

**The original documents are located in Box 3, folder “Indian Affairs Coordinator” of the Bradley H. Patterson Files at the Gerald R. Ford Presidential Library.**

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THE WHITE HOUSE

WASHINGTON

April 16, 1975

ACTION

MEMORANDUM FOR:

THE PRESIDENT

FROM:

THEODORE C. MARRS

SUBJECT:

Coordinating Group,  
Federal Indian Policy



I. BACKGROUND

Indian relationships to the United States Government are unique and complex. They revolve around a responsibility for resources, funds and personal well-being of what is now estimated as one million people of whom five hundred thousand are on reservations. This is based on trust, treaty, law, Presidential edict, responsibility, tradition and expectation.

Over the years, policies have varied widely and inconsistency has been the prevalent characteristic. In general, programs have been administered with little regard for Indian aspirations or participation.

In a Presidential message to the Congress in July of 1970, "self-determination without termination" became the centerpiece of Indian policy. Minus the baroque this means responsiveness to Indian tribes which are willing and able to manage their own affairs in a given area. You have reaffirmed that policy position.

"My Administration is committed to furthering the self-determination of Indian communities without terminating

the special relationships between the Federal Government and the Indian people."

(Jan. 4, 1975, signing statement Indian Self-Determination and Education Assistance Act)

In January 1975 the Congress established, through SJ Resolution 133, an American Indian Policy Review Commission consisting of members of the House, Senate, and Indian representatives. There are no Executive Branch members. This commission is charged to develop a new national Indian policy, conduct an independent management review of BIA, issue a report, and terminate activities, no later than June 1977. This commission will, in all likelihood, be making proposals to which the Administration must be prepared to respond.

Recently, several Departments and Agencies have organized Indian desks but there is no mechanism to coordinate Federal Indian policy and consult with Indian leaders. Despite good intentions, definition and coordinated implementation of policy are lacking. Because of express need and Congressional activity, such a mechanism should be established.

## II. OPTIONS

Three options are available: A Presidential Commission on Indian Affairs, a Domestic Council Committee on Indian Affairs or a Presidential Task Force on Indian Affairs. All options would include the use of an appropriately constituted advisory council of Indian membership and all, to maintain vitality, will require the continued interest of the President and senior advisors.



Option One: Presidential Commission

Discussion: A Commission would provide an excellent vehicle for study and research. Due to a good indication of White House interest and commitment and the inherent prestige of a Presidential Commission, it should be welcomed enthusiastically by the Indian Community. The composition and tenure of the Commission would pose difficult problems as would the definition of its mandate. The operational tendency would be to study the problem rather than be action oriented. Staff tends to proliferate and costs generally increase above those projected.

Option Two: Domestic Council Committee

Discussion: A Domestic Council Committee would be prestigious and demonstrate a clear indication of White House interest and support. With Secretarial participation, the attention factor would be considerable but experience demonstrates the absence of direct involvement. Staff needs would be more modest than a Commission and the composition of the Committee would be "in house." In late 1974, there was a rough consensus among the Departments and Agencies that such a Committee would be desirable but the Indian reaction was negative. There exists a perception that similar committees have not been particularly effective.

Option Three: Presidential Task Force

Discussion: The Indian Community favors an Inter-departmental Task Force and the proposal is in accord with current thinking of the affected departments and agencies. The composition of the task force would include the various Indian desks and they would be direct participants rather than points of contact. The task force would be action oriented with a diminished ability to pursue study



and research projects. While it is a sub-cabinet group, a sufficient indication of White House interest and support will be evidenced by Presidential directive and the fact that it will be chaired by the Special Assistant to the President for Human Resources. The membership of the task force would have, in large measure, name identification with the Indian Community. Modest staff needs and cost would be internalized.

III. RECOMMENDATION

That you approve Option Three which provides for the establishment, by Memorandum, of a Presidential Task Force on Indian Affairs (Tab A-Memorandum).

(

concur.)

