ava-lack of natural gas, railroad, minimum number of people. Suggested the county cooperate in the pilot program.

Old log cabin assembled on the square for centennial.

4/18 Highway 5 association holds meeting at Calico Rock, Ark.

4/25 Survey reveals 34 percent of men and 20 percent of women available for employment.

	Farm	Non-farm
Under 30	3%	9%
30-49	37%	17%
50-64	35%	21%
over 65	24%	52%

5/2 Annual meeting of IDC.

5/30 Disaster headquarters set up to help tornado victims. Disaster is excuse for con game- collecting aid for victims. New bleachers erected at City Fairgrounds.

6/6 Highway department announces Highway 5 relocation moved up to 1958 road program--to be completed a year from July 1.

6/20 Planned road will shorten distance by three miles.

7/4 Tentative plans for street improvements.

7/11 New floodlights system for fairgrounds. (Floodlights and bleachers cost \$18,500.)

7/18 Douglas County mine (Patillo) producing 100 tons of ore per day.

7/25 Social Security to \$11,710 per month. 258 beneficiaries, 43 more than last year.

8/1 Fourth anniversary of electric system ownership. Assets nearly doubled in four years of operation.

8/8 Historical Edition of Local Paper.

9/19 REA makes \$858,000 loan to phone company.

10/3 Denlow Iron mine begins operation. \$125,000 investment, weekly payroll of \$1,000 to \$1,500.

- 10/31 Phone service for rural residents to be discussed.
- 12/5 Dairy council organized. Goal is to increase production per cow and promote economical dairy farm units. Supported financially by the Chamber of Commerce.

Highlights--1957

A comprehensive survey conducted by University Extension Service and U. S. Department of Agriculture. Fairgrounds extensively improved. Industry Committee misses industry because of crooked highway; takes problem to State Highway Commission. Commission plans construction for 1959; reconsiders and puts improvements in 1958 program. Rural program still concentrating on individual farm families. Teenage recreation getting attention. Still talk of correcting jail condition. Phone expansion in the air. Survey reveals 34 percent of men and 20 percent of women available for employment. Social Security increasing in county.

Douglas County Dairy Council organized to improve on quality of cattle and efficient operating units.

1958

- 2/13 No bond issue necessary to build six new classrooms on elementary building.

“Ava will live or die depending upon Chamber of Commerce,” native son tells Chamber meeting. “Progress is not inevitable; anything worthwhile takes effort.”

Planting of shrubbery and trees in Women’s Club project.

- 3/29 County votes 1454 to 30 in favor of an increase from 50¢ to 75¢ for county revenue.

R-9 school district annexes to Ava R-1. Becomes one of largest districts in the state.

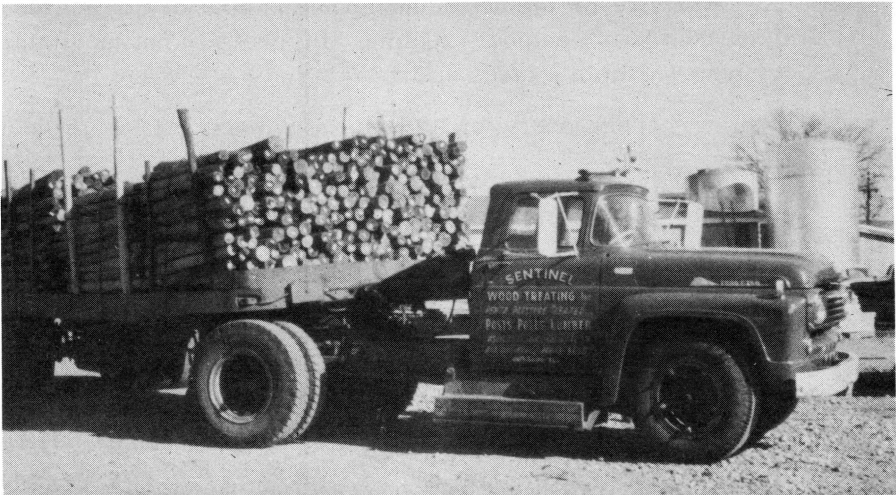
- 4/17 Manufacture of minnow traps to begin here.

- 4/24 IDC to meet May 1.

- 5/8 Chamber of Commerce details contacts made regarding industry.

- 5/22 R-1 school board calls a public meeting to discuss new building needs.

- 5/29 150 persons indicate agreement to construct a new high school unit.
- 6/5 Rural development committee to hear agency men discuss technical assistance and needs.
- Subcommittee with members from all over the county will be named.
- 6/12 Call for bids on Highway 5 construction.
- 7/3 School bonds issue fails 898 for 451 against (needed 2/3)
Small business training course planned.
- 7/10 Chamber of Commerce to work on tourist trade.
- 7/31 High school bond issue defeated second time. 1173 for - 952 against.
- 8/28 Social Security benefits \$217,000 annually. 430 recipients and increase of 172 over last year.
- 9/25 Feeder cattle sale handles 809 head.
- 9/30 Response to employment questionnaire is scant. Only 160 returned, everyone urged to fill it out if interested.
- 12/4 Holden man says city improvements needed to attract industry.
- 12/18 Sentinel Wood Treating Plant announces plans to locate on IDC tract.



A load of penta-treated posts at the Sentinel Wood Treating plant at Ava, Missouri.

Highlights--1958

"Progress is not inevitable, anything worthwhile takes effort." County votes 1,454 to 30 to increase county revenue levy from fifty cents to seventy-five cents. Numerous industrial contacts. High school bond issue fails twice. Social security to 430 recipients.

Too many people were apathetic about the community's future. By using the information made possible by the 1957 survey, census reports and many other sources of information, the community leaders were able to point out the counties real problems and possible solutions.

The first five months of 1958 were devoted to an awareness and involvement program. An honest effort was made to reach every organized group of people in the community, to inform them and seek their cooperation in helping to solve these problems.

On June 10, at a community-wide meeting, a Community Development Council was formed and they elected a Steering Committee who in turn elected a chairman, vice chairman and a secretary.

Sub-committees on Dairy, Feeder Cattle Production and Marketing, Industry, Tourist Promotion and Education were established to take action in an overall program in Community Development. An Advisory Committee made up of related agencies in the community such as FHA, ASC, USFS, Vocational Agriculture, Welfare Extension served the council as technical assistants.

Two adult educational courses were held with 51 completing the 10-week courses. This committee has had several other adult courses and will continue to plan for others.

1959

- 1/1 School reorganization proposed in R-1 and R-2; 5th proposal in 10 years by county board; public meeting had been planned to allow citizens to present views but sudden action of board cancelled this.
- 1/15 Two-year temporary approval given for continuance of Ava Vocational Agriculture, farm mechanic shop (building) problem.

1/22 How does Ava rate?

Questions being mailed to all residents by Rural Development Committee at expense of Chamber of Commerce.

School reorganization plan disapproved by state.

1/29 County is faced with declining milk production.

“Is the little guy in dairying headed for economic doom?”

Fewer farmers, fewer cows, higher production per cow.

Area Economic Bill would benefit Douglas County.

2/5 200 bed emergency hospital accepted for storage.

Shoppers Park for downtown planned by Garden Club.

2/19 Revised school reorganization plan submitted.

Urge return of Rural Development questionnaire.

3/5 Schools rated AA but large classes and unsafe buildings cited.

