

# the MILL SHOALS human development project CONSULT



*Mill Shoals is a community of 309 people, located in southern Illinois on the new Interstate 64, 30 miles east of Mt. Vernon and 25 miles west of the Wabash River.*

*This area was once boom territory for oil and coal until these resources became unprofitable to extract. The passing of the boom left many small communities unstable. People in this territory are questioning the future of their communities. Need is very obvious.*

*Mill Shoals has invited the Institute of Cultural Affairs to work with them for 2 years on a Human Development Project. This project will make Mill Shoals a demonstration for the 4-state area (Illinois, Indiana, Kentucky, and Missouri), a demonstration of what ANY community can do themselves to build a vital future together.*

\* \* \* \* \*

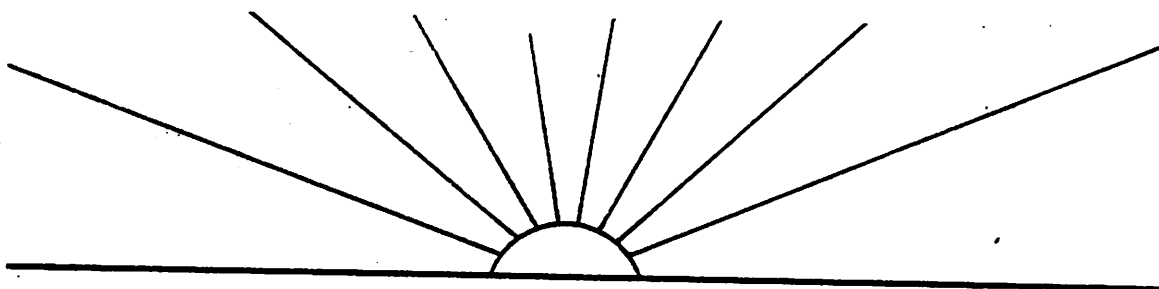
*THE CONSULT is the key to what makes a Human Development Project work. It is a week of intensive work and planning involving local residents, ICA staff, and outside volunteer consultants. The purpose of the consult is to put our heads together on a comprehensive, practical plan for the community's renewal. It allows local people to see that they themselves can determine the future of their community and to figure out how they will do it.*

CONSULT PREPARATION June 11 - 17	The Mill Shoals Human Development Project CONSULT June 18 - 24							PROGRAM INITIATION June 25 - July 1
	Sun	Mon	Tue	Wed	Thur	Fri	Sat	
Workshop Research Facility Preparation	Arrival Orientation Feast	The Operating Vision Workshop	The Underlying Contra- dictions Workshop	The Practical Proposals Workshop	The Tactical Systems Workshop	The Imple- menting Programs Workshop	Plenary Banquet Departure	Write The Summary Document Begin The Programs

**VOLUNTEER CONSULTANTS** provide the outside expertise for the consult. They will live in Mill Shoals from Sunday, June 18th, to Saturday, June 24th. Consultants pay their own travel expenses plus a \$400 consult fee to help cover the costs of the consult and its preparation. Those who can are urged to stay a second week to participate in writing up and implementing the work of the consult.

**PARTICULAR EXPERTISE.** The #1 skill required here is CARE. Other needed skills are: Small Business, Commerce, Education, Architecture, Elders work, Environment, Construction, Industry, Law, Youth work, Planning, Health, Agriculture, Home Management, Recreation, Sanitation, Civil Engineering, Conservation, History, and others. What's most important is being willing to share and apply what you know.

**THE CHANCE** you have is to participate in determining how to make the future work in the villages of this country. Working in depth with a community like your own to create a 2 year plan which will demonstrate how similar communities can participate in planning and building their own future.



