

April 12, 1963
Window Rock, Arizona

Honorable Raymond Nakai
Chairman,
The Navajo Tribal Council
Window Rock, Arizona

Dear Mr. Nakai:

Pursuant to the request contained in your letter of March 28, 1963, I submit the following resume of the functions of my office as Executive Secretary of the Navajo Tribe and an outline of the services which I have performed for the Navajo Tribe during the course of my employment.

I entered the employment of the Navajo Tribe on July 1, 1951, as Secretary and Treasurer. On February 7, 1957, the Navajo Tribal Council changed my job classification to that of Executive Secretary. My duties and responsibilities were substantially enlarged and are specifically delineated in the Resolution designating me as Executive Secretary.

FUNCTIONS OF MY OFFICE:

By Resolution of the Navajo Tribal Council, the Executive Secretary is responsible to the Chairman for coordinating the functions of all tribal divisions and departments. He is authorized and directed to exercise such executive authority as the Chairman may allocate to insure their efficient and effective operation. In addition, the Executive Secretary is responsible for the following functions:

Assistance to the Chairman and Vice Chairman in the performance of any of the duties described for these offices;

Make reports to the Navajo Tribal Council and to the Advisory Committee as may be required;

In the absence of the Chairman and the Vice Chairman, to make such executive decisions as are necessary for the continuous conduct of Tribal affairs, including the authority to employ within the terms of pertinent Resolutions and to dismiss employees, for cause;

By and with the advice of the Chairman and the Vice Chairman, or either, to prepare and post a schedule of hearings on conferences involving Tribal interests, and in the absence of the Chairman, to designate the personnel to attend such conferences;

To supervise the Tribal staff in the preparation and submission of the annual Navajo Tribal Budget estimates to the Budget and Finance Committee, the Tribal Council and the Bureau of Indian Affairs;

To supervise the establishment of temporary Tribal programs, within the budget authority, to meet any special circumstances which might arise in the conduct of the Tribe's business;

To perform such other duties and to exercise such other executive authority as may be assigned or delegated by the Chairman or the Vice Chairman or by Resolution of the Navajo Tribal Council or the Advisory Committee;

To certify the authenticity of Resolutions of the Council or Advisory Committee;

To execute contracts, leases and other documents on behalf of the Tribe in those instances where the Tribal Council or Advisory Committee does not specify the execution thereof by any other officer of the Navajo Tribe.

The Executive Secretary was, by Resolution, specifically authorized and directed to prepare a plan of Tribal organization, adequate for the administration of Tribal affairs and to recommend changes, therein, from time to time as the circumstances warranted.

OUTLINE OF SERVICES PERFORMED BY THE EXECUTIVE SECRETARY FOR THE NAVAJO TRIBE:

Pursuant to the direction of the Navajo Tribal Council, I made an exhaustive study of the Tribe's operations, its resources and capacity, including personnel qualifications. I thereafter supervised the formulation of the reorganization of the

Tribal staff. The organization, as it was established and as it has been amended, is set forth in detail in the organization chart and functional statements, dated July 27, 1959, and adopted by Tribal Council Resolution CAU-50-59, on August 6, 1959.

In order to avoid unduly lengthening this report, I have classified the services performed by me for the Navajo Tribe in three basic functions.

Liaison. As authorized and directed by the Chairman and, in many instances by the Tribal Council or the Advisory Committee, I have maintained close and effective liaison with the Secretary of the Interior, the Commissioner of the Bureau of Indian Affairs, the Area Office, the Navajo Agency and Subagency personnel, heads of the Federal Departments having business with the Navajo Tribe, including the Secretary of Agriculture, the Governors of the states in which the Reservation lies, Indian organizations and other public bodies interested in Indian affairs.

In all instances this would require a detailed and thorough knowledge of the Tribe's position, its hopes and aspirations. In all instances it has carried the sanction and approval of the Chairman and the Tribal Council, and in most instances the work was done in collaboration with the Chairman, but in many instances, it was performed by me alone, with, of course, the sanctioned approval of the Chairman.

In connection with Federal and State legislation affecting the Navajo Tribe, or in which it had an interest, I prepared, outlined, or supervised the preparation of the basic statements of reports setting forth the positions of the Navajo Tribe.

With the Chairman, on occasions, and alone in many instances, I have appeared and testified before both Congressional and State Legislative Committees in support of, or in opposition to, pending legislation. The scope of this activity has been a varied one and has covered many fields of legislative problems. It was undertaken in order to bring to bear the facts, the need for, or the reasons why such

legislation should or should not be adopted, and in all instances make clear and understandable the position and policy of the Navajo Tribe.

Participation in the consideration of legislative matters affecting the Navajo Tribe as indicated above requires a complete and comprehensive knowledge of the Tribe's resources, policy and programs.

The legislative work also required me, and I did, from time to time, to collaborate with the Chairman in the preparation of speeches, statements and testimony which he was to give. This, of course, was done pursuant to the specific authorization and direction of the Chairman and in the instances where he requested it.

I personally have testified before legislative committees considering Tribal affairs on numerous occasions, and have made many appearances before members of the Congressional Delegations of the several states in which the Reservation lies, as well as members of the State legislatures seeking the introduction and support of legislation which the Tribe desired and needed to have considered.

OPERATIONS OF THE TRIBAL STAFF:

As authorized by the Tribal Council Resolutions and under the general, and in many instances, specific direction of the Chairman, I have programed and directly supervised the work of the entire executive staff in the execution of all phases of the Tribal programs, as authorized by the Tribal Council Resolutions.

This included determination of the relative priorities relating to the execution of such programs as approved and authorized by the Council or the Chairman. When the relative priorities were established, I have endeavored to secure close adherence to the express will of the Tribal Council or the authorized direction of the Chairman.

