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UNITED STATES
DEPARTMENT OF THE INTERIOR
Office of Indian Affairs
Washington

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--NAVAJO POLICIES AND PROGRAM--

1. Main Objectives of the Navajo Program.- Human adjustment and land rehabilitation are accepted by the Navajo tribe and the Government as necessary to overcome present difficulties and to perpetuate the Navajo tribe as an independent, self-supporting, self-respecting people. At the present time, emergency action is necessary for the Navajo because of (a) rapid deterioration of land, forage, and forest resources from over-grazing; (b) increase of population to a point at which extraordinary effort is necessary to sustain living; (c) great decrease in farming as the result of soil erosion; (d) lack of knowledge on the part of many of the Navajo as to the seriousness of their situation. The emergency calls for immediate direct action by the Government, but it is recognized that any permanent measures for improvement and rehabilitation must come, not as a force applied from without, but from the Navajo people themselves, encouraged and guided by Governmental effort.

There is urgent need for adequate information as to the present status of Navajo life. The Navajo tribe and the Government recognize the necessity for an economic and social survey, properly planned and equipped, to be undertaken and carried through as soon as practicable. There should also be a continued planning program which will make studies of the reservation and keep in close touch with changing needs for the information of the Government and the tribe.

2. Stock reduction.- One measure that will have to be applied is stock reduction. There is now more stock on the Navajo reservation than can possibly be maintained. A heavy reduction in the 1934-1935 lamb and kid crop as well as other stock will be made in terms of the reservation as a whole. Whatever percentage of reduction is finally arrived at will be determined by the findings after this year's dipping and developments that have taken place in the meantime. The burden of reduction will be distributed where it can be borne, in accordance with the needs of the various areas. Reduction is to be on a sliding scale, the largest reduction to fall on the larger herds, with reduced proportions on the smaller herds, and a minimum size of herds on which no reduction at all will be made. A base grazing preference or right for each existing owner of livestock (individual or family) will be established, this to be determined by taking the average of

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dipping records for mature animals for the five years ending in 1934. A grazing reconnaissance and range management plan for the entire reservation is to be completed as rapidly as possible in order that beginning with 1936 the reduction program can be based upon local conditions and ownership.

3. Land Management.- Adequate land management policies will be formulated by the Soil Erosion Service and the Indian Service in conjunction with the Tribal Council and the Chapters, and applied to the Navajo reservation as a whole. Water-sheds, large and small, will, so far as practicable, be the units of administration, range control, and land use. As rapidly as possible units of the size of the present chapter areas will be placed under a plan of land-management, including range control, erosion control, flood-water spreading, irrigation, and farm development, each unit to be treated only after advance assurance of range control has been secured from the Navajo in the area. Efforts will be made to help the Navajo people to understand that rehabilitation is largely their own responsibility and their own gain, and that after the emergency period passes the work will have to go on through individual and community effort. Later Government action is to be confined to surveys and supervision, and to projects of a special nature which impose a direct responsibility upon the Government, or for which the Navajo people lack the necessary equipment. The special functions of the Soil Erosion Service will be to secure the essential facts regarding range-management, forest management, soils, erosion, game, agriculture and other land-resource factors; to formulate land-use plans; to supervise erosion control, revegetation, and flood-water spreading activities; to administer demonstration areas; to cooperate with the General Superintendent of the Navajo in preparing material for education, demonstration, and dissemination of information.

4. Forestry.- The basic principle of the forestry policy on the Navajo Reservation is to make it possible for the Navajos to use their timber perpetually. This will only be possible if the forests are used in moderation. The essential elements in the program are: (a) Strict cutting regulations enforced on all employees and work agencies; (b) Purchase and operation of portable sawmills with which to cut the lumber needed by the Navajos; (c) Management of all logging operations necessary to supply logs to the sawmills in a way which will not damage the forest; (d) keeping out all livestock except horses from areas recently cut over; (e) Establishment of community forests for those communities which have forest lands, from which local timber and fuel needs may be met, but only in a way which will not damage the forests.

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It is understood, however, that the forests belong to all the Navajos and that if there is more timber on the lands of one community than it needs, other less fortunate communities have full right to meet their timber needs in such a forest; (f) Protection of all forest land from fire and over-cutting; (g) Propagation of fish in those places where it is possible, introduction of beaver in special localities, and introduction of other game which will not damage the range; (h) The training of Indians to handle the conservation of their forests and range.

