UNITED STATES DEPARTMENT OF THE INTERIOR

SECRETARIAL CORRESPONDENCE HANDBOOK

(382 DM 5)



OCTOBER 22, 2014

FOREWORD

This updated Secretarial Correspondence Handbook supplements the policy in 382 DM 5 – Secretarial Correspondence. It provides detailed guidance for preparing correspondence directed to or prepared for the signature of the Secretary, Deputy Secretary, and Assistant Secretaries.

The information in the Handbook may differ in some instances with the Government Printing Office (GPO) Style Manual and the U.S. Government Correspondence Manual published by the General Services Administration. The differences reflect the Secretary's preferences. The Handbook is updated as guidance changes. In addition, we recognize that written material at the Department varies widely and frequently demands flexibility.

The Correspondence Handbook provides easily accessible information to assist bureaus and offices in preparing correspondence, memoranda, briefing papers, and other official documents for the Secretary, Deputy Secretary, and Assistant Secretaries of the Department. It includes an Appendix, *Writing Well*, focused on writing standards, why we need to improve our writing, and some tools to help. The Handbook also includes examples of memoranda, correspondence, models of address, grammar guides, and other information.

Questions about the handbook may be directed to the Office of the Executive Secretariat and Regulatory Affairs. A copy is also available on the Department's Electronic Library of Interior Polices (ELIPS): http://elips.doi.gov.

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INTRODUCTION

Most of the Department of the Interior's interaction with the public and Congress is through writing. Effective communication is an important tool that is often underused. The *Secretarial Correspondence Manual* is a tool to help in the preparation of effective, well-written materials.

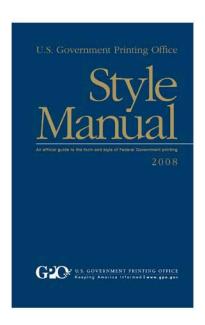
The *Correspondence Manual* provides easily accessible information to assist Department of the Interior (DOI) employees in providing correspondence, memoranda, briefing papers, and other official documents for the Secretary, Deputy Secretary, and Assistant Secretaries. It includes an Appendix, **Writing Well**, focused on writing standards, why we need to improve our writing, and some tools to help. The *Correspondence Manual* includes examples of memoranda, correspondence, models of address, grammar guides, and other information.

The information in this *Manual* may differ in some instances with the *Government Printing Office (GPO) Style Manual* and the *U.S. Government Correspondence Manual* published by the General Services Administration (GSA). These differences reflect the Secretary's preferences. This document is updated as guidance changes. In addition, we recognize that written material at the Department varies widely and frequently demands flexibility. The only inflexible rules are:

Be responsive.

Be on time.

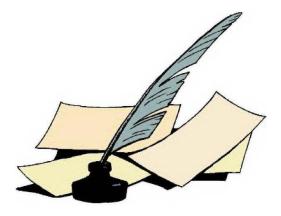
When in doubt, ask.



Office of the Executive Secretariat and Regulatory Affairs TASKING PROFILE

The Office of the Executive Secretariat and Regulatory Affairs (OES), located within the Immediate Office of the Secretary, is responsible for the flow of information throughout the Department. Secretarial issued documents, many internal directives, and controlled correspondence are all routed through OES. The OES is responsible for ensuring that:

- ➤ The Department provides timely and accurate responses to written communications to the Secretary and Deputy Secretary.
- ➤ All correspondence is controlled and tracked through the Department's Data Tracking System (DTS).
- All correspondence and documents presented to the Secretary and Deputy Secretary for signature/decision have been properly coordinated within the Department, other Government agencies, or vetted through the White House. This includes ensuring the required reviewers have "surnamed" (the Department's term for officially vetting) the document prior to being forwarded to the Secretary for final review and signature.
- ➤ Proper closeout of actions including date stamping the final document/letter, copying, and when appropriate mailing the correspondence. Also, when required and following clearance procedures and authorization, "SIGMAC" (signature machine/autopen) documents. Closeout also includes sending the final copy and back-up material to the originating office and providing the Records Management Office a copy for the Secretary's files.



THE SECRETARIAL CORRESPONDENCE PROCESS

OES Responsibilities

Incoming correspondence addressed to the Secretary or Deputy Secretary is delivered to OES by the Department of the Interior's mailroom. This correspondence is opened, read, and date stamped. The correspondence is given to the appropriate Correspondence Specialist to enter into the OES Data Tracking System.

Correspondence Specialists are responsible for portfolios specific to Assistant Secretaries and bureaus. The OES Correspondence Specialists are the contact point for their respective offices/bureaus. Each Specialist has extensive knowledge of the program areas they handle and is responsible for monitoring Secretarial correspondence. They assist the various offices and bureaus in resolving problems associated with preparing responses for the Secretary's signature.

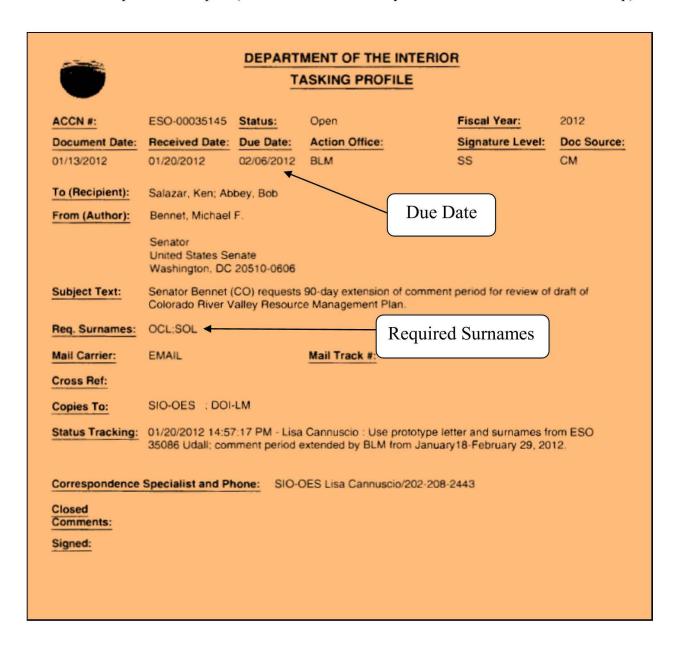
Each Correspondence Specialist receives correspondence addressed to the Secretary/Deputy Secretary for their respective office/bureau and enters the required data into the DTS. This in turn generates a Tasking Profile. The Tasking Profile printed on bright orange paper (see page 4) provides all the necessary information regarding the nature of the correspondence, required action, and due date. The Specialists work closely with the OES Deputy Director and Director to ensure that the Secretary's personal preferences are honored and other special handling instructions are relayed to the offices/bureaus (Action Office) either on the Tasking Profile, via telephone, or in a meeting. The Specialists also coordinate with other OES staff when necessary.

Once the Action Office has prepared a response for the signature of the Secretary and it has cleared the surname process, the response package is returned to the appropriate OES Correspondence Specialist. The Specialist reviews the response for grammatical and format errors, responsiveness to the incoming letter, correct tone, and consistency with current Administration policy. The response is then set up in the special signature folders and moved forward through the OES review process prior to being submitted to the Secretary for signature.

Due Dates: Correspondence controlled for the signature of the Secretary/Deputy Secretary has a DTS generated due date. The due dates are automatically generated dependent on the date the document was received and the origin of the incoming correspondence, i.e.:

Originator	Due Date (work days- from date received)
Congressional Member	10 days
Governor	10 days
Mayor	10 days
State Legislator	10 days
Other Federal Agency	10 days
Tribal Leader	20 days
Attorneys	30 days
Embassy	30 days

All correspondence not received in OES by the due date will appear on the computerized Overdue Correspondence Report (which is shared routinely with Action Offices and leadership).



RESPONSIBILITY OF ACTION OFFICES

Each Action Office picks up their mail from the OES mailroom three times per day. From this point on, offices/bureaus are responsible for the following:

- Assigning an appropriate program office to prepare the response to the incoming correspondence and using the most expeditious means of forwarding the correspondence to that office.
- Tracking the correspondence closely throughout the office/bureau process to ensure responses are forwarded to OES by the due date identified on the Tasking Profile. This includes obtaining recommended surnames identified on the Tasking Profile within the allotted due date timeframe established by OES.
- ➤ Coordinating with the OES on changes to the recommended surnames identified on the Tasking Profile.
- Determining if the response requires coordination with another office, bureau, or agency, and if so, allowing adequate time for this coordination to occur within the established due date timeframe.
- > Determining whether an interim response should be prepared.
- Notifying OES of any problems or unforeseen circumstances that may affect responding within the allotted due date timeframe.