Below are some of the materials needed for the consult.  
If you are in a position to help us acquire them please  
let us know:

- office supplies of all kinds
- paper products for meals
- cleaning products
- lawnmower
- platemaker for AM press
- 8 1/2 x 11 printing paper
- 5 IBM typewriters

Mill Shoals Human Development Project  
Mill Shoals, Illinois 62862  
phone (Town Hall): 618/ 896-5561

A PROPOSAL

to

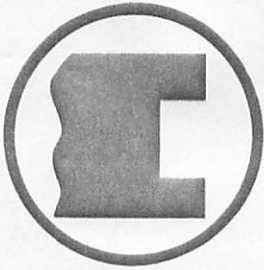
THE GOVERNOR'S OFFICE

of

MANPOWER AND HUMAN DEVELOPMENT

FEBRUARY 21, 1979

Submitted by David Zahrt  
Mill Shoals Human Development Project



## MILL SHOALS HUMAN DEVELOPMENT PROJECT

P. O. Box 505, Mill Shoals, Illinois 62862  
618/896-5640 or 896-5677

February 21, 1979

Mr. Don Byrd,  
Economic Development Specialist  
Governor's Office of Manpower and Human Development  
320 W. Washington  
Springfield, IL 62701

Dear Don:

Enclosed please find a copy of my proposal. To summarize I would say that the purpose of the Economic Development Project is to enable the residents of small rural villages, who have low income and formal educational achievement, to acquire access to and training in the skills of establishing and managing home-grown industry.

An Economic Commission will be set up within the village of Mill Shoals, Illinois (population 314). It will operate within the framework of the Mill Shoals Human Development Project, working in cooperation with the Institute of Cultural Affairs. It will be an unofficial arm of the Village Board and will report to and gather input for the Community Assembly which will meet quarterly to review the past three months and create the village consensus for the next quarter.

The Commission will have three proposed objectives; 1) conducting a business and industry feasibility study; 2) setting up and maintaining a non-profit Local Development Corporation, and; 3) assisting residents in setting up and successfully managing home-grown industry and business.

The Commission will provide a social vehicle by which citizens can work together to set their own objectives in the business, industry, and commerce of the village. It will use these groups to acquire the information needed to reach their objectives and be able to acquire skills in planning the future development of their village.

I look forward to hearing from you soon.

Sincerely yours,

*David Zahrt*  
David Zahrt

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DZ/lm



A PROJECT IN COOPERATION WITH THE INSTITUTE OF CULTURAL AFFAIRS

A PROPOSAL  
to  
THE GOVERNOR'S OFFICE  
of  
MANPOWER AND HUMAN DEVELOPMENT

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A PROPOSAL FOR  
AN ECONOMIC DEVELOPMENT PROJECT

I. INTRODUCTION

The Mill Shoals Human Development Project was initiated on June 18, 1978 with an invitation from the residents of Mill Shoals, Illinois to The Institute of Cultural Affairs to work in cooperation with them. It began with a week-long consultation during which the residents and volunteer consultants shared their expertise in building a plan to meet the community's needs. The Consult first elicited from the village a picture of its hopes and dreams for the future. It then determined the major factors blocking this vision and designed practical proposals and specific tactics to ensure the implementation of the plan for comprehensive socio-economic development.

Of the twelve (12) actuating programs<sup>1</sup> determined by the Consult, this proposal is designed to focus on Programs II and III using an organizational framework<sup>2</sup> to implement them.

<sup>1</sup> Appendix  
<sup>2</sup> Appendix

## II. PROBLEM STATEMENT AND ASSESSMENT OF NEED

The purpose of the Economic Development Project is to enable residents of small rural towns who have low income and low formal educational achievement to acquire access to and training in the skills of establishing and managing home-grown business and industry. The Greater Wabash Regional Planning Commission assumes responsibility for Region 16 of the Governor's Office of Manpower and Human Development in Illinois. It includes White, Wabash, Wayne and Edwards Counties. Mill Shoals, in White County, is selected as a target area for this objective because it is a representative small town within Region 16. It has a population of 314 people, a work force of 133, 33 of whom work in the village and 20 of whom are unemployed.