3/12 Highway study calls for expenditure of \$7,500,000.00 on 84.1 miles of road in county.

Mass meeting of Ava businessmen and women called for Monday night (sponsored jointly by Lions and Kiwanis Clubs). The meeting plans have been motivated by the fact that the Chamber of Commerce has been unable to obtain leadership for the coming year and members of the two civic organizations feel that a well-represented meeting could determine interest and willingness of the business interests of Ava to continue a program which many feel is mandatory for a successful community.

March meeting of Chamber was not held. Lack of support by businessmen cited.

3/19 County school plan again; disapproved by state.

1,200 feeder pigs to be auctioned at first semi-annual sale.

3/26 Progress reports by Rural Development Committee.

Dairy, livestock, new industry, tourist trade, and adult extension.

4/2 First meeting of Chamber of Commerce under new regime, fast moving program planned.

Report of Rural Development Survey--How do you rate Ava?

4/9 Chamber of Commerce membership drive nets 167

Income \$916.00 - 72 business houses 95 individuals

Wood treating firm to begin operation within two weeks. Will employ 10-15 men first year--up to 30 later.

4/23 R-2 school reorganization approved 165-28.

5/7 City Council to help on Ladies Lounge; make sewer survey.

Summer playgrounds to continue

Industrial fact sheets issued by Chamber of Commerce.

Phone Company tells expansion plans (Dial service by August).

Rural development agent to national meeting in West Virginia.

5/21 Efforts of Rural Development Committee to get county under fire protection by Conservation Commission snagged by appropriations.

Forty-seventh May singing planned.

6/4 Downtown beautification expanded by Garden Club

6/11 Table Rock Dam to be dedicated June 14--\$66,000,000.

Rural Development Conference- third year of organized effort
Self-analysis, self-help, progress and independence.

6/18 Highway 5 by-pass of Ava proposed for next year.

Organization meeting of Rural Development Committee held.

Tourist make up big industry-- "help them spend a day in Ava."

6/25 Tourist brochure layout received.

7/9 Editorial "Are we pulling strongly enough to open wider opportunity doors?"

7/16 Home building on upswing - 10 underway

7/23 P. O. Receipts up 26 1/2 percent in one year.

7/30 New shop building underway for Vocational Agriculture.

Teenagers organize Car Club to promote safety and careful driving.

County Board makes effort to equalize tax assessment.

8/6 2 1/2 million board feet timber sold from National Forest last year.

8/20 New Highway 5 to be opened by October 1.

8/27 Residents curious as dial service comes to Ava.

9/10 Editorial--“If we want recreational area, let’s get started.”

9/17 Rawlings to locate factory in Ava (to employ 250-300).

Editorial--“Industrial Success within our grasp.”

The long awaited answer has arrived- Will require \$200,000 to \$250,000.

Civic boosters take option on 110 acres for recreational development.

9/24 Mass meeting October 1 to start stock sale drive.

Engineers told to plan water and sewer expansion for city population of 3,800 within 20 years.

10/1 1,068 feeder cattle sold.

10/8 November 1 deadline for \$150,000 in cash--pledges must be \$80,000.

10/15 Factory fund needs help.

10/22 Clearing Land for factory.

Stock Sales reach \$138,150.

Stores will close October 30 to sell stock.

10/29 Vote on City water and sewers set for November 24.

539 individuals have bought or pledged stock.

Former residents buy \$3,625 in stock in a week.

Sold to States of Washington, Illinois, California, Hawaii, and Indiana.

Sales now at \$183,025.

11/5 Stock Sales now at \$230,975. Purchases by 1018 individuals.

11/12 Factory stock sales within \$17,000 of goal, building specifications go to bidders.

11/19 Stock sales at \$237,425.

11/26 Water and sewer bonds pass.

Waterworks - 529 for - 5 against

Sewers - 543 for - 4 against

Last major hurdle to locating Rawlings Company.

Local retail sales up 15 percent in last four years.

- 12/3 Metropolitan Paper Unhappy because Tiny Ava gets Factory
Factory bids higher than expected. Stock sales now at \$239,050.
- 12/10 550 Douglas County people now getting \$25,212 monthly from
Social Security.
- 12/17 More non-residents buy stock.
- 12/24 "Penny a Day for Play" theme of Park Fund drive.
- 12/31 Contracts let for 56,000 sq. ft. of factory space.
Base bid \$216,643; Site \$22,000; Grading \$15,000; Architect
\$10,000; Total \$263,000.

Highlights--1959

Frequent frustrations finally led to a need for finding additional and new leadership to continue the struggle. More active and broader participation of Rural Development Council in community affairs was evident. Feeder pig and cattle sales, increased tourism, and continued high production of dairying kept spirits alive. Rawlings announces plan to locate if community will construct building for lease. The Community pulled together.

The Sentinel Wood Treating Plant was completed at a cost of \$50,000, financed by the Ava Industrial Committee in cooperation with the Citizens Bank and the Small Business Administration. This plant is furnishing jobs for about fifty families, with a gross income of more than one-half million dollars in 1963. They are now in process of expanding, to double their output.

A feeder pig production and marketing program was started to strengthen the farm economy. First sale grossed \$19,462.12. Two sales are held annually now. The last sale in 1963 grossed \$48,279.60.

More effort since 1959 has been devoted to the feeder cattle production and marketing program. The first sale grossed \$97,472.34 and the last sale in 1963 grossed \$201,697.82. One sale is held annually, but the last two years a two-day sale has been necessary to handle the cattle numbers.

The Industrial Committee, through the Secretary of State, increased their shares to 10,000 or \$250,000.00.

Fifty-five thousand brochures featuring Ava as a good place for tourists to spend at least one day in and around A-V-A, were sold to businesses in Ava at \$20.00 per thousand.