Approve \_\_\_\_\_ Disapprove \_\_\_\_\_

It is further recommended that the announcement of this task force be made at a Cabinet Room meeting with appropriate representatives of the Indian Community present.

Approve \_\_\_\_\_ Disapprove \_\_\_\_\_



THE WHITE HOUSE

WASHINGTON

July 28, 1976

MEMORANDUM FOR: BILL BAROODY

FROM: BOBBIE GREENE KILBERG

*Bobbie*

As you are aware, Ted Marrs was not able to prepare a Presidential memorandum to the Heads of Departments and certain other offices on improved coordination in the Indian program area. The President stated in his July 16 speech to Indian leaders that he was sending such a memorandum.

After talking with you yesterday, I drafted the attached Presidential memorandum. The memorandum should not be sent, in my opinion, unless it contains the name of a liaison person for coordination purposes. Thus, I have listed Brad Patterson in the memorandum as that individual.

I hope that both the question of Brad's status in regard to the liaison responsibilities and the matter of sending a memorandum from the President can be settled quickly.

cc: Jim Connor  
Doug Bennett  
Art Quern  
Paul O'Neill  
Jim Mitchell



July 30, 1976

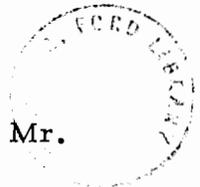
DRAFT

The President today announced that he has designated Bradley H. Patterson, Jr., to assist him in the White House Staff's Office of Public Liaison within the area of American Indian Affairs.

As the President specified in his remarks to Indian leaders at the White House on July 16, Mr. Patterson will work with the responsible Cabinet officers, with the Office of Management and Budget, with the Domestic Council and with the Office of the Counsel to the President to promote and encourage improved coordination of the various Federal agencies and programs that currently serve the Indian population.

As the Executive Assistant to Leonard Garment from September, 1969 to December, 1974, Mr. Patterson was one of the principal authors of the Special Message on Indian Affairs of July 8, 1970, and during those five years has had close experience with policy development and coordination concerning the various Federal programs which affect Indian economic and social development.

Born on December 5, 1921, in Wellesley, Massachusetts, Mr. Patterson received his B. A. and M. A. degrees from the University of Chicago. He has been a federal career executive since 1945, with



July 30, 1976

-2-

experience in the Department of State, as the Assistant Cabinet Secretary to President Eisenhower, as Executive Secretary of the Peace Corps and in the Office of the Secretary of the Treasury.

In 1960, Mr. Patterson was given the Arthur S. Flemming Award as one of the Ten Outstanding Young Men in Federal Service.

He is married to the former Shirley DoBos; they reside in Bethesda, Maryland and have four children.

-30-



*Brad will pick up*  
*(B)*

THE WHITE HOUSE  
WASHINGTON

August 2

Bill -

I am pleased to report to you that this memorandum has, in fact, the approval of Paul O'Neill and of Jim Cannon.

It is ready for your final OK, and my secretary is ready to type it in final form if you will send this draft back to me as approved by you.

Doug, of course, continues to concur in the designation.

*Brad*  
*OK (B)*  
GERALD R. FORD LIBRARY

~~DRAFT~~

August 2, 1976

MEMORANDUM FOR THE PRESIDENT

FROM: WILLIAM J. BAROODY, JR.

When you addressed the assembled Indian leaders at the White House on July 16, you told them you would shortly announce the name of a person who would succeed Ted Marrs in his duties with respect to the American Indian community. You described these duties as working closely with Cabinet officers, with OMB, the Domestic Council and the Office of Counsel to the President "to encourage the improved coordination of the various Federal agencies and programs that currently serve the Indian population."

I believe that the best choice for this person is Brad Patterson. Brad worked closely in the Indian Affairs field for five years, did most of the work on the landmark Special Message of 1970, and is well known in the Indian community. One or two of the AIM-type Indian extremists might criticize Brad's appointment, but that is because they know that he recognizes some of them for what they are; publicity-seekers, and that he can be tough and say "no" when that is the only right answer. I consider that a compliment to Brad and to his professionalism and competence in Indian matters.