REASSIGNMENT POLICY: If OES incorrectly assigns mail, the Action Office must return the correspondence **within 24 hours** to OES. Because many policies and program issues within the Department are crosscutting, OES welcomes suggestions on the correct assignment of this mail.

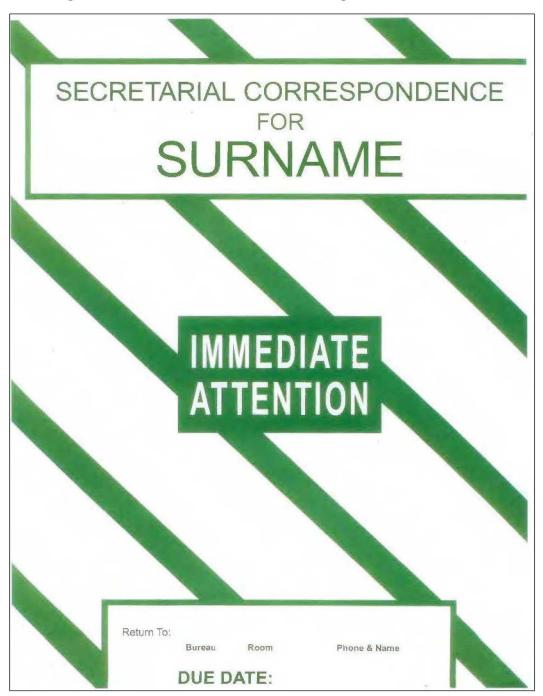
Signature Levels: General guidance for OES assigned signature levels is as follows:

Incoming letter from:	Response signed by:
The President	Secretary
Vice President	Secretary
Cabinet Members	Secretary
Senior White House Staff	Secretary
Agency Heads	Secretary
Governors	Secretary
Congress	Secretary
Foreign Ambassadors	Secretary
Heads of major corporations	Secretary
Heads of major interest groups	Secretary
General Public Mail	Program office

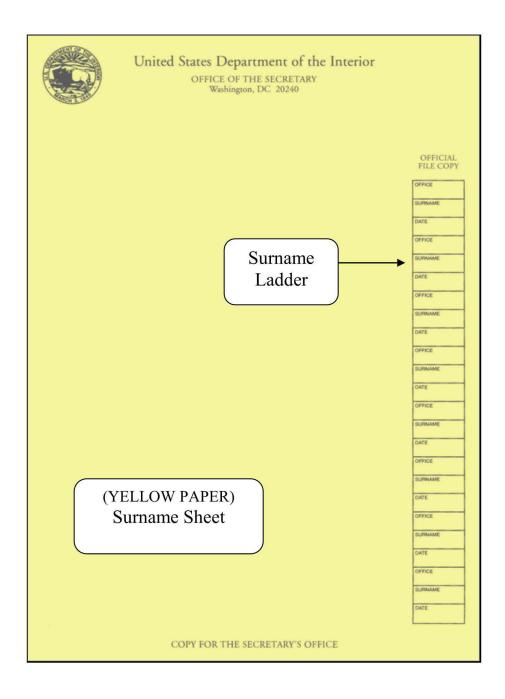
There are exceptions to these rules. Sometimes the subject of incoming correspondence will necessitate a different signature level. Some incoming correspondence may not be assigned for secretarial signature. If it is believed signature level changes are not appropriate, Action Offices should contact the Executive Secretariat.

Formatting: Formatting guidelines may change in accordance with a new Administration's preferences. Executive correspondence drafters should periodically check with OES to ensure that correct formatting guidelines are being followed.

The Departmental surname process must be accomplished within the Due Date allotted on the Tasking Profile (see page 10). The OES has developed a standardized surname folder for correspondence to be signed by the Secretary. The green and white striped folders can be ordered through the Interior Business Center's Print Shop.

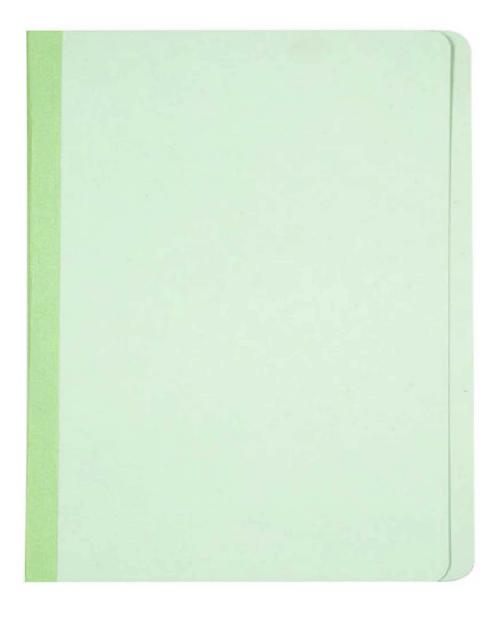


Departmental Surnames: The Action Office is responsible for obtaining all surnames on correspondence to be signed by the Secretary. The Tasking Profile lists RECOMMENDED surnames based on the incoming correspondence. It is the responsibility of the Action Office to contact the appropriate Correspondence Specialist in OES if they feel their response does not require all the recommended surnames or if additional surnames are required. Yellow surname sheets can be ordered through the Interior Business Center's Print Shop.



SECRETARIAL CORRESPONDENCE PACKAGE ASSEMBLY

A green heavy pressboard file folder is used to transmit the correspondence package for final approval and signature.



The Secretarial Correspondence Transmittal Sheet is secured to the front of the correspondence package.

Secretarial Correspondence Transmittal			
Date Forward	Date ES Received: led for Signature:	: 04/29/2013 04/29/2013	ES Tracking #: ESO-00046194
To:	Members of Con	oress	775 T T T T T T T T T T T T T T T T T T
From:	Jewell, Sally	giess,	
	Secretary of the U.S. Department 1849 C. Street, N Washington, DC	t of the Interior NW	
Subject:	Semiannual Rep	ort to Congress 10/1/12-3/31/	13
	10/1/12 - 3/31/13	AC authority for @60 letters to	the OIG Semiannual Report to Congress - O Chairman/Ranking Member of various
Lead Respor	se Office: OIG		
Response W	riter: Kendall		
Surnaming C	ffice	Approved By	Date Approved
SOL		Keable	05/06/2013
Deputy Secre	etary		<u> </u>
Chief of Staff			
		4	
Deputy Chief		I THE RESERVE OF THE PARTY OF T	
Associate De	puty Secretary		
Senior Advis	or		
Executive Se	cretariat		
Secretary			
Secretary		Other (NOT SECRETARY):	
Secretary SIGMAC:			
SIGMAC:			

The contents of the signature package are paper clipped inside the green pressboard file folder as follows:





Left Side of the Folder

Right Side of the Folder

Original incoming correspondence.

All relevant internal reports, charters, secretarial orders, concurrence letters, press releases, memoranda related to final response.

Executive Correspondence plastic cover (see next page) is placed over original outgoing correspondence, enclosures, and addressed envelope.

Yellow surname sheet with original surnames.

Any substantive edits to response that have been made during the surname/final review process.

SIGNATURE PACKAGE PREPARATION

Assembly for Departmental Correspondence Review and Signature

Place in designated folder (multiple folders for large documents) as follows:

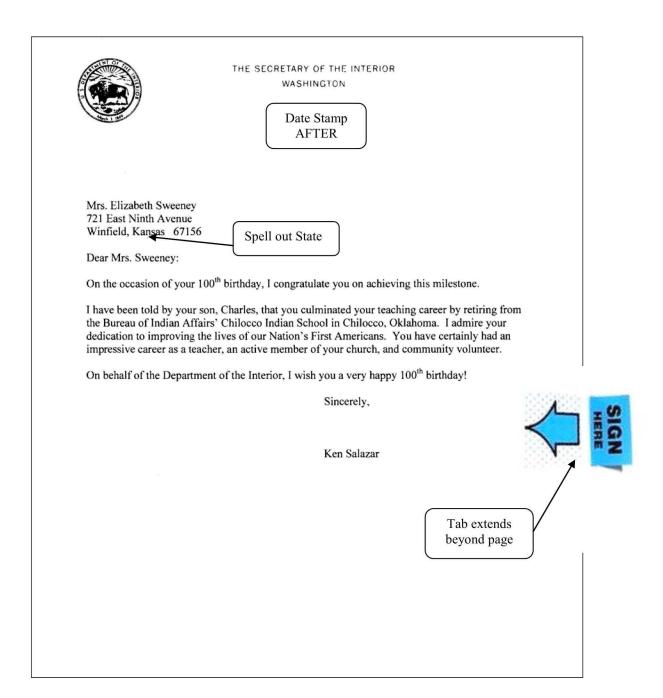
- 1. The Transmittal Sheet (also referred to as the "orange sheet" is placed on the **outside** cover of the folder (see Responsibilities page 3)
 - Pertinent information (deadlines, comments, signature designation, surname approval) are noted on the Transmittal Sheet
- 2. Secure **incoming** material on inside **left flap** of the folder
 - a. Transmittal Memorandum (if applicable)
 - b. Note to reviewer(s) (if applicable)
 - c. Tasking profile or other control sheet
 - d. Original incoming correspondence
 - e. Appropriate background materials
- 3. Secure **outgoing** material on inside **right flap** of folder
 - a. Executive Correspondence cover sheet is placed over the outgoing letter
 - b. Outgoing original letter(s)
 - Originating office prints all letters on appropriate letterhead
 - c. Place signature tabs appropriately on the outgoing correspondence
 - d. Enclosure(s) (if applicable)
 - e. Envelope(s) or mailing label(s) (if applicable)
 - f. Secretary's Surname copy (also referred to as the yellow sheet "ladder" copy)

After signature, this packet will be returned to originating office for distribution of the correspondence.