1960

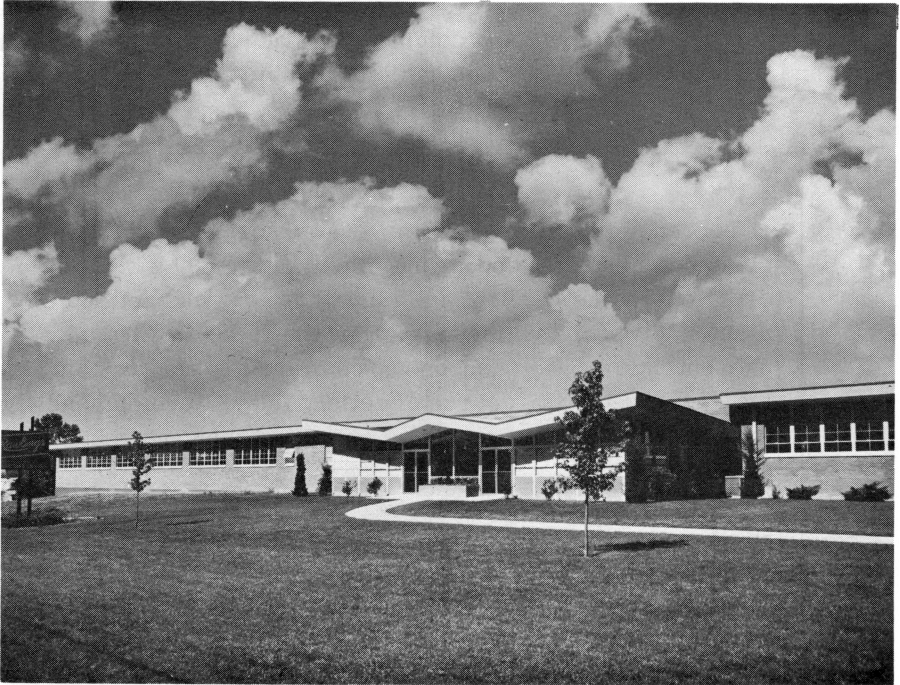
- 1/14 Outside speaker tells Chamber of Commerce, "You have accomplished what most of us thought was impossible." "You had a cause, you accepted the challenge, and made a commitment." "A City dies only when the people in it are not willing to help it grow and prosper."
- 1/21 Meeting called to plan purchase of Park Land.
Goal is 1,000 members at Penny a Day.
- 2/11 Editorial - "Another Transfusion - Recreation".
- 2/18 Youth think factory is a start of growth, but push must continue.
- 3/3 Douglas County receives \$1,607 from sales on U. S. Forest lands.
- 3/10 Rural Development Council names a committee to study and help solve school building needs.
- 4/7 Water and sewer construction bids, 20 percent below estimates.
- 4/28 Rural Development program planned for east Douglas County.
- 5/5 School building planning meeting scheduled with Rural Development Council.
- 5/19 Rural Development Council asks Chamber of Commerce to help with Rural Phone service at Public Service Commission hearing.
1960 Census shows the county has lost 23 percent of its 1950 population. Ava down to 1583 from 1611.
- 6/9 Chamber of Commerce starts promotion "Weekend Krazy Daze."
Mass meeting for Phone service- 278 farmers sign up.
- 6/23 Community development meeting in Plainview community.
- 6/30 438 deposits made for rural phone service.
- 7/7 Development council set up in Plainview Community.
- 7/14 Editorial - "New Era for Ava."
- 7/21 Nearly \$1,500,000 in construction underway.

7/28 Rawlings to start hiring on August 3 and 4.

8/4 440 apply for work.

Tourist information booth to be opened.

8/14 Production starts at factory.



The Rawlings Manufacturing Building at Ava, Missouri—90,000 Sq. ft. floor space. Manufacturing Sporting Goods. Employing 235 people.

8/25 Second change in Chamber of Commerce presidents in a year.

9/11 \$335,784 in Social Security benefits to 603 persons in county this year.

10/13 1332 feeder pigs at sale.

Only 24 attend Chamber of Commerce dinner.

11/2 Governor Blair presents Industrial Grand Award to Ava.
Landowners list land available for deer hunting (for a fee).

11/10 Deer hunters invited to Douglas County.

11/24 Horses from four states being trained in Douglas County.

12/1 Dedication of factory is set for December 9.

Teen town group is reorganized.

- 12/8 Economic potential of Douglas County to be discussed by Rural Development Council.
- 12/15 Community Development projects for 1961 planned at Rural Development meeting.
- 12/22 Agriculture and Recreation committees make recommendations and Rural Development school building committee enlarged to 20.

Highlights--1960

Tendency to relax, "We have a factory now". Youth point out need for continuing effort. Efforts shift to recreation and new school buildings, but seed has not been planted properly. Time and effort must be involved to present information, choose a course of action and win the undecided to a course of action. Rural Development Council becomes more active in recreation and school affairs.

Ava received the Governors award at the Annual State Wide Industrial Conference, for "unparalleled accomplishments in Community Development."

1961

- 1/5 \$612,000 in Public Aid to county in 1960.
 - \$434,000 OAA.
 - \$107,000 ADC.
 - \$42,000 Pension and Total Disability.
 - \$24,000 Aid to blind.
 - \$5,000 for general relief.
- County Routes A & Z on oiling program.
- Chamber to plan budget for 1961.
- 1/12 Plans for Community Recreation Association annual meeting.
 - 110 acres purchased - to pay \$1000 per year. Unpaid balance at 4 percent.
 - Want 100 farmers to attend Public Service Commission hearing at Jefferson City on rural phones.

Farmers, Chamber of Commerce and Fair Board to meet to discuss Annual Fair--Exhibits have been few in recent years.

1/19 Consensus to continue and enlarge county fair.

60 farmers and businessmen sign up for Public Service Commission trip.

Calendar of events started in paper.

1/26 86 attend Public Service Commission hearing.

Chamber to host dairy families.

2/2 Businessmen from Versailles visit Ava "to see how they did it".

C of C tentative budget set between \$3,500 and \$4,000.

2/9 School building needs under study by Rural Development Council Committee.

2/16 Plainview Community Dairy Clinic by Rural Development Council.

2/23 Elmer Peterson offers azalea tract as memorial to his mother - Nature Conservancy inspects land.

Group recommends R-1 School bond proposal be postponed. 14 persons representing local organizations recommend delay for further study.

3/2 Petition to vote on school bonds was not withdrawn. School board calls special meeting to discuss an election date.

400 rural phones assured this year.

3/9 School bond election set for May 8.

Modern Telephone Company receives permission to serve northeast corner of county.

3/16 Battle against stray dogs in city.

Phone company corrects statement in March 2 paper.

400 terminals to be added at switchboard - not phones in field.

3/23 16th Registered Hereford Sale in Ava.

4/20 1465 Feeder pigs at sale.

Garden Club Award - Yard of Month recognition.

Plainview Community Development meeting.

100 percent of elementary teachers join C of C.

4/27 Public Service Commission orders phone service be provided in rural area of county. Success after four years.

Rural Development Council Quarterly Conference. “The community has demonstrated we can get what we want when we unite our efforts and work for a common cause.”

5/4 Chamber of Commerce budget fund up to \$2245.

Farm families get refund for telephone effort--\$4.15 of original \$5.00 fee.

5/11 Industrial Development Corporation elects Directors.

160 now working at Rawlings--to go to 200 by June.

School bonds fail by 60 ballot margin; 1133 for, 656 against. Demand for another election on May 25.

Booster club organized--no dues, no money raising. Volunteers to help other clubs.

5/18 Chamber of Commerce fund to \$3,140.

Mother's March for a better school underway.

Initial work starts on park grounds.

6/1 School bond defeated by 12 votes (1576 for, 805 against)

Mothers petition for another election June 13.

667 in county receive \$31,802 Social Security Benefits in Dec.

6/8 Sixty-one year old school building to be torn down if school bonds approved.

6/15 School Bond loses by margin of 77--1436 for 833 against.

Residents meet with City Council to discuss projects.

Tourist Hospitality Conference set.

6/22 “Potential income from tourists unlimited in Ozarks.”

7/6 New school head named.

Tourist trade workshop to start July 17.

Horse show at fair grounds (Ava Saddle Club 5th Annual).

Rodeo for July 20-21-22 (14th annual sponsored by legion).