The 1970 employment statistics for White County (population 17,312) show that of the total employed (6,303), 34% are white collar, 38.7% are blue collar, 15.3% are service oriented, and 12% are engaged in farming. The 1970 educational statistics show that of the total population over 25 years old, (6,577), 60.9% have less than a high school education. Of that percentage, 12.6% have less than 8th grade achievement, 31.9% have graduated from high school, and 4% have graduated from college. One half of the total families in the county receive under \$7,202 annual income. Fourteen point six (14.6%) receive less than the poverty level and 10.2% receive more than \$15,000 a year.<sup>1</sup>

The village of Mill Shoals has two filling stations that are losing money and in need of skills in management. The cafe, hardware-grocery store, and the service stations maintain run-down facilities. The self-employed include a building contractor, two hairdressers, and a welding and repair serviceman. A grain elevator, funeral home,

<sup>1</sup> Summary Manpower Indicators for White County, Illinois, 1970 Census of Population, U.S. Department of Labor. Manpower Administration 2/15/73.

## II. PROBLEM STATEMENT AND ASSESSMENT OF NEED (cont.)

and agricultural chemical company are held by outside ownership and do not necessarily provide local employment.

Low formal educational achievement and low income are self-reinforcing. Those two factors leave people disenfranchised in acquiring access to methods of upgrading their employment. That lack of power and participation also pervades the population's mindset when issues of policy-making in social, cultural or political arenas are broached. Even though there is technical training in the skills of establishing and managing business and industry, people of low formal educational achievement generally do not avail themselves of such training. They associate technical training with formal educational training and they have already determined themselves to be non-achievers.

## III. PROJECT OBJECTIVES

Because the effect of low formal educational achievement and low income are self-reinforcing, the effects are long term. In order to break this chain and set a new trend, I propose to create access to training in the skills of managing home-grown business and industry. Current suggestions or prospective businesses and industries include:

- 1) Farmers-flea market near the I-64 exit on U. S. Highway 45.
- 2) A laundromat.
- 3) A weathered-oak wood products industry.
- 4) A paper filter manufacturing industry.
- 5) An industry which would be ancillary to firms like Airtex, L. J. Keith or Brachs in Fairfield, Illinois (nearest city).
- 6) A sorghum molasses refinery.

These would be in accordance with the Actuation of Comprehensive Human Development Project in developing local appropriate industry and initiating local commercial services. (See Appendix ).



#### IV. METHODS

##### A. Establish an Economic Commission:

1. Meet twice a month.
2. Create long range plans.
3. Invite advisory resources.
4. Keep minutes.

##### B. Research Unknown Resources:

1. Conduct market analysis.
2. Perform feasibility study.
3. Investigate possibility of a Local Development Corporation.
4. Establish means of capitalizing new business.

##### C. Publicize Economic Development Project:

1. Submit weekly reports to Mill Shoals newspaper.
2. Publish feasibility study.
3. Publish quarterly reports.
4. Publish a methods workbook.

##### D. Establish Management Monitor:

1. Arrange consultancy availability.
2. Secure on-the-job training.
3. Plot growth projection.
4. Schedule regular business evaluation and planning.

#### V. EVALUATION

Within a year from the initiation of the Economic Development Project, the Economic Commission will have:

1. Minutes of at least 22 meetings.
2. A 4 year economic development plan.
3. Three to four quarterly progress reports.
4. 50-52 articles in the Mill Shoals newspaper.
5. A market analysis and feasibility study on 5 prospective businesses or industries for Mill Shoals.
6. A workbook for doing such a study based on the above methods.
7. An incorporated Local Development Corporation.

There will be 3 new home-grown businesses or industries with a one-year profit or loss projection, a growth projection plan, and a to-date cash position statement ( the latter of which may be confidential information). Each will have an on-the-job training program. They will provide 6 full-time jobs or their equivalent, paying at least minimum wage.