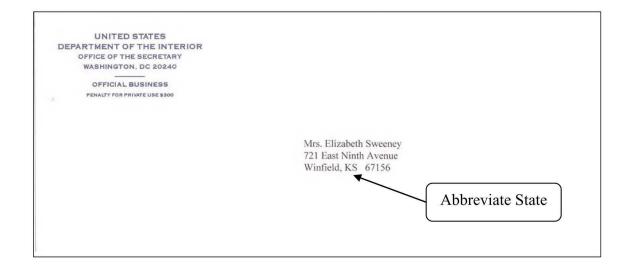
The Executive Correspondence plastic cover is placed over the original outgoing correspondence.

EXECUTIVE CORRESPONDENCE Clear Plastic DO NOT WRITE ON THIS COVER AS IT IS INTENDED FOR RE-USE RETURN IT WITH THE FILE COPIES TO ORIGINATING OFFICE

Outgoing original letter for signature



Envelope for Outgoing Correspondence



STATIONERY

Use only DOI-approved letterhead for all DOI correspondence. Print succeeding pages on plain paper matching the letterhead. All correspondence to be signed by the Secretary must be on "The Secretary of the Interior" letterhead. Second sheets must match the letterhead – do NOT use plain white bond.

For hard copy distribution, computer-generated letterhead **will not** be used for correspondence signed by the Secretary or Deputy Secretary. However, computer-generated letterhead may be used for electronic distribution. Offices and bureaus should establish the requirements for using their own letterhead.

The letterhead used is dependent upon the position of the signatory official. (See below)

Secretary

Letterhead The Secretary of the Interior (100 percent cotton bond –

Watermark contains Eagle with 4 stars)

Succeeding Pages Plain (matches the letterhead)
Envelope The Secretary of the Interior

Where to Order Office of Facilities and Administrative Services



THE SECRETARY OF THE INTERIOR WASHINGTON

Deputy Secretary

Letterhead The Deputy Secretary (50 percent cotton bond – Watermark

contains Eagle with 3 stars)

Succeeding Pages Plain (matches the letterhead)

Envelope Office of the Secretary

Where to Order IBC - Creative Communication Services



THE DEPUTY SECRETARY OF THE INTERIOR WASHINGTON

Department of the Interior

Letterhead Office of the Secretary (25 percent cotton bond – Watermark

contains Eagle with 2 stars)

Succeeding Pages Plain (matches the letterhead)

Envelope Office of the Secretary

Where to Order IBC - Creative Communication Services



United States Department of the Interior

OFFICE OF THE SECRETARY Washington, DC 20240

Guidelines for Preparing Letters

The Secretary has a strong personal interest in ensuring that all mail received in the Department is handled in a timely and responsive manner. The mail provides a significant opportunity to communicate our message, policies, and programs to the American people. Be sure the message is clear, concise, non-bureaucratic, and positive.

In preparing outgoing correspondence for the signature of the Secretary or Deputy Secretary there are several general guidelines of style and format to be followed. These are presented in this section, along with other useful references.

Guidelines and Personal Preferences

- Respond to the issue
- ➤ Answer all questions
- ➤ Use simple, clear language
- > Use active tense
- > Do not hide behind the regulations
- Write with the reader in mind
- ➤ If the response will be late, prepare an interim reply
- ➤ Where appropriate, indicate a willingness on the Secretary's part to continue working toward a resolution
- ➤ Do not use "we" especially in the closing paragraph Use "I" or "the Department."
- > Avoid redundancies
- > Do not use contractions
- > Punctuation should be in accordance with the GPO Style Manual published by GSA
- > Be creative and, to the extent possible, positive
- Avoid bureaucratic words and phrases
- ➤ Correspondence to be signed by the Secretary should be written in the first person singular, e.g., "I am pleased...," "If I can be of further assistance...," etc.

GENERAL GUIDELINES FOR PREPARING LETTERS

Reference Materials

In addition to this handbook, there are many resources you can reference when preparing correspondence:

Secretarial Correspondence Bulletins
U.S. Government Correspondence Manual, 1992
Government Printing Office Style Manual
The Elements of Style (Shrunk and White)

Language Requirements

Keep acronyms to a minimum. When using an acronym, spell it out the first time you use it and put the acronym in parenthesis. Avoid beginning a sentence with an acronym or an abbreviation.

Spell out Department of the Interior and then refer to it as the Department or Interior (use of "DOI" is acceptable, but not preferred). Avoid using statements such as "I have reviewed" or "I know" that make the official signing the correspondence personally responsible for a level of detail not appropriate for his/her office.

Do *not* use contractions.

Do not use:	Use:
I'm not You're here Can't see Isn't mine	I am not You are here Cannot see Is not mine

Language in the letter, use:

Style

Write correspondence in a clear, direct style. Keep the opening paragraph short and to the point. Use courteous, positive language to establish rapport with the addressee. When applicable, include the date of the incoming correspondence in the opening sentence.

[&]quot;I" and "me" for letters prepared for the Secretary's signature.

[&]quot;We" and "us" for letters prepared for the Assistant Secretary's signature.

The Department prefers the following standard opening sentence:

"Thank you for your letter of (date), (concerning, about, requesting, supporting, opposing, providing, etc.) ______." Or, "Thank you for your letter dated (date),"

<u>DO NOT USE:</u> "This is in response to" or "This responds to." Avoid using phrases like "As you probably know" or "As you are aware."

If the incoming is addressed to someone other than the person signing the response, you can explain this in the opening paragraph:

"Thank you for your letter of (date), to Secretary (Name) regarding (issue). Secretary (name) has asked that we respond directly to your" - several variations are appropriate.

Do not spend time summarizing the incoming letter. Reference the subject then provide the Department's response.

LETTERS

Letters are used for correspondence addressed outside the Department (with other organizations and the public) and to address employees within the Department when a personal tone is appropriate, such as letters of commendation or condolence.

The main components of a letter include the <u>Heading</u>, <u>Opening</u>, <u>Body</u>, and <u>Closing</u>. Each is explained on the following pages. Correspondence will be cordial, responsive, brief, written in plain language, and directed to the intended audience. Tone will be customer-service oriented and positive.

Allow liberal use of personal pronouns (I, me, my, we) and other conversational writing techniques. <u>Do not</u> use contractions. Presentation will always be neat. Correspondence should not exceed three pages; one page is preferred. If the information to be conveyed is lengthy, keep the letter brief and incorporate the bulk of the information as an enclosure. Do not leave large areas of white space at the end of a page in order to carry over text to the next page.

Administrative support staff is responsible for ensuring the following information has been provided by the author: (1) a brief, general subject of the outgoing correspondence; (2) a copy of the referenced incoming correspondence; and (3) a due date required for response by the incoming correspondence, if any.

STATIONERY

Use the current approved letterhead for all official correspondence. Do not print official correspondence for the Secretary or Deputy Secretary on computer-generated letterhead. (Computer-generated letterhead may be used for electronic distribution.) Prepare succeeding pages on the appropriate plain bond paper. See section labeled <u>Stationery</u> for more specific information.

PLACEMENT AND FORMAT

Margins, Justification, and Hyphenation

One-inch, left-justified margins are the standard. When protocol and appearance are most important, short letters may be balanced vertically on the page. In such cases, right and left margins may be increased equally. The allowable margins are between .8 and 1.25 inches (equal on both sides). Allow a 1-inch margin from the bottom of the page, if possible. Use little or no hyphenation at ends of lines.