- 7/12 Rawlings asks for more space--need additional 34,000 sq. ft. (56,000 sq. ft. original, 1400 individuals).
- 7/27 Area Redevelopment Program extended to Douglas County.
Saddle Club members work to make trail ride to Vera Cruz.
- 8/3 Aerial survey of Highway 5 to state line scheduled.
ARA participation will require Overall Economic Development Plan.
- 8/10 Meeting to discuss ARA assistance.
- 8/17 Pilot county group has name changed to Douglas County Rural Areas Development Council.
New Davis Corner to have open house--service station, motel, restaurant, and swimming pool.
First Baptist buy more land for new building--\$70,000 bonds.
21st Annual County Fair starts--square dancing, music and horseshow.
- 8/24 Conservation Commission expands forest fire protection district to cover Douglas County.
Happy Hills Community holds Rural Development Meeting.
- 9/7 One-half of Baptist Church bonds sold first day.
Gold course stock sale underway.
Fox trot Horse Association Festival (3rd Annual Celebration).
- 9/24 Church bond issue sold out.
Chamber of Commerce and Rural Development Council Travel committee, plan Glade Top Trail tour in October.
- 9/28 First step made for approval of \$125,000 loan request to expand Rawlings plant to create 100 more jobs.
1077 feeder cattle bring \$125,836.
- 10/5 Glade trail gets four-state publicity. Entire community co-operating.
- 10/12 Civic clubs to prepare 1000 chickens for Glade Top Trail.
Plans announced for 25.7 miles of new road on Highway 5 south.

10/19 1777 feeder pigs sold.

Glade top Trail draws 3,182 visitors first Sunday from 15 states. 83 Missouri and 55 Kansas cities represented. To Carry over all week and another trip next Sunday.

10/26 Over 5,000 took trail drive in a week.

11/2 Chamber of Commerce evaluates Glade Top Trail.

Profit of \$770.32 from chicken dinners to be used for further tourist promotion.

Dogwood Hill lookout tower started.

11/23 Electric Department assets increase. Profits last year \$50,000. Cash or Government bonds on hand \$161,944; plant valued at \$210,000; liabilities \$90,000.

12/28 To receive factory bids on January 19. To vote on tax levy for General Revenue on March 6.

Highlights--1961

Retirement homes increasing as evidenced by growing Social Security benefits. Rural phones provide a rallying point for town and country action. Some people try to bull-doze the school building program through against counsel of advisory committee. Three defeats in two months indicate advisory council understood the situation. Rawlings decision to expand, lights renewed interest in citizenry. Tourism making bigger impact on local economy.

Ava Road Side Park completed by the State Highway Department and the Ava Garden Club. One of the most attractive in the state.

The new Highway 5 by-passing Ava was completed from State Highway 14 south about five miles at a cost of more than 3/4 million dollars.

The Chamber of Commerce and a number of business men joined the Ozark Playgrounds Association to stimulate tourism.

1962

1/4 ARA makes \$81,250 loan to Industrial Development Corporation for factory expansion. Will be supplemented by an additional \$43,750 in local funds, including loans from local bank and First National Bank of St. Louis. First ARA Loan in Missouri.

Forest Fire protection for county started.

Three county group to Capital tomorrow on route 76 extension eastward from Ava to Route 60-63 at Willow Springs.

2/11 Pro and Con advantages of Ava School discussed.

1/18 31 miles of new phone line completed. Route 76 stymied until present road hard surfaced.

1/25 Factory building bids too high - no contract.

2/1 \$350,000 School bond vote set for February 20th.

2/8 Vocational training available under ARA - Register on February 23.

2/15 Work started on addition to factory.

2/22 School bond carries 1239 to 556.

A and M telephone company receives State Authority to borrow \$150,000 for new lines.

3/8 Chamber of Commerce budget set at \$5,987 (includes \$2,588 new funds and balance carryover.)

County tax levy and Constitutional Amendment receive substantial majority in light vote.

3/15 Permanent Glade Top Trail signs being made.

3/22 Unemployment compensation for February totals \$14,832. (\$6,451 represents interstate claims.)

3/29 Order to Spalding Company to sell Rawlings Firm upheld by Court.

100 percent membership of Grade School teachers in Chamber of Commerce.

4/5 Garden Club plans beautification program.

Azalea Field dedication tonight.

4/12 1857 feeder pigs auctioned.

- 4/19 Three more county roads to be surfaced - M, HH and T.
- 4/26 Possibility of organizing a Junior Chamber of Commerce.
 Consumer spending in county is \$10,500,000. \$1,987,000 for services.
 Chamber of Commerce to honor service station and cafe personnel for service to tourists.
- 5/3 Annual meeting of Industrial Development Corporation.
- 5/10 3,546 housing units in county (1961 census of housing)
- 5/17 Factory payroll, \$11,000 a week.
 Indications Ava and Douglas County have quit losing population.
 Meeting held to consider city planning.
 Junior Chamber of Commerce Organized.
- 5/24 50th annual May Singing.
- 6/7 Historical marker placed in center of public square.
 Three county cooperation urged in Rural Area Development Program.
- 6/21 County evaluation up \$500,000 this year.
 "Penny a day for Play", drive on.
- 6/28 State awards \$272,000 contract for road work on route AP
- 7/5 Rawlings factory addition to be completed tomorrow. 90,000 square feet in use now.
- 7/19 Horse show record set 950 in attendance.
- 7/26 St. Louis Union seeks to organize Rawlings.
- 8/2 Bids on High School Building lower than expected.
- 8/9 Chamber of Commerce budget oversubscribed by \$1,093.75.
 Small reduction in City tax levy.
- 8/16 New circulation record for Herald to 4,400 families.
 Local residents stay put longer than in most areas, mobility rate 30 percent, National average is 47 percent change in a five year period.
- 8/30 Ava school enrollment up 77 (total 1,528).

- 9/6 Electric consumption in August sets record.
- 9/20 Douglas county leads state in percent of Savings Bonds sales. (142 percent of quota.)
- 9/27 1490 feeder cattle bring \$181,405.
County wide meeting to discuss Health unit set.
Final assessment figures for county \$8,479,343; for Ava \$1,694,229.
- 10/11 Glade top trail starts Sunday, Square dancing on square Saturday night.
1,806 feeder pigs sold.
- 10/18 Visitors from 13 states and 69 cities on glade top trail.
- 10/25 1,241 cars on trail drive.
- 11/8 Ava orders new fire truck.
Health unit vote fell below two-thirds majority 1433 to 905.
- 11/22 Ava stores to stay open later on Fridays.
- 11/29 Area Development meeting December 4 to list accomplishments and set objectives for 1963.
Three new businesses open - Real estate and insurance, Barber shop and Dental Office.
- 12/6 Development Council hears of accomplishments, payroll for two plants about \$13,500 per week.
- 12/13 Douglas county group to help Ozark county in petitioning State Highway Commission to complete Highway 5.

Highlights--1962

School bonds carry, business humming, court action forces separation of Spalding and Rawlings firms, threatens local situation, but soon clears up. New organizations such as Boosters Club and Junior Chamber of Commerce provide new opportunities for leadership. Industrial payroll has wheels turning throughout the county. Development Council has learned to take stock of resources, plan ahead, evaluate their accomplishments and set the new goals and objectives.

The City Municipal Power and Light added a new White Way Lighting System from Junction 5 and 14 into town, to attract tourists through town rather than taking the bypass.

Two large signs, one at each end of town on Highway 5 were erected by the Chamber of Commerce at a cost of \$1,500 featuring Ava as a center for scenic drives.

1963

1/10 A and M sells phone firm to General Telephone Company.

Council ok's erection of city street markers.

Walnuts sold here bring \$15,376.

AA rating for highschool.

University speaker says "Communities like Ava set examples for others - but don't start coasting."

1/17 Council approves city limit extension.

\$10,606 for wildlife permits last year.

\$10,000 note for building bleachers, paid off.