In order to conserve the time of the Chairman and at his direction, I have conducted the interviews with applicants for major staff positions and have given to the

Chairman the benefit of my judgments as to the relative capabilities, assisting him in the conduct of such further interviews as he wished to conduct himself.

With the Chairman's authority and approval, subsequently confirmed by the Council, I have formulated and instituted the major aspects of the Tribe's present fiscal policies and controls, including the budgetary program which has since become highly developed as amended. One facet of the Tribe's fiscal problems with which I was confronted, and which I overcame and corrected, was its poor credit standing. It is now among the best and gives respectable latitude in our operations.

I have also exercised administrative supervision over the Tribe's mineral leasing program and have participated actively and continuously in all administrative aspects of this operation. I have personally participated in all of the negotiations for the leasing of the Tribe's undeveloped coal reserves and have assisted in the determination of the order in which the lands of the Tribe were offered for oil and gas sale.

In the field of Tribal enterprises, I have personally participated in the negotiations leading to the creation of the Navajo Forest Products Industries, the long-term lease with Arizona Public Service Company covering the plant site at Fruitland, and the high tension transmission lines from the plant to a point near Dilcon. As an incident of this program, I have had an active part in the negotiations with the Bureau of Reclamation for the high tension line from Glen Canyon to the Four Corners area, the Wheeling Contract with New Mexico Public Service Company, and in the distribution of power in those areas of the Reservation in which it is now available. Also, I took an active part in the establishment of the Navajo Tribal Utility Authority as authorized by Council Resolution CD-61-61.

For years it has been my practice to commence each day by briefing the Chairman on all matters handled or contemplated, and including those to be

handled or processed, in which the Chairman was to participate.

At the Chairman's request and direction, and in order to save his time, I have conducted countless interviews of a preliminary nature with individuals having activities or desiring to have activities or establish business or cultural relations with the Tribe. This function has been more or less in the nature of a screening process conserving the Chairman's time and thus enabling him to give his attention to those which he thought merited such consideration.

I have collaborated with the Chairman on the preparation of his reports to the Tribal Council. In addition, I have myself reported directly to the Tribal Council on the activities of the staff, the progress being made from time to time on programs authorized by the Council, and have made such recommendations which seemed to me to be necessary and desirable or which the Council requested.

I have taken an active and substantial part in the formulation of and programing for many major Tribal activities presently being carried on. In those instances where it was required, I have recommended and participated in the draft of the plans of organization, setting forth the responsibility for the supervision and direction of those activities which required implementation. They include, among others, the following:

Budget and Fiscal Affairs

The Tribal Scholarship Program

The Tribal Insurance Program

Long-Range Planning concerning:

- a) Chapter House and Community Center construction;
- b) Ground water development;
- c) Public Works Program;
- d) Emergency feed grain programs;
- e) Trading and trading regulations;
- f) Community planning and development;
- g) Industrial development;
- h) Development, diversion and distribution of water and power (NTUA);
- i) Navajo Labor Relations regulations;
- j) Banking and credit facilities;
- k) Division in the plan of operation and revised functions of Revolving Credit Program;
- l) Development of long-range road program;

- m) Land exchanges;
- n) Housing, both Tribal and FHA (private);
- o) Development of school facilities on the Navajo Reservation;
- p) The School Clothing Program;
- q) Navajo Parks Commission;
- r) Creation of the Navajo Board of Election Supervisors.

My participation in the foregoing, though quite substantial in every instance, was varied, and if you think it desirable to do so, I can specifically delineate my participation in each and will do so upon your request.

ESTABLISHMENT AND EXECUTION OF TRIBAL POLICIES

I have had a very substantial part in the research and studies from and based upon which the Tribal policies have been determined and established. I, of course, do not make and have never attempted to make policy determinations for the Navajo Tribe. This is and should always be a function of the Navajo Tribal Council. My activities and those of the staff under my direction and supervision have been limited to the basic research and the preparation of the reports for the Tribal Council and for its committees, as a preliminary to the determination and establishment of such policies. In every instance the recommendations of the staff have been submitted to and discussed with the Chairman before submission to the committees or to the Tribal Council. This was done in order to enable him to make his recommendations to the committees or to the Tribal Council, thus harmonizing the recommendation with his program; or, if such were not possible, to facilitate the intelligent submission to the committees or to the Tribal Council the conflicting views for final resolution.

Efficient and effective performance and discharge of the functions and duties of the Executive Secretary has required intimate familiarity with the past history of the operation of the Navajo Tribal Government, its resources, both physical and natural, the economic problems with which it is confronted, the conflicts and interests between

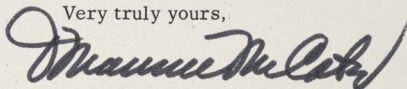
April 12, 1963

the peripheral cities, the political organizations of the states and of the states themselves in which the Reservation lies. It has also been necessary to keep informed of the legislative program of the National Administration and its relation to Indian affairs. I have tried to keep myself informed upon all of these matters and to make my views and those of the staff available to the Chairman and to the committees and to the Tribal Council during their consideration of the problems incident to the government of the Navajo people.

The position of the Executive Secretary should, and ought to be, nonpolitical in character, and I have endeavored to keep it so. Part of my function as the Executive Secretary is to supply the needs of the Tribal Council and its committees and of the Chairman of the Navajo Tribal Council in the efficient and effective performance of their duties. This I have endeavored to do with fairness and impartiality having regard always for the welfare and well-being of the Navajo people.

I am prepared and willing to continue to serve my people as you, or the Tribal Council, consider appropriate and desirable.

Very truly yours,

A handwritten signature in dark ink, appearing to read "J. Maurice McCabe". The signature is fluid and cursive, with a large initial "J" and a long, sweeping underline.

J. Maurice McCabe