Type Color, Style, and Size

Type color, style, and size affect readability. Print text in <u>black ink only</u>. The unit of type size is called a point. Use 12-point type for all standard documents. An 11-point type may be used when space is a consideration.

There are many typefaces or styles (fonts). Some fonts are more readable than others. For correspondence always use **Times New Roman**. Use boldface and italic type sparingly and not in long passages. Also, do not use all capital letters for text with the exception of acronyms. If possible, prepare enclosures in the same font style as the correspondence document.

HEADING

Dateline

Do not type the date on outgoing correspondence (with the exception of official correspondence to be sent by e-mail). Once the correspondence is signed, **stamp** the date in black ink, centered immediately below the agency address at the top of the letterhead. Date stamps will be no larger than a 12-point size. Date attachments such as draft and/or final reports, proposed draft replies, forms, etc., when typed.

SPECIAL MAILING INSTRUCTIONS

Place instructions for special mailing, such as AIRMAIL, SPECIAL DELIVERY, CERTIFIED, or REGISTERED on the face of the letter only when special mailing is required, and you are not preparing the envelope. Type or stamp these instructions on the line with the sender's reference, starting at the center of the page. If the reference element extends to or beyond the center of the page, begin typing special mailing instructions three spaces to the right of center. When more than one instruction is used, type them continuously on the line, separating them with a dash.

Example:

AIRMAIL – SPECIAL DELIVERY

ACRONYMS

Use acronyms only when the phrase will be used more than once within the document. Write out the phrase or title the first time it is used (identify the acronym), followed by the acronym in parentheses.

An Environmental Impact Statement/Environmental Impact Report (EIS/EIR) is enclosed for your review. Please provide your comments concerning the EIS/EIR by close of business Thursday, March 22, 2012.

Refer only to the acronym throughout the remainder of the letter. Avoid beginning a sentence with an acronym.

ADDRESS

Type the address flush with the left margin four returns (or three lines of blank space). Single space the address and arrange it in block style. When run-over lines are required, type flush with the left margin and indent two spaces for the remainder of the information. (See line 3 of the example below.) Limit the address to five lines. There are two spaces between the state and the zip code. Example:

Mr. John L. Doe Chairman, Secretarial-Professional Association of the United States 5906 Weaver Place SE Barnesboro, PA 15714

Typing the full name of the state is optional in the inside address. On envelopes, the U.S. Postal Service prefers the state be denoted by the two letter abbreviation.

SALUTATION

Type the salutation two returns below the last line of the address followed by a colon. Use of a salutation is standard, but it may be omitted in some circumstances.

Always use Dear Mr., Ms., Mrs., Dr., etc. before an individual's name. If the addressee is a close acquaintance of the signatory official, he or she may mark through the courtesy title and surname and handwrite the addressee's first name to personalize the letter.

When addressing a letter to an individual and the gender is not known, every effort should be made to contact various offices or bureaus to find out, and then use the proper title.

Dear Ms. Myers:

See the section entitled <u>Models of Address</u> to find more examples of addressing persons with various titles and offices.

SALUTATION TO AN ORGANIZATION

When addressing an organization (organization, committee, corporation, or business) and the name of the responsible individual is not known, use of a salutation is optional and may be omitted.

General Electric Company Street Address City, State 00000

Ladies and Gentlemen:

or General Electric Company
Street Address
City, State 00000

First sentence of letter...

Do not address a letter to an organization when the responsible position is known. Address the letter to the position title with a salutation of "Dear [Position Title]." Do not use the salutation "Ladies and Gentlemen" in that case. When the intended recipient of a letter is a group of unrelated individuals (i.e., they are not acting as a single unit), they are NOT considered to be an organization. Include the word "Dear" as part of the salutation in this situation.

BODY

Line Spacing

Begin the body of a letter two returns below the salutation. Final letters will be typed, single-spaced, double-spaced between paragraphs, and balanced on the page. A letter of one paragraph and less than 10 lines may be double spaced.

Spacing After a Punctuation Mark

Use one space after commas and semicolons. Double space after a period or end of a sentence, after the state in an address line, after a colon, etc.

Paragraphing

Type paragraphs in modified block style; all elements are typed flushed left except for the signature block. The standard for numbered and/or subparagraphs is indented style.

Indented Paragraph Style

- 1. Numbering and lettering paragraphs can be helpful as a reference aid. When main paragraphs are not numbered, refer to them in numbers such as "in the second paragraph" or "in paragraph 2" and assign letters to subparagraphs.
 - a. Subdivided paragraphs are more easily understood when identified with alternating numbers and letters. The following sequence is suggested: 1, a, (1), (a).
 - (1) When a paragraph is subdivided, it must have at least two subdivisions.
 - (2) When citing a subparagraph, type it without spaces or periods; for example: "subparagraph 1a(2)." There may be instances in which this format would not be followed; i.e., contract, legal documents, etc.
 - When documents are lengthy, underlined or italicized, titles or captions will make them easier to read and reference.
- 2. Arrangements may differ from the one shown here to meet special requirements such as those for legal documents.

FOOTNOTES IN CORRESPONDENCE

When preparing technical or legal correspondence, it may be necessary to include a footnote within the body of a letter. Footnotes follow the style of the text and should carry the original footnote, but to avoid the repetition of a long note, use the words "See footnote 1 on p. 1." instead of repeating the entire footnote.

Footnotes must always begin on the page where they are referenced. If the entire footnote will not fit on the page where it is referenced, it will be continued at the bottom of the next page.

CARRYING OVER TO THE NEXT PAGE

Begin a paragraph near the end of a page only if there is room for at least two lines. When continuing a paragraph on the following page, carry over at least two lines. A single line or less (unless it is a single-line paragraph) at the top or bottom of the page may distract the reader.

SUCCEEDING PAGES

Print the second and succeeding pages of a letter on the appropriate plain bond paper with the same margins and font as the first page. Starting with the second page, type the name of the addressee exactly as it is shown on the first page flush with the left margin. Type the page number on the same line, flush with the right margin. The body of the letter will continue two lines or three returns below the page number and contain a minimum of two lines of text.

Mr. William Smith

The body of the letter will continue two lines or three returns below the page number and contain a minimum of two lines of text.

LISTS AND BULLETS

These rules can be used for preparation of all materials unless specific guidance exists to the contrary. Lists may begin with a number, letter, bullet, or dash. Use numbers or letters when the list is lengthy, the text must refer to items in the list, or the items are listed in order of importance. Use bullets or dashes to identify items in a displayed list when the list contains items of equal importance and when those items do not need to be referenced.

CLOSING PARAGRAPH

When or if contact information is necessary, detail it in the closing (last) paragraph of a letter. Include the name, telephone number (complete with area code), and, if appropriate, the email of the contact individual.

COMPLIMENTARY CLOSE AND SIGNATURE BLOCK

Position the complimentary close and signature block two to five spaces to the right of the center of the page, or at a tab set at 3.5 inches with a 1-inch margin.

Complimentary Close

Type "Sincerely," two returns below the body to close all letters.

Signature Block

The signature block consists of the signatory official's name and position title. (See following example). If possible, allow four blank lines (five returns) below the complimentary close for the signature before typing the signature block. Type the title of the signatory official below the name <u>if and only if</u> the title is not already on the letterhead. Also, <u>do not</u> print a signature block on a page by itself; always carry over at least two lines of text to the signature page continuing to follow the rules for margins and pagination. Placing text on the signature page helps to ensure the integrity of the document.

Do not type a signature block on a page by itself. of text to the signature page.	Always carry over at least two lines
1 2 3	Sincerely,
4	John Smith Commissioner

Duplicate Letters

When more than one original of the same letter is to be sent to a single addressee, type the appropriate notation (In Duplicate, In Triplicate, etc.) on each original and all copies flush with the left margin, two returns below the body of the letter.

ENCLOSURES AND COURTESY COPIES

Identify an enclosure to accompany a letter in the body of the letter. Type the word "Enclosure" flush with the left margin, two returns below the body of the letter. Never use the word "Attachment" in letters. For more than one enclosure, use the plural form "Enclosures."

If enclosures will accompany a courtesy copy (cc) or blind courtesy copy (bcc), follow the example below:

cc: Mr. Donald V. Citizen 1515 Maple Road Hillsboro, MO 55555 (w/encl)

bcc: Ms. Angela White Commissioner (w/encl)

When an enclosure is not identified in the text, type the notation as indicated above. Below the notation, flush with the left margin, and list each enclosure as a separate line. Describe each enclosure by title or in as few words as are needed to identify it. If more than one line is needed to identify an enclosure, begin succeeding lines flush with left margin.