FHA loans at record high in 1962.

1/24 Accelerated Public Works in U. S. Forest areas reaches \$30,000.

1/31 Ava group on Community Development TV program.

2/7 To step up effort to control destructive wildfires in county.

2/28 Ava men start plumbing and electric company.

3/7 Chamber seeks budget of \$5,775.00.

Dairy farmers future lies in market place.

Kraft plant has been in Ava 22 years. 25 contract haulers, eight employees.

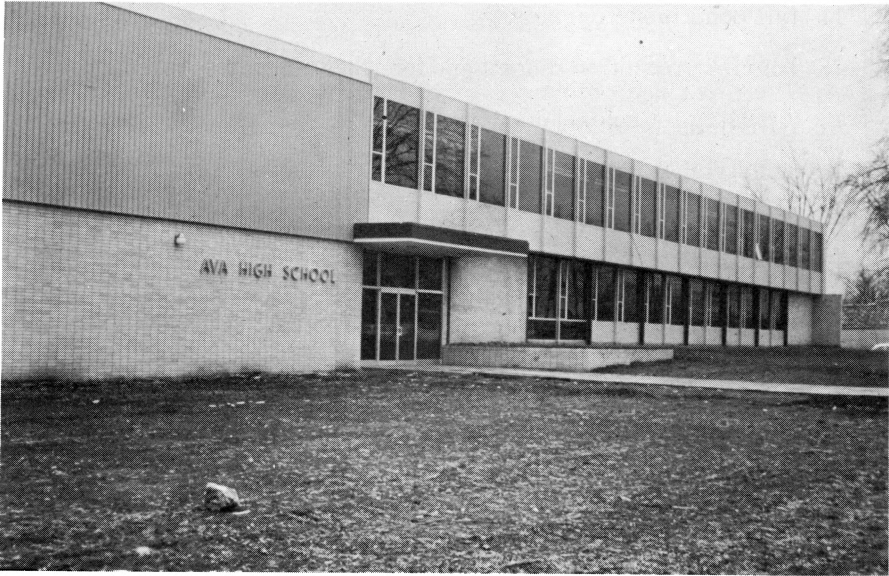
3/14 \$49,000 Federal grant to county for new jail. Bond election called for April 9th.

New fire truck on display with two older ones.

3/21 Shoe store opens in Ava.

\$100,000 phone expansion in Ava this year.

- 4/11 Jail bond issue carries.
- 4/18 Tourist promotion dinner and food handling school planned.
- 4/25 Forestry tour next Monday.
- 5/2 Industrial Development stockholders meeting.
- 5/9 City to retire electric company bond on July 1st.
- 5/16 Still \$470 short of Chambers budget goal.
- 5/30 Social security payments in county reach \$500,000.
 Good response to Community recreation drive.
- 6/6 Top State Award to Garden Club.
 Civil Engineer put on retainer basis by city.
 Farmers flock to Springfield for Dairy Marketing Hearing.
- 7/18 City electric bonds paid and \$144,000 left over.
 230 entries in two day horse show.
- 8/22 Sale of Rawlings not to affect management.
 87 more phone numbers in Ava directory.
- 8/29 Assessed valuation up \$251,994 in year.
 Bulk fertilizer mixing plant being built in Ava.
- 9/5 School enrollment up 71. (99 school employees).
- 9/19 City tax levy reduced 20 cents.
 Fox trotting horse show and celebration here.
 All commercial facilities full, appeal for rooms in homes.
- 9/26 Plans under way for a new Spaluing factory in Ava.
 \$201,880 for feeder cattle.
- 10/3 City valuation up to \$1,791,696.
- 10/10 Hundreds of requests coming in for Glade Top Trail information.
 Record number of feeder pigs sold - 3,646.
- 10/17 \$5,000,000 point passed by Ava Bank.
- 10/31 Over 1700 visitors for Trail tours.
- 11/21 Students move into new High School.



New Ava High School.

- 11/28 Spalding company to construct their own building.
- 12/5 Disastrous fire on Square.
- 12/12 Firemen praised for Firefighting.
- 12/19 Stock nutrition and management school planned.

Highlights--Early 1964

Social consciousness continues to develop regarding woods burning, safety on highways, city beautification, and recreational opportunities. Renewed interest in Dairy production and problems of marketing. City electric debt retired, city taxes lowered, property valuation rising. Spalding announces another new factory, with no financing from community except industrial site, already owned by Industrial Development Corporation.

The U. S. Forest Service made use of the Accelerated Public Works Program to make Glade Top Trail more attractive to tourists.

The Chamber of Commerce and the City Council have completed the city street marking and house numbering. Complete addresses are now available for all residences and business establishments.

New homes, new businesses, new motel and new jobs in old businesses have been a result of the community's effort in Community Development. No empty business buildings--five new ones have been completed- no empty houses--over 100 new ones built.

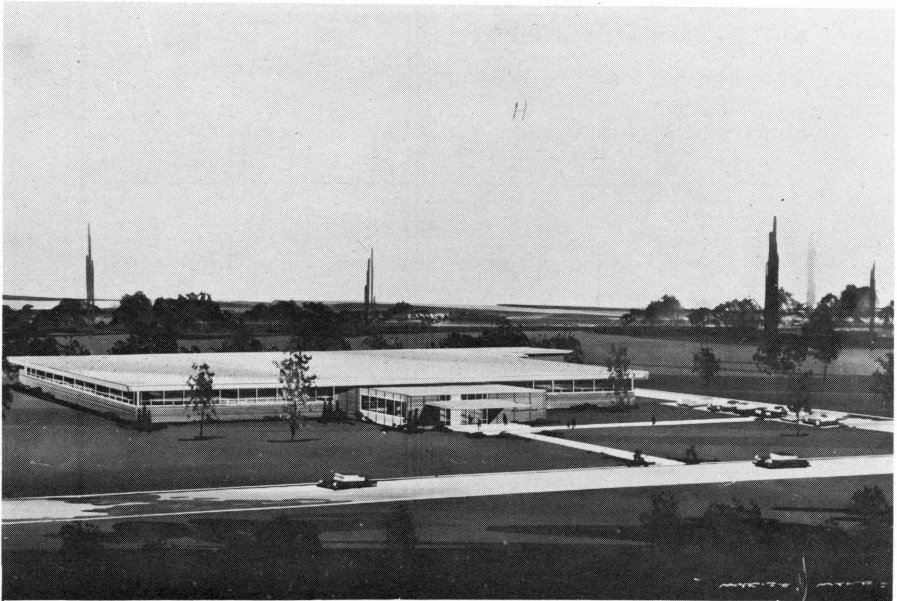
1964

1/2 Residence owned by Industrial Development Corporation to be sold and moved to make way for 50,000 square foot factory building by Spalding Company.

Ava is one of 151 Missouri Communities in State Community Betterment Contest.

1/9 City limits extension approved by court.

Work starts on \$281,000 Spalding factory building.



New A. G. Spalding Manufacturing building now under construction at Ava, Missouri—50,000 sq. ft. floor space; estimated cost \$300,000. Ava I D C furnishing 6 acres of land. Spalding is financing the building.

The company states this will become the largest golf bag manufacturing plant in the world.