5. Irrigation and Water Development.- It is planned to develop all feasible irrigation possibilities on the reservation and provide additional water for stock and domestic purposes, in order to furnish as many of the Navajos as possible with an opportunity to become self-supporting through farming and stockraising. Approximately 11,000 acres are at present being irrigated on the Navajo reservation by 2,600 families - an average of only a little over four acres per family. The plans are to increase the irrigation facilities by an additional 25,750 acres, making a total of 36,750 acres under irrigation, of which 27,400 would be provided with a full water supply and 9,350 acres with flood water irrigation only. For stock and domestic water development, it is planned to drill and equip 29 wells, dig 12 shallow wells, construct 33 stock-water reservoirs and improve 13 springs. The program is expected to be carried out in two years. The projects are to be so designed and constructed that the Navajos will be able to maintain and operate them, probably with no assistance except supervision and some materials.

6. The Extension Program.- The purpose of extension work in the Navajo country, as elsewhere, is to improve the economic status of the Indian people by furnishing them with the kind of information, advice, and constructive help which will enable them, through their own efforts, to conserve and develop their resources and thereby secure more adequate food supply, better homes, and a higher standard of living. In the Consolidated Navajo jurisdiction for next year the extension work will be directed by a supervisor of extension, with two agricultural extension agents as assistants, six farmers or farm agents, 13 stockmen, and five farm aids. As fast as funds become available, the extension staff will be built up to meet the needs of the Navajo jurisdiction. The extension program will include the following projects: Livestock-reduction through [illegible] and home slaughter, improvement of stock through culling present he[illegible] and introduction of better bred sires, poultry and hog raising where [illegible]sible on irrigated tracts, development of agricultural lands (both i[illegible]ted and dry farming) for the purpose of producing more feed and food c[illegible] gardens, food budget, nutrition, food preservation and storage, orch[illegible] and small fruits for local consumption, better homes, including house [illegible]nishings and improvement of surroundings. With Education, Health, So[illegible]rosion, and other services, the extension workers

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will assist in the development of programs for adults at the community centers and day schools.

7. Roads.- Roads and other means of communication are to be developed for the direct benefit of the Navajos, rather than encouragement of tourist travel. Maintenance and betterment of essential existing roads are primary requirements. Future truck trails under Emergency Conservation Work are to be developed in cooperation with the road program for the reservation. Road projects planned for the coming year include extension of the Coal Mine road to Oraibi; improvement of the road from near Elephant Butte to Indian Wells via Dilcon; development of the east and west road between Oraibi and Steamboat Springs, and between the latter point and the Navajo Capital; completion of sections of the Lizard Springs-Frazier Stone road via Chin Lee; improvement of the road from Ganado to Chambers; development of the Shiprock-Teec-nos-Pos road via Biclabito community center; and provisi of side roads where possible to Rough Rock, Rock Point, Burnhams, Marianna Lake, Pinedale, White Rock, Lake Valley, Standing Rock, Coyote Canyon, Star Lake, Torreon, and other community centers and day schools.

8. Emergency Conservation Work.- Any Indian Emergency Conservation Work carried on in the Navajo jurisdiction will necessarily be in direct connection with other work services. The program will be made locally in conjunction with the Soil Erosion Service and submitted through the Production Coordinating officers for approval by the Wahington Office. Types of projects acceptable for the Indian Service include telephone lines, fire breaks, roadside clearing or clean-up, lookout houses and towers, fighting forest fires, forest stand, improvement, minor trails and roads, public campground facilities, fences, water systems, planting-forestation or grains, control of noxious weeds, insect pest control, rodent control, elimination of useless range stock and predatory animals, bridges, water improvement, corrals, flood control, landscaping. The Emergency Conservation Work program will be confined to such necessary work as can not be accomplished by the regular divisions of the Indian Service and the Soil Erosion Service.

9. Wage and Savings Policy.- Wherever the project is for the special benefit of indivudals or communities, expenditures in connection with irrigation and water development, soil erosion, roads, schools, hospitals, and other improvements are to be on a cooperative basis, with Indians contributing a portion of the labor in accordance with individual or community benefits received. Before any project is started, the proposals will be submitted to the group of Indians to be benefited, the work to be undertaken only after approval of the project by the Indians and a definite understanding as to the Indian labor that will be necessary for maintenance and operation after construction is completed.

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Uniform wages will be paid by the various regular work agencies. Indians employed are to deposit with the Superintendent 25 percent of the wages due them each week, this deposit to be credited to the individual accounts and to be released for capital expenditures (purchase of tools, equipment and stock) or emergencies. This money is a savings account belonging to the worker himself and arrangements for the fund will be kept sufficiently flexible so that these used to responsible handling of money may draw out funds for productive purposes at any time. A system of savings receipts is to be worked out for each individual depositor.