3 Enclosures:
Form Letters Handbook
Plain Letters Pamphlet
Organization Chart

When material referred to in the text is to be sent under separate cover, type "Separate Cover:" flush with the left margin, two lines below the signer's title or the enclosure notation, if you have one. List the material whether or not identified in the text. Send a copy of the letter with the material sent under separate cover.

Separate Cover:
Form Letters Handbook
Plain Letters Pamphlet
U.S. Government Correspondence Manual – 10 copies

If typing the above notations flush with the left margin below the signer's title would require starting a new page, simply type "Separate Cover" two returns after the last line of the signature block.

Sincerely,

William J. Smith
Commissioner

Separate Cover

DISTRIBUTION OF COPIES

One copy should be made of each piece of correspondence <u>signed by the Secretary</u>. **Courtesy copies** or <u>cc:s</u> are sent to individuals, agencies, and/or offices with a need to know or an interest in the subject matter of the letter. Type "cc:" (versus "Copy to:") flush with the left margin, two lines below the enclosure notations or two returns below the body of the letter if there are no enclosures. Set a tab approximately two spaces after the colon. At the tab, type the cc: recipient's name and title. Hit return and single space between recipients' names.

A blind courtesy copy or bcc: is sent to individuals, agencies, and/or offices when addressees and/or cc recipients **do not have a need to know** are sent a copy of the letter. The bcc: line does not appear on the original letter or cc:s, but is included on the official file copy and all other copies. Type "bcc:" flush with the left margin, two returns below the last "cc:" notation. If there are no cc recipients, type the bcc: line two lines below the body of the letter or enclosure notation, as applicable. Set a tab approximately two spaces after the colon. At the tab, type the bcc: recipient's complete mailing address.

(See the sample on the following page)

SAMPLE - Letter Format

Stamp the date (centered under letterhead)

Name (Begin the address approximately four returns after the seal.)

Title

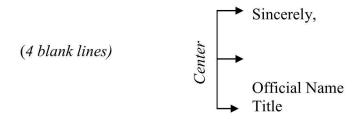
Address

City, State Zip Code

Salutation:

Begin typing the body of the letter two returns after the salutation. Margins may be adjusted no less than .8 and no more than 1.25 equally on each side; however, 1 inch margins are preferred.

Double space between paragraphs. In the closing paragraph if contact information is necessary, be sure to include the name, telephone number, and, if appropriate, email of the individual.



Enclosures: (if necessary)

cc: Name, Title

INTERIM REPLIES

Bureaus/offices are encouraged to utilize interim replies when unusually long delays are anticipated. As shown in the accompanying illustration, interim replies should address only the following:

- Acknowledge receipt of the incoming letter;
- > Briefly state why the final response will be delayed;
- ➤ Identify approximately when the final response can be expected.

Since interim replies contain no substantive information, they do not require any Department surnames and should be signed by the following officials:

- ➤ Interim replies to CONGRESSIONAL letters should be signed by the Director, Office of Congressional and Legislative Affairs, *or* coordinated through the Office of Congressional and Legislative Affairs to determine appropriate signature level.
- Interim replies to all other Secretarial correspondence should be signed by the appropriate Assistant Secretary or minimally by the bureau/office director.

SAMPLE - Interim Letter



THE SECRETARY OF THE INTERIOR WASHINGTON

Insert Date Stamp

The Honorable Dianne Feinstein United States Senate Washington, DC 20510

Dear Senator Feinstein:

Thank you for your letter dated December 16, 2011, to Secretary Salazar concerning the northern spotted owl.

To address your concerns fully, we are requesting additional information from the U.S. Fish and Wildlife Service in the Pacific Southwest Regional Office. The Department of the Interior would like to acknowledge receipt of your letter and will forward a complete response to you in the near future.

Sincerely,

Rachel Jacobson Acting Assistant Secretary for Fish and Wildlife and Parks

CONGRESSIONAL CORRESPONDENCE

Use the formal letter style for all congressional correspondence. When replying to a constituent at the request of a Member of the Congress, send the Member a copy of the reply. If the Member is away from the Capitol, send an extra copy to his district office. When replying to a letter from a Member of the Congress signed by a staff member, address the letter to the Member. When replying to a letter signed by more than one Member of the Congress, send each member an original and a courtesy copy. List all recipients of the letter on the bottom of the official file copy.

SAMPLE - Congressional Letters



THE SECRETARY OF THE INTERIOR WASHINGTON

JAN 2 4 2012

The Honorable Michael F. Bennet United States Senate Washington, DC 20510

Dear Senator Bennet:

Thank you for your letter of January 13, 2012, to Bureau of Land Management Director Robert V. Abbey and me regarding the public comment period for the draft Colorado River Valley Resource Management Plan. As you note, the CRV RMP is a complex document that will guide Bureau of Land Management decisions in much of Western Colorado for many years.

The BLM recognizes the importance of providing the public sufficient time to evaluate the draft CRV RMP and its impacts. The BLM has extended the public comment period a second time to February 29, 2012. With this extension, the public comment period for this plan will total 165 days.

Thank you again for your interest and support. We encourage you and your constituents to continue to engage in the BLM's land-use planning process.

Sincerely. Ken Salozor

Ken Salazar



THE SECRETARY OF THE INTERIOR WASHINGTON

JAN 19 2012

The Honorable Mark E. Udall United States Senate Washington, DC 20510

Use official salutation and mark through to personalize

Dear Senator Udall:

Thank you for your letter of January 17, 2012, to me and Bureau of Land Management Director Bob Abbey, regarding the public comment period for the draft Colorado River Valley Resource Management Plan. As you note, the CRV RMP is a complex document that will guide BLM decisions in much of Western Colorado for many years.

The BLM recognizes the importance of providing the public sufficient time to evaluate the draft CRV RMP and its impacts. The BLM has extended the public comment period a second time to February 29, 2012. With this extension, the public comment period for this plan will total 165 days.

Thank you again for your interest and support. We encourage you and your constituents to continue to engage in the BLM's land-use planning process.

Sincerely,

Ken Salazar



United States Department of the Interior

OFFICE OF THE SECRETARY Washington, D.C. 20240

JUN 2 6 2012

The Honorable Bill Flores House of Representatives Washington, DC 20515

Dear Representative Flores:

Thank you for your letter of June 7, 2012, to Secretary of the Interior Ken Salazar requesting an extension of the comment period for the proposed rule to regulate hydraulic fracturing on public and Indian lands. It will become part of the administrative record for the proposed rule for consideration as this process proceeds. Secretary Salazar asked me to respond to your letter.

We recognize the importance of providing the public sufficient time to evaluate the proposed rule and its impacts, and have extended the public comment period to September 10, 2012. The *Federal Register* published our notice on June 26, 2012. This extension provides the public a total of 120 days to review and provide comments on this rule.

We will continue to work closely with Federal and state agencies, tribal representatives, stakeholders, and the public on this important issue. Together, we can facilitate development of oil and gas resources on public and Indian lands in an environmentally responsible manner. A similar reply was sent to the co-signers of your letter.

Sincerely,

Marcilynn A. Burke Acting Assistant Secretary for

Land and Minerals Management



THE SECRETARY OF THE INTERIOR WASHINGTON

JUL 6 2011

The Honorable Jeff Bingaman Chairman, Committee on Energy and Natural Resources United States Senate Washington, DC 20510

Chairman of a Committee - "Mr. Chairman"

Dear Mr. Chairman:

Thank you for your letters of March 17, 2011 and April 5, 2011, concerning legislation to amend the Compact of Free Association between the United States and the Republic of Palau.

The Department of the Interior appreciates your views regarding the need for an amendment to Senate bill S. 343 that will offset the bill's estimated 10-year budget impact. We would like to give you an update relative to the scoring for this legislation. The Department of Defense and Full-Year Continuing Appropriations Act, 2011 (P.L. 112-10) signed by the President on April 15, 2011, includes appropriations of \$13 million for payments to Palau as an extension to the existing Compact. These payments to Palau count toward the Compact and therefore reduce the scoring for the legislation from \$194 million to \$181 million.

We have provided a list of potential offsets that your Committee could use in order to comply with the Statutory Pay-As-You-Go Act of 2010. These offsets are also described in our Fiscal Year 2012 budget. Legislative proposals for these offsets will be transmitted to Congress in the coming weeks. Although we consider the list of offsets sent to you — which are part of the President's budget — a viable set of proposals that could allow the Compact legislation to move forward, we take your concerns seriously. We are available to provide briefings on this matter and to work collaboratively with the Department of State and the Department of Defense. We were able to brief staff of the House of Representatives on this matter and were accompanied by officials from the Department of Defense who discussed the security issues relating to the ongoing relationship with Palau.