- 1/23 Chamber of Commerce proposes Shopper Attitude Survey of Ava
Proposal made to reorganize Ava R-1 School District.
- 1/30 Radio system planned for City and County police.
People to people program pursued by Ava Juniors.
- 2/13 Rawling's golf bag workers to be offered employment with
Spalding.
Development council open meeting tonight to hear recreation
needs.
1964 Chamber budget \$5,725.
State to build access point on Little North Fork.
- 2/20 Early cleanup days scheduled by council for February 27, 28 in
city.
Committee to study recreation.
- 2/27 Reorganization of Ava R-1 approved by big majority 433-59.
New fairgrounds structure proposed by Fair Board.
(Going to Press but still at work)

SUMMARY

The activities reported for the period 1957-1964 represent the combined efforts of local citizens working together through committees that are broadly representative of the community.

These local committees have called upon numerous local, state and federal agencies for advice and program assistance, and have also worked with many private organizations and corporations to bring about changes that permit a higher level of living for all residents of the area.

The work is continuing and will never end, but it appeared appropriate to set down in print a few of the milestones along the road to Community Development and better living for all in the Ozark community of Ava, Missouri, U.S.A.; planet Earth.

Capital Investment in Community Development Since 1955

Bleachers and lighted ball park at fair grounds	18,500.00
Rawlings Manufacturing Plant 90,000 sq. ft.	375,000.00
Sewer and water expansion	225,000.00
New high school plant	350,000.00
New county jail under construction	96,000.00
New White Way from 14 and 5 junction to city	6,500.00
Large city signs at each edge of city	1,500.00
Municipal power & light plant	325,000.00
110 acres of land purchased by recreation assoc.	10,000.00
New Spalding Manufacturing Building 50,000 sq. ft. contract let December 23 estimated cost	270,000.00
State Highway Department on new Highway 5	3,000,000.00
Total expenditure for permanent improvement	4,677,500.00
This represents \$467.75 for every man, woman and child living in Douglas County.	

Of the above figure \$1,359,500.00 is local money raised by the citizenry of Douglas County. This investment represents \$135.95 for every man, woman and child living in Douglas County.

Indications of an Improved Economy

Year	No. of Electric Meters in Ava
1953	664
1959	783
1960	793
1961	894
1962	954
1963	995

2% Sale Tax Collections

AVA

Year	Firms	Tax	Total Business
1955	122	\$51,207.56	\$2,560,378
1956	115	54,519.34	
1957	109	55,496.67	
1958	113	64,734.95	
1959-60	113	68,154.02	
1960-61	116	73,324.06	
1961-62	120	75,696.75	3,784,837

120 new homes built in and around Ava since 1955.

An average of 11 building permits per year have been issued by City Clerk.

Over 400 jobs have been created since 1955.

Rent up 40%

Real Estate up 20%

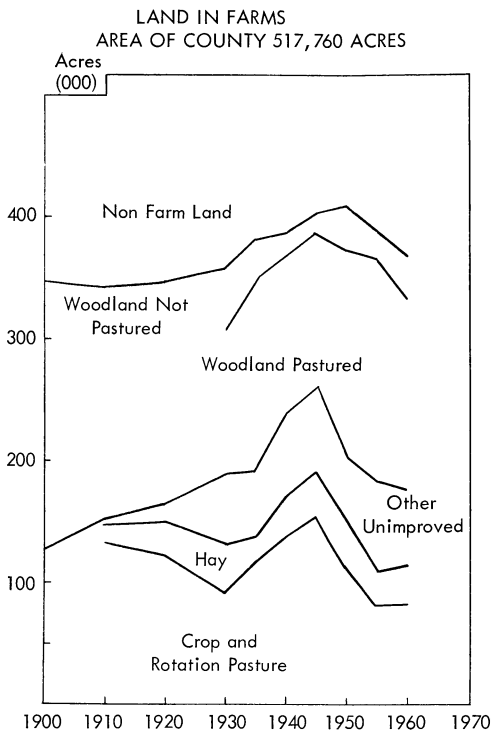
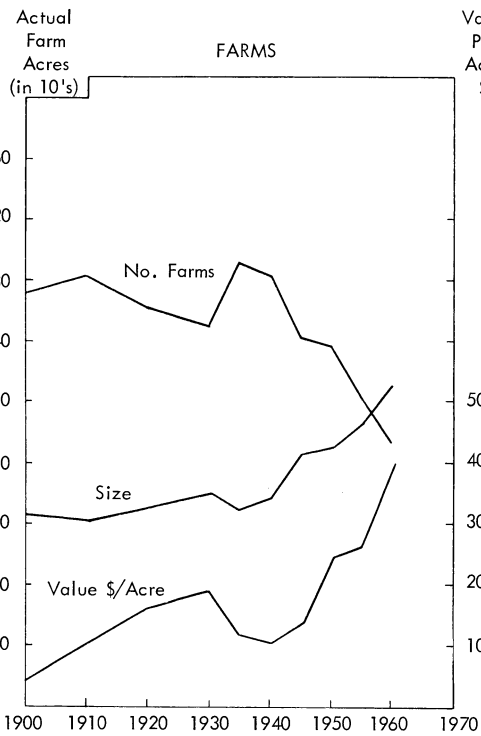
Circulation of local newspaper up 30%

School enrollment in Ava up 13%

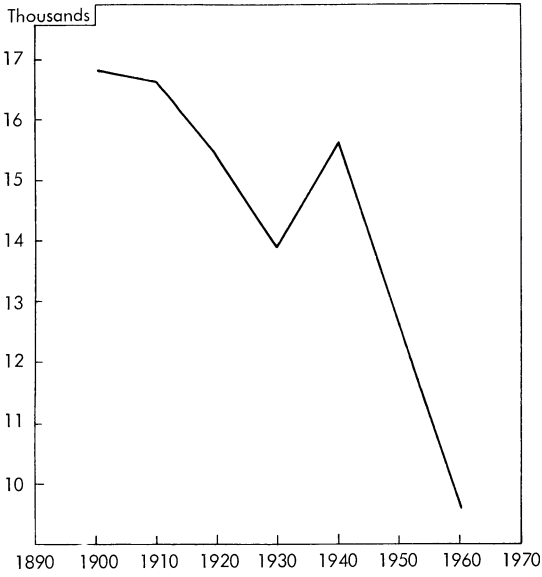
School enrollment in county up 5%

It seems reasonable to believe that the tide of out migration and family income have been turned and the year 1959 will go down as the turning point in community history.