2/21/79

Mill Shoals, IL

## LOCAL ECONOMIC DEVELOPMENT PROJECT

ITEM	THE G.O.M.H.D. PARTICIPATION		THE MATCH	
Project Director Consultant	\$1,450/mo. x 12 mos.	\$17,400	Health, disability benefits - ICA 1 VISTA volunteer supervisor-ICA 5 Community residents 10 hr/wk x 50 wks	\$6,700 4,500 7,500
<u>Administrative:</u> <u>Office Equipment:</u> Calculator/Adding machine A. M. 1250 Press Mag Cart rental A. M. Copier/electrostatic paper plate maker rent. IBM Selectric type-writer <u>Furniture:</u> Conference tables Conference chairs Filing cabinet <u>Supplies:</u> Printing supplies Stationery Paper products <u>Space:</u> Rental and Utilities <u>Communications:</u> Telephone Postage Subscriptions	1 @ \$320 \$110/mo. x 2 mos. \$170/mo. x 12 mos. 1 @ \$500  10 @ \$50 1 @ 160 \$75/mo. x 12 mos. \$20/mo. x 12 mos. \$40/mo. x 12 mos.  \$60/mo. x 12 mos. \$20/mo. x 12 mos. 3 @ \$20/yr.	320 220 2,040 500  500 160 900 240 480  720 240 60	Property of ICA  Property of ICA 2 @ \$90 11 @ \$20  Village of M. Shoals \$250/mo. x 12 mos.  \$100/mo. x 12 mos. 10/mo. x 12 mos.	2,000  180 220  3,000 1,200 120
<u>Travel:</u> Auto lease/hire  Marketing field trips in 100 mile radius Proforma writing trip  Prospective industry field trips Gov't. dept. visits	200 mi/mo x 17¢/mi Chicago 600 mi @ 17¢ St. Louis 200 mi " 100 mi/mo x 17¢/mi Springfield 300 mi x3 Marion 100 mi x 3	408 102 34 204 153 51	Property of ICA value Payments \$103/mo.  Chicago 600 mi @ 17¢ St. Louis 200 mi "	1,800 1,236  102 34
<u>Publications/Resources:</u> IL Manufacturing Directory	Purchase @ \$80	80		
<u>Volunteer Consultations:</u> Board Lodging	\$5/day x 60 days/yr. \$20/day x 60 days/yr.	300 1,200	8 hr/da @ \$7/hr x 60da 1 CPA @ \$200/da x 5da	3,360 1,000
	TOTALS	\$26,312		32,952

ONE TOWARD THE EXTENDING OF ECONOMIC SELF-RELIANCE IN MILL SHOALS				TWO TOWARD THE RENOVATION OF COMMUNITY IDENTITY IN MILL SHOALS		THREE TOWARD THE BROADENING OF SOCIAL EFFECTIVENESS IN MILL SHOALS			
INCOME EXPANSION A		PHYSICAL WELL-BEING B		C		PRACTICAL EQUIPPING D		RESIDENT ENGAGEMENT E	
DIVERSIFIED FARMING ALLIANCE  I	1	ENVIRONMENTAL CARE SYSTEM	Physical Plan Program	TOWN PERSONALITY PROGRAM	Village Beautification Program	CONTINUING EDUCATION INSTITUTE	Vocational Expansion Program	COMMUNITY LIFE CENTER   X	37 Public Events Program
	2		13 Village Sanitation Program		21 Visual Symbols Program		29 Job Experience Program		38 Citizen Consensus Program
	3		14 Bottomlands Conservation Program		22 Recreational Areas Program		30 Advanced Training Program		39 Regular Workday Program
	4		15 Municipal Services Program		23 Public Image Program		31 Information Center Program		40 Neighborhood Care Program
LIGHT INDUSTRY COMPLEX  II	5	IV	16 Professional Referral Program	VI	24 Facilities Restoration Program	VIII	32 Community Preschool Program	YOUTH SERVICE FORCE   XI	41 Work Projects Program
	6		17 Community Clinic Program		25 Housing Rehabilitation Program		33 Elementary Children's Program		42 Gainful Employment Program
	7		18 Home Visits Program		26 Repair Services Program		34 Parent Involvement Program		43 Recreational Sports Program
	8		19 Nutrition Center Program		27 New Construction Program		35 Basic Skills Program		44 New Horizons Program
COMMERCIAL SERVICES ASSOCIATION  III	9	V HEALTH MAINTENANCE OUTPOST	20	VII VILLAGE CONSTRUCTION CORPORATION	28	IX LOCAL SCHOOLS AUXILIARY	36	ELDERS INVOLVEMENT CORPS   XII	45 Senior Node Program
	10								46 Supplementary Income Program
	11								47 Community Engagement Program
	12								48 Extended Activities Program

