

Mr. ROCKEFELLER. Yes, sir. I can answer yes to the first and increasingly yes to the second. Being a Community Action worker does not make you necessarily popular.

Anybody who goes into a community with the idea of encouraging change which involves a very basic moral decision in the first place, whether I have that right to go into a community and suggest that things could be better.

I think the answer to the moral question is a simple one, Yes, you do because then where there are children who do not brush teeth; children who are not inoculated; there has to be a better life.

But you are not necessarily popular. For example, one of the problems with a poor community is that there is never such a thing as a totally poor community. There is always what I would call a middle class and that are five or six individuals again in that hollow who have jobs or who come out and commute to a city.

Now those people instinctively take leadership because they feel they have the education, they have the articulation. They will always take leadership which shoves your poor into a completely differential and nonleadership role.

I found when I went there I had to go through a deliberate process of personal alienation of the job holding people in order that because of their dislike of me they would stay away from the community meetings thus giving the maximum poor who tended not to speak at all an opportunity, and even that opportunity when given took a very, very long time.

But a Community Action worker cannot judge his success by either his popularity or total cooperation but all of those elements of the community which want change and are willing to seek it on the terms of the poor who are trying to be reached will eventually cooperate.

They will hesitate at first because they have never put their head on a leadership chopping block before and they are scared to do it. But with time, with the friendship that will encourage them they will give you total cooperation.

As a matter of fact, I think some of the very firmest friends I have in West Virginia and anywhere in my life are from this hollow because we have been through it together, they have gone to take these risks, suffering the humiliation of standing up in front of a meeting and suddenly discovering they could not articulate, or my suggesting that is something that was wrong and my humiliation, that the bond of trying and suggesting and failing is an enormously strong on which develops a cooperation you speak of.

But it does take time.

Chairman PERKINS. Now, in rural areas that you are serving, will you tell the committee in your own words according to priority the greatest needs of your area where you feel we can do something about it in connection with this legislation?

Mr. ROCKEFELLER. There are two things that are going to make a difference, primarily, from my thinking. First, I put a very heavy emphasis on Operation Headstart. You know very well, sir, the disadvantages that a rural disadvantaged child in a consolidated school system, the child when he arrives at the urban school after having been through a one-room school or having been through a slow early educational period, has disadvantages which are sometimes so severe that he can never overcome them.