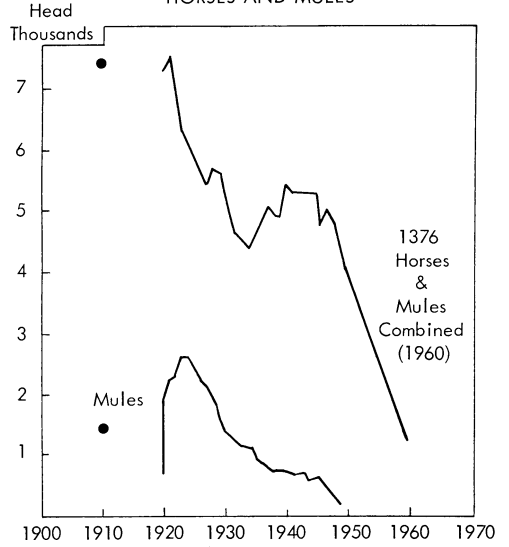
APPENDIX



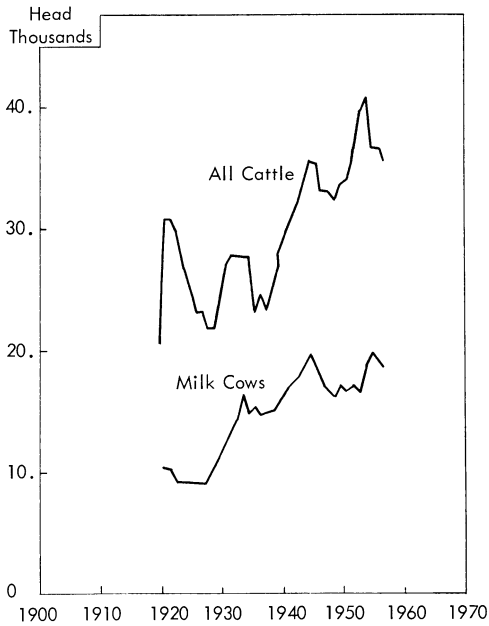
POPULATION OF COUNTY



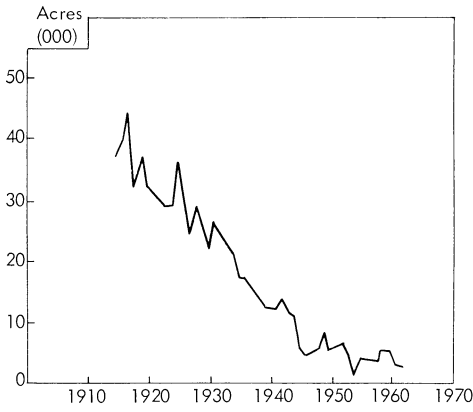
HORSES AND MULES



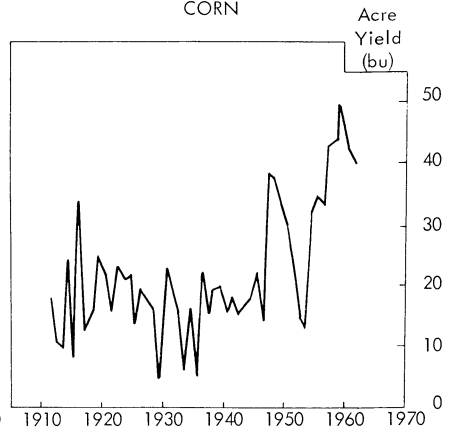
CATTLE



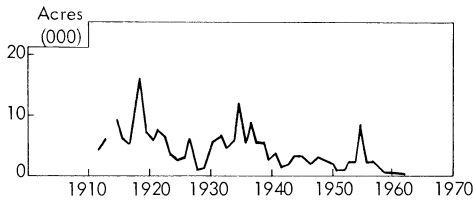
CORN HARVESTED



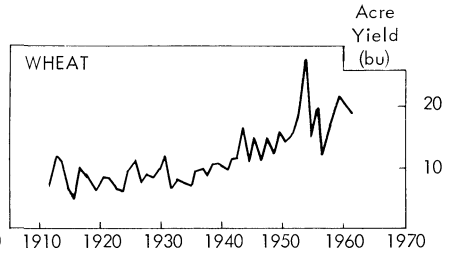
CORN



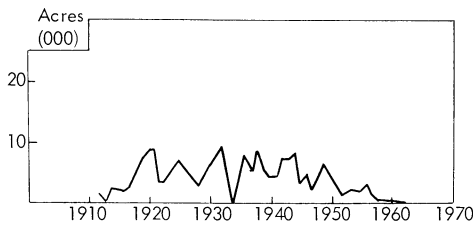
WHEAT HARVESTED



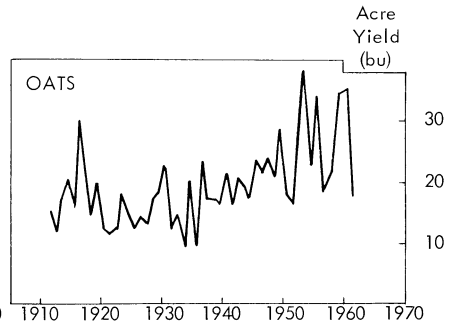
WHEAT



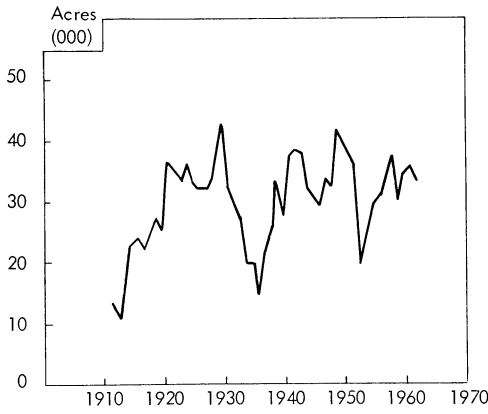
OATS HARVESTED



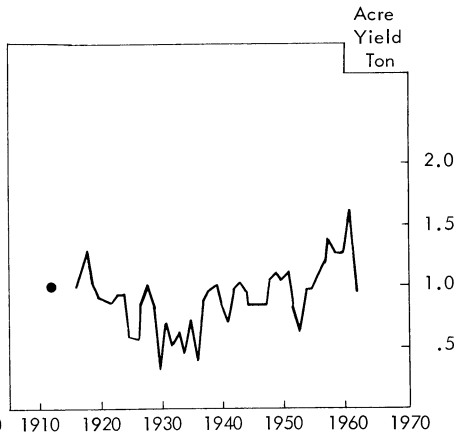
OATS



TAME HAY HARVESTED



HAY



Use of RESOURCES AND AGENCIES

Prior to 1956, the people of Douglas County received cooperation from many government and private agencies on a piece-meal basis. Significant results were obtained in some cases, stalemates in others, but progress in most cases was slower than desired by local people.