10. Health.- The purpose of the health program on the Navajo reservation is to render to the Navajo people health services in accordance with approved health practices in this country and commensurate with the health needs of the Navajo and the resources available; to interpret to the Navajo people their present health problems and a means of meeting them; to encourage and assist in the training of qualified young men and women to be physicians, nurses, and auxiliary health workers; to improve the work now being done to conserve the health of the children of the boarding and day schools; to continue work on the treatment and control of trachoma; to start a program of tuberculosis control based on survey findings; to emphasize the possibilities of reducing syphillis and gonnerrhea infections through education, prophylactic work and early treatment of pregnant women with syphillis. Among the new features planned for the health program are: (a) a medical center at Fort Defiance for the entire Navajo area, and, (b) general clinics at Gallup, at the Navajo Capital, and at other places where considerable number of Indian workers and their families are living. The public health program will include a continuance of the tuberculosis survey of school children and some adults now under way; immunization of infants against tuberculosis; establishment of prenatal clinics in existing hospitals; health examination of present and prospective employees; immunization of Indians against typhoid, diptheria and small pox.

11. Education.- The purpose of the educational program on the Navajo reservation is to help the Navajo to secure adequate schooling and other educational facilities at the various age levels, with particular reference to the large numbers of children and young people for whom opportunities have not hitherto been provided, the program to be in terms of the special economic, health, and social needs of the Navajos, and to include advanced vocational and higher education for qualified Navajo youth. Until recently, the educational facilities on the reservation were confined to nine elementary boarding schools

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and nine day schools, all on the elementary level. One of the nine boarding schools has been turned into a day school; the remaining boarding schools have been increased upward in grades and will probably in most cases go as high as the 9th grade. While the plan is not to make changes too quickly, eventually most of the education of young children will necessarily take place in the community day school. These community day schools will provide the usual training in skills, including the use of the English language, but they will also attempt to meet the special needs of the Navajo communities. The community program now under way will care for approximately 2,500 additional children in addition to the adult educational program. The community centers, completed or under construction, total approximately 47. Of this number, six replace existing day schools, making a total of 41 entirely new centers. The plan is to develop further centers only as the Navajos request educational facilities and locations prove feasible. Present requests for funds include money for two public schools attended by Navajo childred - Thoreau and Sanders - and 12 to 15 new day school centers. It is planned to develop the two schools in the Fruitland-Kirtland area since this is generally recognized as a natural place for day school development. All proposals for day school centers will be very carefully considered with the people of each area.

12. Human Relations.- Human needs, as represented by dependent children, care of the old and sick, and other unemployables, are recognized as a responsibility that can not be avoided either by the tribe or by the Government. It is proposed, as soon as possible, to set up a division of human relations in the Navajo jurisdiction, this division to be specifically charged with the care of human needs. It will be necessary to secure the facts regarding the numbers of dependent children and other individuals in need, especially the aged or chronically ill. Because of the special importance of the work on educational loans, in-service training and Indian employment, there should be a close coordination between the proposed division of human relations and the central education and employment committee recently authorized by the Commissioner. The head worker in human relations can serve as executive to the central committee, and thereby furnish the necessary stimulating and guiding influence to help make the central committee and local committee function in meeting the educational needs of young people.

13. Administrative Set-up:- (a) Under a permanent Superintendent, there will be placed the greatest amount of authority feasible under the law, the appropriations, etc. The Superintendent will report directly to the Commissioner and Assistant Commissioner. (b) The staff, which will have the Superintendent for its immediate chief,

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shall have its several functions and responsibilities clearly defined. (c) Particular effort will be made to hasten the time when the Navajo Reservation will be divided into a certain number of local areas (greater in number than the six jurisdictions of previous time but probably smaller in number than the total of day schools), and within each of such local areas there shall be a man or group competent and authorized to handle promptly, without reference to any other headquarters, the greatest amount of Indian business that can be so handled. (d) While there must still be some supervision of particular functions from Albuquerque, and again, from Washington, supervision within the Navajo area will be held down to such methods and policies as may be developed under the Superintendent with his local staff; i.e., any distant supervision, continuous or intermittent, will be supplemental to the supervision given by the permanent staff and will be cleared through the Navajo headquarters. (e) The policy of using Indians in the regular as well as the emergency branches of Indian Service will be carried forward energetically; the burden of proof will rest on those who may fear such employment of Indians; and the entire Reservation organization will be expected not only to cooperate in the finding and employment of Indians, but to assist in their in-service training after they are employed. (f) Under the Indian Reorganization Act or not under it, Navajo administration will have as one of its chief objects the development of Navajo organization, the bringing of the organized Navajos into close advisory relation with every policy and operation, and the vesting in the organized Navajos of an ever-increasing responsibility for planning and execution, including the planning of budgets.

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