I sincerely thank you for your commitment to enact legislation to strengthen the close relationship between the U.S. and Palau. I am available to discuss this matter with you at your convenience.

Ken Salazar

Ken Salazai



THE SECRETARY OF THE INTERIOR WASHINGTON

MAR 1 9 2012

The Honorable Mike Simpson
Chairman, Subcommittee on
Interior, Environment and Related Agencies
Committee on Appropriations
House of Representatives
Washington, DC 20515

Chairman of Subcommittee – "Representative" or "Senator"

Dear Representative Simpson:

Enclosed is a report that outlines the Department of the Interior's initial estimate of anticipated wildland fire suppression costs for FY 2012 as required in the FLAME Act of 2009 (Title V of Division A of Public Law Number 111-88). This estimate is provided pursuant to Section 502(h)(3) of the FLAME Act of 2009, which requires the Secretary of the Interior to submit an estimate of the anticipated wildfire suppression costs for FY 2012 the first week of March.

This pre-season forecast predicts fire suppression costs to be between \$234 million and \$573 million. These estimates are based on the best climate, weather, and other related data currently available, as well as the best current models and other analytical tools to estimate fire costs.

Identical letters and enclosures are being provided to the Honorable James Moran, Ranking Minority Member, Subcommittee on Interior, Environment, and Related Agencies, Committee on Appropriations. United States House of Representatives; the Honorable Jack Reed, Chairman, Subcommittee on Interior, Environment, and Related Agencies, Committee on Appropriations, United States Senate; and the Honorable Lisa Murkowski, Ranking Minority Member, Subcommittee on Interior, Environment, and Related Agencies, Committee on Appropriations. United States Senate.

Sincerely.

Ken Salayar

Enclosure

MULTIPLE SIGNATURES/COSIGNERS

When more than one person signs an incoming letter, send an identical/similar response to each person who signed the incoming letter. Mention in the letter that you are sending a response to all of the people who signed it. Appropriate phrasing is:

For three or fewer signatories: "Thank you for letter of January 2, 2012, also signed by (name(s)), regarding..."

For more than three signatories: "Thank you for your letter of January 2, 2012, cosigned by 50 of your colleagues..."

Or, in the closing paragraph: "A similar reply is being sent to the cosigners of your letter."

The closing sentence of a letter transitions from the main body to the complimentary close. An offer to provide additional information or assistance is a good transition. Provide the appropriate contact name and phone number.

"If we can be of further assistance, please feel to contact (name, title) at (phone number)."



THE SECRETARY OF THE INTERIOR WASHINGTON

MAR 2 9 2012

The Honorable Jim Matheson House of Representatives Washington, DC 20515

Dear Representative Matheson:

Thank you for your letter of February 17, 2012, regarding hydraulic fracturing and the Bureau of Land Management's ongoing efforts to produce a draft rule on well stimulation. I appreciate you taking the time to share your concerns about the effects that this kind of regulation could have on the public lands.

The BLM's hydraulic fracturing regulatory framework dates from 1982 and does not reflect the significant technological advances that have occurred over the past 30 years. Today, hydraulic fracturing occurs on nearly 90 percent of all wells drilled on public lands. The BLM invited tribal representatives to engage in government-to-government consultation by attending meetings in Oklahoma, Montana, Utah, and New Mexico. Additional public forums were held in North Dakota, Arkansas, Colorado, and Washington, D.C. During these sessions, the Department of the Interior received a clear message from the public and tribal representatives that they would like the BLM to update its regulations on well stimulation and that more information about post-drilling stimulation operations on public lands should be provided to the public. This message and our efforts to develop a draft rule that will provide for the disclosure of the chemicals used during hydraulic fracturing are in keeping with related efforts in States like Texas, Wyoming, and Colorado.

I appreciate and share your thoughts about the importance of robust oil and gas development in the United States. Strong domestic production is critical to our efforts to reach energy independence. I am confident that by providing the public with more information about drilling activities on public lands – in addition to strengthening well bore integrity standards and water management practices – that we can ensure a bright future for this important energy source.

As we move forward, we will continue to work closely with Congress, industry. Federal and state agencies, tribal representatives, and the public to evaluate how best to update our requirements to help assure robust development of our domestic energy resources while also protecting the important resource values of our public lands.

I look forward to working with you as we continue the pursuit of balanced stewardship of America's public lands and resources. A similar reply is being sent to the cosigners of your letter.

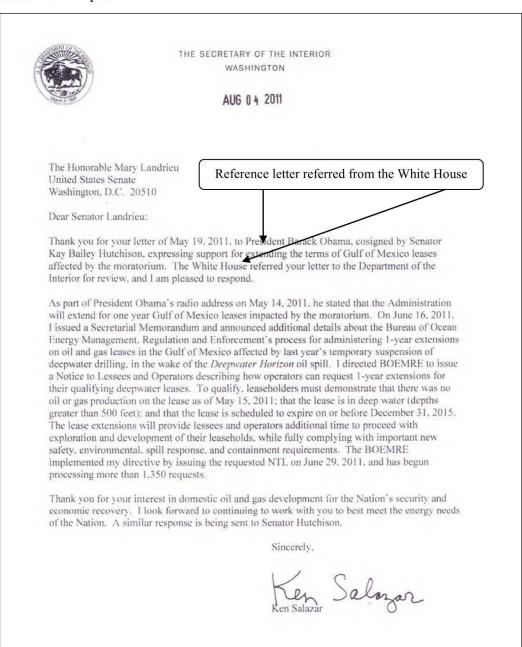
Sincerely,

Cosigners

Ken Salazar

WHITE HOUSE REFERRED MAIL

Mail referred from the White House requires either a draft reply to the White House or a direct reply to the writer. All White House correspondence must be acknowledged within 2 workdays, unless a different time period is indicated. For the White House draft reply, type the correspondence on plain white bond paper and double space. Provide one extra white tissue copy in accordance with White House requirements. In the upper-right corner type the word DRAFT and the name, title, organizational element, and telephone number of the person to be called for information. For a direct reply prepare the document in formal letter style, making regular numbers of copies.



JOINT-SIGNATURE CORRESPONDENCE GUIDELINES

The following joint-signature correspondence guidelines cover responses to incoming letters coaddressed to multiple agency heads, memorandums of agreement or understanding, and other documents that require the signature of two or more people.

Call

When a jointly addressed letter is received, OES will contact the executive secretariats of the other agencies listed on the letter and determine if a jointly signed response is preferred, rather than separate responses. There are times when the Office of Management and Budget may need to be consulted due to the subject matter to determine if OMB prefers a jointly signed response rather than separate agency responses.

Leads

If a jointly signed response is needed, OES will determine which agency will be the lead agency. Unless there is an obvious subject-matter lead, the lead should be determined by order of precedence.

Clearances Needed

Be very clear from the first telephone call if review and approval is required for each agency's resident subject-matter experts. In addition, internal agency review and approval might be necessary from each agency's congressional office, general counsel, public affairs, budget office, or other program office. Due to multiple clearances needed at the agencies, it might be helpful to prepare a timeline/project plan for completion.

Letterhead

It is preferred to use joint letterhead, containing all of the agencies' seals and agency names. The seals should follow the order of precedence from left to right. The order of the signature block should correspond to the seals. Deputy Secretaries or Under Secretaries should not precede Cabinet-level or Independent Agency heads.

Some agencies prefer to use their own letterhead for their principal and have the other agency principal co-sign on their letterhead. There are some principals who will not sign on another agency's letterhead. It is important to coordinate and determine who the signatory officials will be at the executive-secretariat level in order to have letterhead that is agreed to among the agencies. When plain, bond paper is used instead of letterhead or joint letterhead with seals, ensure that the principals' titles and the names of the agencies are identified in the signature block.

Signature Process

The lead agency should coordinate the signature process, including whether the letter will be signed by hand, with an autopen, or with an electronic signature, etc.; the order in which it will be signed; and the method of transporting the letter to collect signatures, if applicable. It is important that OES coordinate closely with the other agency executive secretariats as early in the process as possible.

Drafting a Response

The OES will work closely with the other agency executive secretariats to prepare a draft response. Draft documents should be shared electronically via email to ensure the draft moves promptly between agencies, to record the document's progress, and to maintain version control.