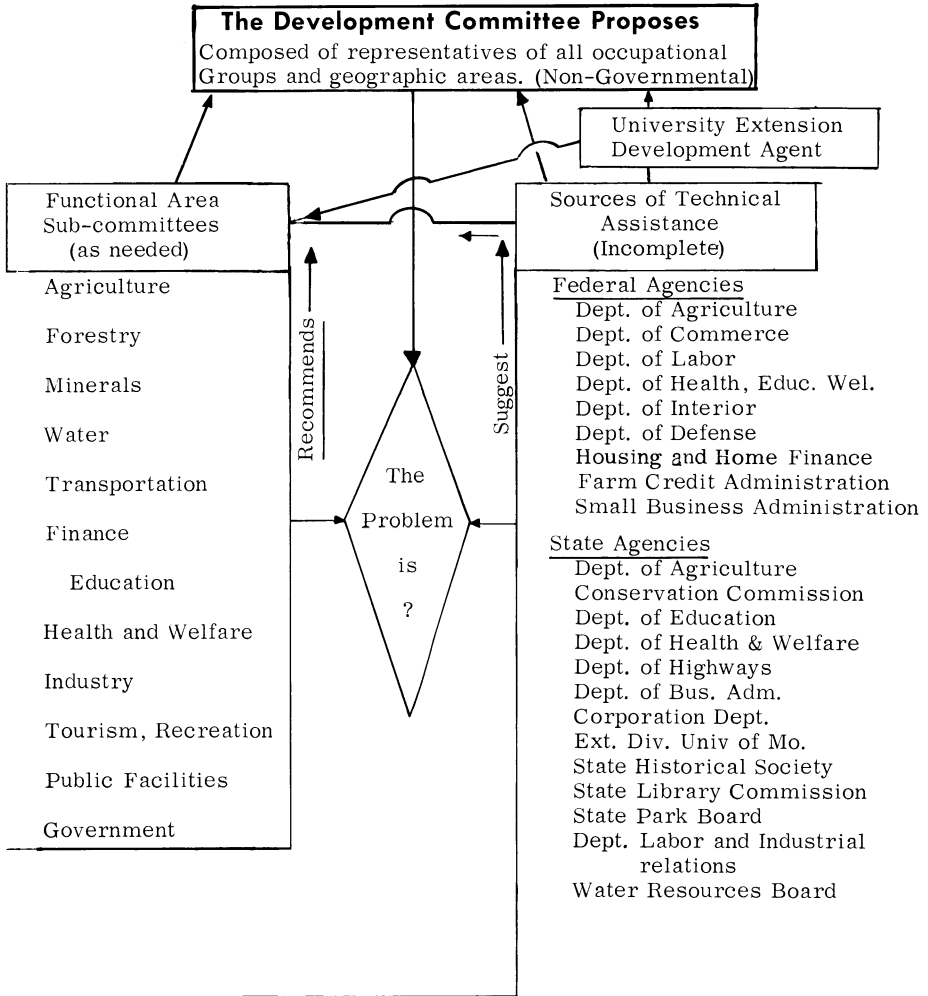
The formation of a County Development Committee with broad representation, supported by full-time Extension Development Agents and backed up by technical assistance from both government and private agencies, has speeded up the process of development in this county.

Since Ava is the only town in the county, there has been no conflict of interest within the committee of a loyalty type. We observe, however, that in counties with two or more trade centers, that a start towards development is more productive at the trade center level than at the county level. Likewise, some problems transcend the county line and require an area, state or regional approach. We recommend that Area, State or Regional Committees be put together by asking local community or county committees to select their representatives rather than the customary practice of selecting them by higher levels of government organization.

The chart on the opposite page symbolizes some of the resources that can be brought to bear on the resolution of problems when local people organize effectively on a broad base and follow these steps:

1. Determine the basic problems of the community.
2. Establish attainable goals and objectives.
3. Consider all possible alternative solutions, using technical assistance agencies.
4. Decide on a course of action.
5. Organize for action and follow through.
6. Evaluate the results.
7. Set new goals and objectives and repeat the process.

THE PEOPLE DECIDE



Private Sources

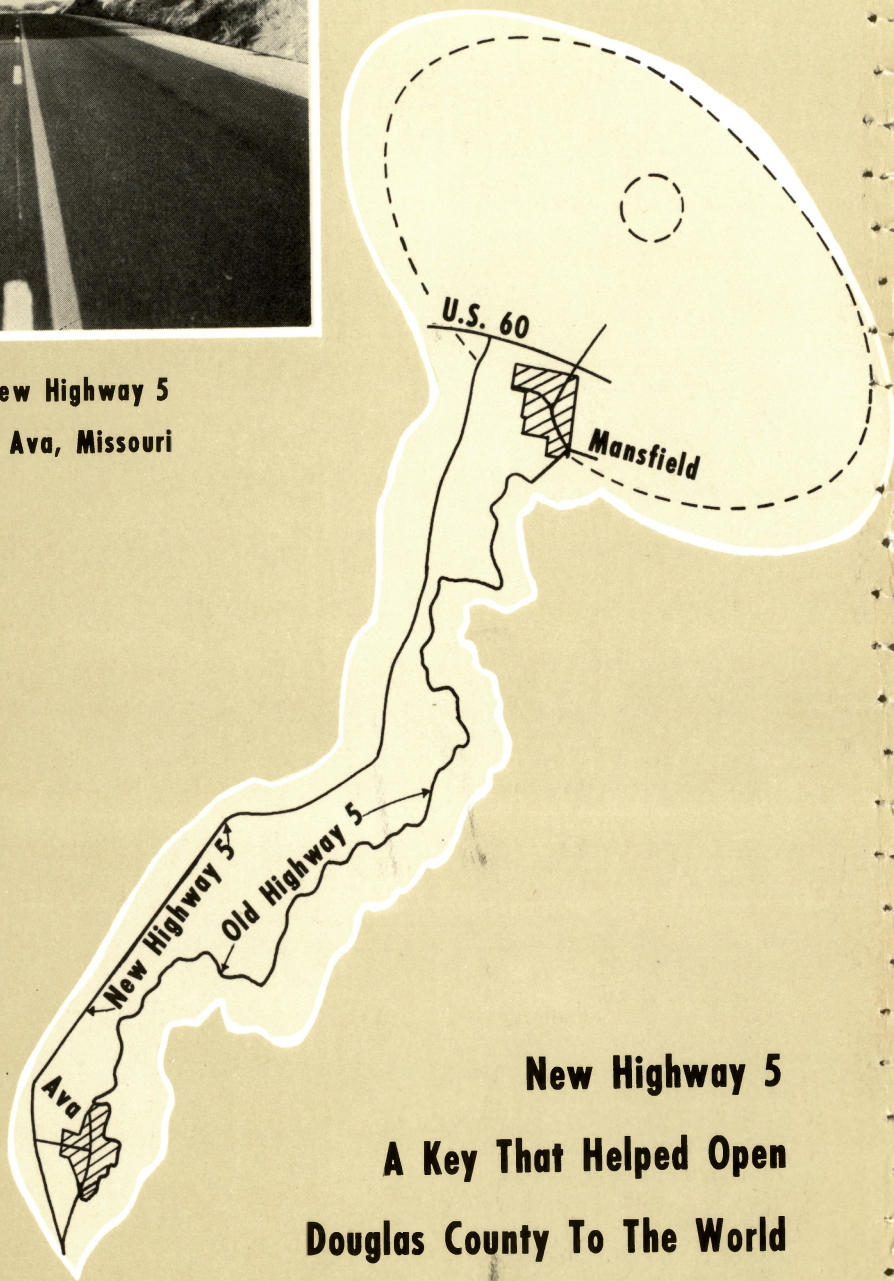
State Chamber of Commerce
Civic Clubs
Industrial Development Corp.
Ministerial Alliances
Council of Churches
Farm Bureau
Missouri Farmers Assoc.
National Farmers Organization
Grange
Missouri Press Association
Missouri Broadcasters Assoc.
Voluntary Health Associations
Railroads and Truck Lines
Public Utilities
State Bankers Association
Missouri Professional Engineers Assoc.
(and others)

Local Government

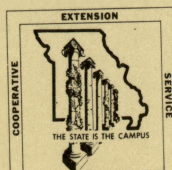
County Court
County Officials
City Government
School Boards
Special Districts
Extension Council



**A view of new Highway 5
just North of Ava, Missouri**



**New Highway 5
A Key That Helped Open
Douglas County To The World**



Issued in furtherance of cooperative extension work, acts of May 8 and June 30, 1914, in cooperation with the United States Department of Agriculture. C. B. Ratchford, Director, Cooperative Extension Service, University of Missouri, Columbia, Mo.

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Notes

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Editing software Adobe Photoshop 2025
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Color color covers rest is in grayscale
File types tiff, combined into pdf
Notes Images cropped, straightened, brightened...