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Where Brad is also particularly strong is in his knowledge of the some 34 offices (in 21 agencies) where Federal Indian affairs are conducted; he knows the programs and the people in them.

Doug Bennett and I will share Brad's time until November; Doug and Paul O'Neill concur in my recommendation that you approve this designation. (A draft press statement is at Tab A.)

Designation Approved \_\_\_\_\_ Disapproved \_\_\_\_\_

At the same meeting with Indian leaders you also announced that you would be sending a memorandum to the heads of these Departments with Indian responsibilities "directing them to give priority attention to the coordination of Indian programs".

I have prepared such a memorandum for your signature, and it is at Tab B. Paul O'Neill and Jim Cannon concur in my recommendation that you sign it.



~~July 30, 1976~~

[TAB A]

DRAFT

The President today announced that he has designated Bradley H. Patterson, Jr., to assist him in the White House ~~Staff's~~ Office of Public Liaison within the area of American Indian Affairs.

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a White House Staff officer

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July 30, 1976

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In 1960, Mr. Patterson was given the Arthur S. Flemming Award as one of the Ten Outstanding Young Men in Federal Service.

He is married to the former Shirley DeBos; they reside in Bethesda, Maryland and have four children.

~~-30-~~



~~August 2, 1976~~

[TAB B]

~~DRAFT~~

MEMORANDUM FOR:

The Secretary of the Treasury  
The Secretary of Defense  
The Attorney General  
The Secretary of the Interior  
The Secretary of Agriculture  
The Secretary of Commerce  
The Secretary of Labor  
The Secretary of Health, Education & Welfare  
The Secretary of Housing & Urban Development  
The Secretary of Transportation  
The Administrator, Community Services Adm.  
The Acting Chairman, Equal Employment  
Opportunity Commission  
The Administrator, Environmental Protection  
Agency  
The Administrator Farm Credit Administration  
The Administrator, General Services Adm.  
The Administrator, Small Business Adm.  
The Chairman, Civil Service Commission  
The Administrator, Veterans Administration

In order to ensure the effective delivery and efficient operation of Federal Indian programs and services, it is necessary to give priority attention to coordination efforts among the Cabinet Departments, the Office of Management and Budget, the Domestic Council, the Office of Counsel to the President, and the White House office of Public Liaison.

Therefore, I am today designating Bradley H. Patterson, Jr. of my staff to perform the Indian affairs liaison function in the White House Office of Public Liaison. It will be Mr. Patterson's



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specific responsibility to work with each of you to encourage the improved coordination of the various Federal agencies and programs that serve the Indian people. I know that each of you will work closely and effectively with Mr. Patterson.

He and you together will also help ensure that when federal actions are planned which affect Indian communities, the responsible Indian leaders are consulted in the planning process.

---

Gerald R. Ford

cc: The Director, Office of Management and Budget  
The Assistant to the President for Domestic Affairs  
The Chairman, Civil Rights Commission  
The Counsel to the President  
The Assistant to the President for Public Liaison  
The Secretary to the Cabinet



THE WHITE HOUSE

WASHINGTON

August 4, 1976

MEMORANDUM FOR THE PRESIDENT

FROM: WILLIAM J. BAROODY, JR. 

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THE WHITE HOUSE

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The Secretary of the Interior  
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The Secretary of Health, Education & Welfare  
The Secretary of Housing & Urban Development  
The Secretary of Transportation  
The Administrator, Community Services Adm.  
The Acting Chairman, Equal Employment  
Opportunity Commission  
The Administrator, Environmental Protection  
Agency  
The Administrator, Farm Credit Administration  
The Administrator, General Services Administration  
The Administrator, Small Business Administration  
The Chairman, Civil Service Commission  
The Administrator, Veterans Administration

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