Review and Approval

Once each agency is satisfied with the final draft, each agency is then required to obtain its necessary internal approvals. OES will coordinate with the other agencies to address comments and edits in preparing the final draft. If significant modifications are made to the final draft, it may be necessary for each agency to obtain review and approval for a second time.

Attempt to keep the review at the same level as the other Departments. The package should not go to the Solicitor before subject-matter experts at both Departments/Agencies have approved the document.

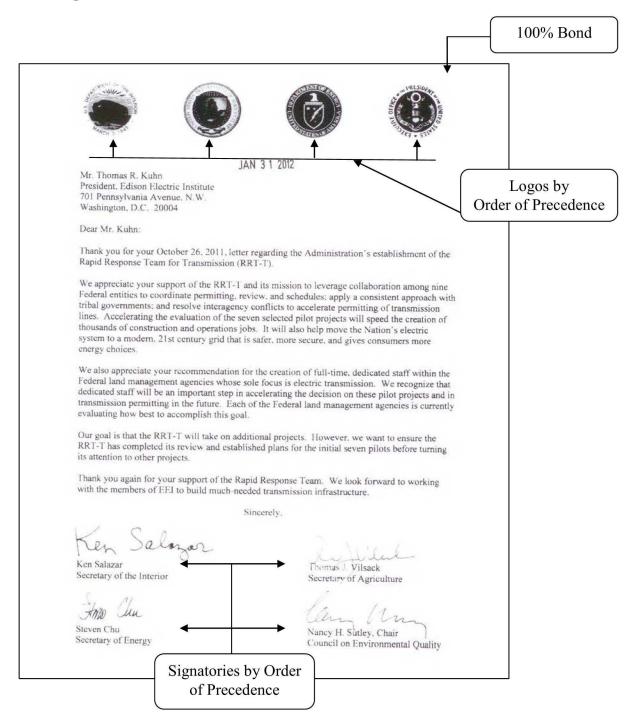
Final letter

Once all have signed the letter, either the lead agency or the last agency to sign should ensure that the letter is dated as appropriate. Make a PDF of the letter and enclosures, if any, and email them to the other agency executive secretariats. Determine how the final letter will be dispatched to its addressee.

Separate Responses

In the event each agency decides to prepare separate responses, it might be necessary to clear the DOI response with the other agencies before it is released. These decisions will be made during the initial discussions with the other agency executive secretariats. As a courtesy, DOI will share it's response with the other agency executive secretariats.

SAMPLE - Joint-Signature



TRANSFER LETTERS POLICY

Interagency transfer of White House referrals

- 1. Correspondence staff member from Agency A contacts Agency B to ask about the jurisdiction of the letter's subject.
- 2. Agency B confirms it has jurisdiction.
- 3. Agency A emails a pdf of the correspondence and envelope, if available, to Agency B.
- 4. Agency A emails the White House correspondence office to inform it of the transfer.
- 5. Agency A does not concurrently or subsequently mail a hard copy or fax a copy of the correspondence to Agency B.
- 6. Agency A may mail the correspondence to Agency B only when it is too large or it is impractical to email or when it contains discs and other attachments that are not readily sent via email.
- 7. Agency A does not send a letter or email informing the sender that his or her letter was transferred from the White House.
- 8. Agency A does not copy or blind copy the sender on the transfer email to Agency B.
- 9. Agency B responds to the letter, references that it is responding on behalf of the president, does not reference that it received the letter from Agency A and does not include any contact information or names from the White House and Agency A.
- 10. Agency B emails a copy of the final response to the White House.

Interagency transfer of non-White House referrals

- 1. Correspondence staff member from Agency A contacts Agency B to ask about the jurisdiction of the letter's subject.
- 2. Agency B confirms it has jurisdiction.
- 3. Agency A emails a pdf of the correspondence and the envelope, if available, to Agency B.
- 4. Agency A does not concurrently or subsequently mail a hard copy or fax a copy of the correspondence to Agency B.
- 5. Agency A may mail the correspondence to Agency B only when it is too large or it is impractical to email or when it contains discs and other attachments that are not readily sent via email.
- 6. Agency A may, at its discretion, send a letter or email informing the sender that his or her letter was transferred to Agency B, either by copying the sender on the email or letter to Agency B or with a separate email or letter.
- 7. Agency B responds to the sender and states in the response that it is responding to the email or letter sent to Agency A. This response should not include names and contact information for Agency A.
- 8. Agency B does not mail a hard or an email copy of the response unless Agency A requests a copy.
- 9. Agency A disposes of its copy of the incoming letter per its retention policies.

MEMORANDUMS

A memorandum is correspondence used **within** the Department for routine correspondence. When a piece of correspondence is to be sent outside the Department, use a letter format.

The main components of a memorandum include the <u>Heading</u>, <u>Opening</u>, <u>Body</u>, and <u>Closing</u>. Each component is explained on the following pages. Correspondence will be cordial, responsive, brief, written in plain language, and directed to the intended audience. Tone will be customer-service oriented and positive.

Allow liberal use of personal pronouns (I, me, my, we) and other conversational writing techniques. <u>Do not</u> use contractions. Presentation will always be neat. The body should not exceed three pages; one page is preferred. If the information to be conveyed is lengthy, keep the memorandum brief and incorporate the bulk of the information as an attachment. Do not leave large areas of white space at the end of a page in order to carry over text to the next page.

Administrative support staff is responsible for ensuring the following information has been provided by the author: (1) a brief, general description in the subject of the outgoing memo; and (2) a copy of any of the referenced documents.

STATIONERY

Use the current approved letterhead for all official correspondence. Do not print official correspondence prepared for hardcopy distribution on computer-generated letterhead. Prepare succeeding pages on appropriate plain bond paper. See handbook section labeled <u>Stationery</u> for more specific information.

PLACEMENT AND FORMAT

Margins, Justification, and Hyphenation

One-inch, left-justified margins are the standard. When protocol and appearance are most important, short memorandums may be balanced vertically on the page. In such cases, right and left margins may be increased equally. Allow a 1-inch margin from the bottom of the page, if possible. Use little or no hyphenation at ends of lines.

Type Color, Style, and Size

Type color, style, and size affect readability. Print text in <u>black ink only</u>. The unit of type size is called a point. Use 12-point type for all standard documents. An 11-point type may be used when space is a consideration.

There are many typefaces or styles (fonts). Some fonts are more readable than others. For correspondence always use Times New Roman. Use boldface and italic type sparingly and not in long passages. Also, do not use all capital letters for text with the exception of acronyms. If possible, prepare attachments in the same font style as the corresponding document.

HEADING

Date Line

Do not type the date on outgoing correspondence (with the exception of official correspondence to be sent by e-mail). Once the correspondence is signed, **stamp** the date in black ink, centered immediately below the agency address at the top of the letterhead. Date stamps will be no larger than a 12-point size. Date attachments such as draft and/or final reports, proposed draft replies, forms, etc., when typed.

Memorandum Line

Type Memorandum at the left-hand margin capitalizing the first letter only. Do not use bold or italicized print.

To Line

Type "To:" flush with the left margin, two returns below the Memorandum Line leaving one blank line between. The "To" line consists of the person's name and/or position title.

Align the information in the To, Through, From, and Subject lines. It is helpful to set a tab approximately two spaces beyond "Subject:" or "Through:" as appropriate (approximately ³/₄ inch from the left margin).

Through Line

The through line is to be used only when the memorandum needs to be passed to several individuals before it reaches the person listed in the To Line. Type "Through:" flush with the left margin, two returns below the To Line. Then list the person (s) that the memorandum will process through two spaces after the colon or at the ¾ inch tab. Return once, tab over once, and type the individual's title underneath his name. Remember to align the information in the To, Through, Subject, and From lines. After reading the piece, the individual must sign and date next to his name before passing the memorandum onward. Bureau heads must send memos "Through" their Assistant Secretary before going "To" the Secretary. See example.

From Line

Type "From:" flush with the left margin, two returns below the Through Line, or if there is not a Through Line two returns below the To Line. Include the name and position title. Memorandums are then signed to the right of the typed name on the From Line. When the

memorandums are processed or read by an individual, they should be **signed and dated** to track their progress.

Memorandum

To: Secretary

Through: John Smith (signature here) (date here)

Assistant Secretary

From: David Johns (signature here) (date here)

Commissioner

Subject: Habitat Lands Water Recycling Project

Then begin typing the first line of the memorandum here.

Subject Line

Descriptive subject lines are included on **all** memorandums and include the subject matter and references to contract number, feature, and project name, if applicable. Type "Subject:" flush with the left margin, two returns below the last line of the From Line. Tab after the colon, and type the subject provided by the author.