# PROGRAMMATIC CHART

ICA

Toward the Actuation of Comprehensive Human Development Projects on the Local Level

thirty six programs — nine structures — three dynamics — one project

11

<p>A</p> <p><b>ECONOMIC DEVELOPMENT</b></p> <p>LOCAL PRODUCTIVITY</p> <p>—toward self-sustenance</p>	<p>B</p> <p><b>HUMAN DEVELOPMENT</b></p> <p>LOCAL MOTIVITY</p> <p>—toward self-confidence</p>	<p>C</p> <p><b>SOCIAL DEVELOPMENT</b></p> <p>LOCAL SOCIALITY</p> <p>—toward self-reliance</p>
<p>Enabling local—</p> <p><b>COOPERATIVE AGRICULTURE</b></p> <ul style="list-style-type: none"> <li>1 expanded cultivation</li> <li>2 intensified production</li> <li>3 water delivery</li> <li>4 equipment pool</li> </ul>	<p>Reconstructing local—</p> <p><b>LIVING ENVIRONMENT</b></p> <ul style="list-style-type: none"> <li>13 domestic housing</li> <li>14 public facilities</li> <li>15 village design</li> <li>16 essential services</li> </ul>	<p>Creating local—</p> <p><b>PREVENTIVE CARE</b></p> <ul style="list-style-type: none"> <li>25 intermediate sanitation</li> <li>26 total nutrition</li> <li>27 systematic immunization</li> <li>28 primary treatment</li> </ul>
<p>Developing local—</p> <p><b>APPROPRIATE INDUSTRY</b></p> <ul style="list-style-type: none"> <li>5 cottage production</li> <li>6 agro-business</li> <li>7 processing plants</li> <li>8 ancillary industry</li> </ul>	<p>Catalyzing local—</p> <p><b>CORPORATE PATTERNS</b></p> <ul style="list-style-type: none"> <li>17 total engagement</li> <li>18 community commons</li> <li>19 consensus assemblies</li> <li>20 corporate workdays</li> </ul>	<p>Establishing local—</p> <p><b>FUNCTIONAL EDUCATION</b></p> <ul style="list-style-type: none"> <li>29 early learning</li> <li>30 formal schooling</li> <li>31 youth training</li> <li>32 adult education</li> </ul>
<p>Initiating local—</p> <p><b>COMMERCIAL SERVICES</b></p> <ul style="list-style-type: none"> <li>9 common marketing</li> <li>10 local merchandising</li> <li>11 savings &amp; loans</li> <li>12 basic transport</li> </ul>	<p>Recovering local—</p> <p><b>IDENTITY SYSTEMS</b></p> <ul style="list-style-type: none"> <li>21 community self-story</li> <li>22 symbol systems</li> <li>23 corporate rituals</li> <li>24 village celebrations</li> </ul>	<p>Instituting local—</p> <p><b>COMMUNITY WELFARE</b></p> <ul style="list-style-type: none"> <li>33 family development</li> <li>34 women's advancement</li> <li>35 youth task force</li> <li>36 elderly engagement</li> </ul>

# ORGANIZATIONAL CHART – toward the actuation of comprehensive HUMAN DEVELOPMENT PROJECTS – on the local level



I. The Assembly - II. The Secretariat - III. The Commissions - IV. The Guild Network - V. The Stake System

