

help us, even though they didn't have any responsibility for it, but they channeled us to these programs and we have a couple of them. This in a sense is a type of coordination. They really don't have any responsibility for this.

Mr. QUIE. That is preparing the catalog and I guess anybody could have prepared the catalog.

Mr. BRAND. Right, but it was never done before.

Mr. QUIE. They chose to do it, but you talk of the OEO being the command post.

Mr. BRAND. Right, for the poor.

Mr. QUIE. Some people have referred to the Department of Defense which coordinates all of the military effort. Do you feel that they should have that same role and coordinate all of the efforts to help people come out of poverty?

Mr. BRAND. I don't want to make a blanket statement like that. I think generally speaking this is the direction that the Congress should go. I think that a basic new approach to our welfare program must be taken. I am not an expert. I am just a businessman, but from what I have seen there is not enough rehabilitation in our welfare program, for example, and I think there is a function for a central representative of the poor to help in this area.

Mr. QUIE. In business you are both a processor and a retailer?

Mr. BRAND. We sell only retail. We design and sell only through retail stores. We have 100,000 house salesmen who sell in every State and every district in the United States.

Mr. QUIE. You do not manufacture?

Mr. BRAND. We do not manufacture at all.

Mr. QUIE. Do you think it is possible for a manufacturer who sells at wholesale to also have his retail outlets in competition with his customers without running into trouble?

Mr. BRAND. Every, almost every shoe manufacturer in the United States does this. International Shoe Company sells shoes wholesale and they have their own retail stores and they will be in competition with them.

Mr. QUIE. Maybe that is why the shoe companies have so much trouble.

Mr. BRAND. I think you will find this situation in almost any industry, such as the furniture industry.

Mr. QUIE. I know some industries that run into trouble with that. You say most of the shoe manufacturers are doing that.

Those are all the questions I have. I don't see any other members here to ask any questions. We are waiting for one to come back.

Mr. BRAND. I gave you a shoe analogy beginning at the bottom of page 6 which is a business analogy of how I would relate the central OEO to the shoe industry. I don't think the analogy of wholesale and retail comparison is the problem.

Mr. QUIE. Thank you very much.

(Mr. Brand's prepared statement and 2 letters follow:)

PREPARED STATEMENT OF CABELL BRAND, PRESIDENT, ORTHO-VENT SHOE CO.,
SALEM, VA.

It is a privilege for me to appear before this distinguished committee to make a brief statement and answer any questions you have concerning the operation of our community action program in a multi-county southern area. I wrote the