Acronyms may be defined in the Subject Line. If defined in the Subject Line, do not redefine the acronym in the body of the memorandum. Write out the phrase or title the first time it is used followed by the acronym in parentheses. Refer only to the acronym throughout the remainder of the document.

SALUTATION

Salutations are not used on memorandums.

BODY

Line Spacing

Begin the body of a memorandum two lines below the Subject Line. Final memorandums will be typed single-spaced, double-spaced between paragraphs, and balanced on the page. A memorandum of one paragraph and less than 10 lines may be double spaced.

Spacing After a Punctuation Mark

It is the standard to double space after a period or end of a sentence, after the state in an address line, after a colon, etc.

Paragraphing

Type paragraphs in block style; all elements are typed flushed left. The standard for numbered and/or subparagraphs is indented style.

- 1. Numbering and lettering paragraphs can be helpful as a reference aid. When main paragraphs are not numbered, refer to them in numbers such as "in the second paragraph" or "in paragraph 2" and assign letters to subparagraphs.
 - a. Subdivided paragraphs are more easily understood when identified with alternating numbers and letters. The following sequence is suggested: 1, a, (1), (a).
 - (1) When a paragraph is subdivided, it must have at least two subdivisions.
 - (2) When citing a subparagraph, type it without spaces or periods; for example, "subparagraph 1a(2)."
 - b. When documents are lengthy, underlined or italicized, titles or captions will make them easier to read and reference.
- 2. Arrangements may differ from the one shown here to meet special requirements such as those for legal documents.

FOOTNOTES IN CORRESPONDENCE

When preparing technical or legal correspondence, it may be necessary to include a footnote within the body of a memorandum. Footnotes follow the style of the text and are numbered consecutively beginning with 1. If a reference is repeated on another page, it should carry the original footnote; but to avoid the repetition of a long note, use the words "See footnote 1 on p. 1." instead of repeating the entire footnote.

Footnotes must always begin on the page where they are referenced. If the entire footnote will not fit on the page where it is referenced, it will be continued at the bottom of the next page.

CARRYING OVER TO THE NEXT PAGE

Begin a paragraph near the end of a page only if there is room for at least two lines. When continuing a paragraph on the following page, carry over at least two lines. A single line or less (unless it is a single-line paragraph) at the top or bottom of the page may distract the reader.

SUCCEEDING PAGES

Print the second and succeeding pages of a memorandum on appropriate plain bond paper with the same margins and font as the first page. The body of the memorandum will continue two returns below the page number, which is flush with the right margin, and contain a minimum of two lines of text.

LISTS AND BULLETS

These rules can be used for preparation of all materials unless specific guidance exists to the contrary. Lists may begin with a number, letter, bullet, or dash. Use numbers or letters when the list is lengthy, the text must refer to items in the list, or the items are listed in order of importance. Use bullets or dashes to identify items in a displayed list when the list contains items of equal importance and when those items do not need to be referenced.

CLOSING

CLOSING PARAGRAPH

When or if contact information is necessary, detail it in the closing (last) paragraph of a memorandum. Include the name and telephone number (complete with area code) of the appropriate contact individual.

Complimentary Close and Signature Block

A Complimentary Close (i.e., Sincerely) is NOT used to close memorandums. Signature blocks are not used on memorandums. Sign the memorandum to the right of the From Line.

Duplicate Memorandum

When more than one original of the same memorandum is to be sent to a single addressee, type the appropriate notation (In Duplicate, In Triplicate, etc.) on each original and all copies flush with the left margin, two returns below the body of the memorandum.

Attachments

Identify an attachment to accompany a memorandum in the body of the memorandum.

Type the word "Attachment" or "Attachments" flush with the left margin, two lines below the body of the memorandum. Never use the word "Enclosure."

Separate Cover Material

When material referred to in the text is to be sent under separate cover, type "Separate Cover:" flush with the left margin, two returns below the signer's title or the attachment notation, if there

is one. List the material, whether or not identified in the text. Send a copy of the letter with the material sent under separate cover. Example:

Separate Cover:	
Form Letters Handbook	
Plain Letters Pamphlet	
Organization Chart	

DISPOSITION BLOCKS

Disposition blocks are used when an approval (consent to do something) or concurrence (agreement with what is proposed) is requested of the addressee or reviewing official. They are phrased with short, clear, action lines, such as "concur" and "not concur" and/or "approve" and "disapprove," and are typed at least two lines below the body of the memorandum or "In Duplicate" notation.

I concur.	I do not concur.	
Official Title		

DISTRIBUTION OF COPIES

One copy should be made of every piece of correspondence signed by the Secretary for the reading file. (This should also include the official yellow signature sheet.)

Courtesy Copies (cc:s) are sent to individuals, agencies, and/or offices with a need to know or an interest in the subject matter of the memorandum **when all other recipients have a need to know** received a copy of the letter. Type "cc:" flush with the left margin, two lines below the Attachment notations or two returns below the body of the memorandum if there are no attachments. Set a tab approximately two spaces after the colon. At the tab, type the cc: recipient's name and title. Hit return and single space between recipients' names.

A Blind Courtesy Copy (bcc:) is sent to individuals, agencies, and/or offices when addressees and/or cc recipients **do not have a need to know** but received a copy of the memorandum. The bcc: line does not appear on the original memorandum or cc:s, but is included on the official file copy and all other copies. Type "bcc:" flush with the left margin, two returns below the last "cc:" notation. If there are no cc: recipients, type the bcc: line two lines below the body of the memorandum or Attachment notation, as applicable. Set a tab approximately two spaces after the colon. At the tab, type the bcc recipient's <u>complete</u> mailing address.

FORMAT FOR ASSEMBLING THE MEMORANDUM

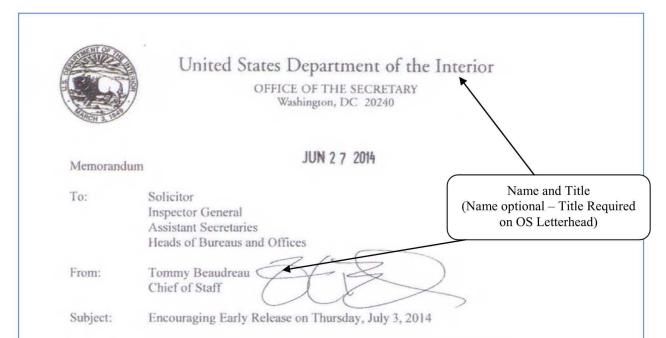
OUTGOING MEMORANDUM

For an outgoing memorandum, assemble the original memorandum, the yellow surname sheet, a courtesy copy (if any), and attachments (if any) in the sequence mentioned in the memorandum, and (if necessary) an envelope. In a folder, place the original incoming memorandum (if appropriate) on the left and the outgoing memorandum with attachments and envelope on the right.

For memorandums signed by the Secretary, make a reading file copy of memorandum and related documents. Also include in the file the official yellow surname sheet.

See sample memorandum formats on the following pages.

SAMPLE – MEMORANDUM (NAME AND TITLE)



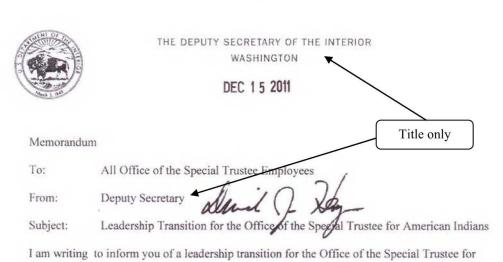
As we prepare to celebrate the July 4th holiday, I want to express my appreciation to our employees for their dedication and commitment to our mission that affects the lives of all Americans. I ask you and your subordinate supervisors to use your managerial discretion regarding decisions on early release of employees on Thursday, July 3, 2014, dependent upon workload and mission considerations. Early release should not exceed 3 hours before the normal end of the employee's workday.

I extend best wishes to all our employees for a safe and enjoyable holiday.

cc: Deputy Secretary

Bureau and Office Deputy Directors Bureau and Office Chiefs of Staff

SAMPLE – Memorandum (title only)



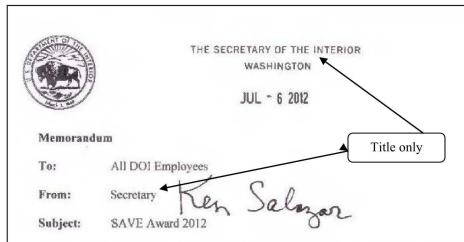
American Indians.

Principal Deputy Special Trustee Ray Joseph has decided to pursue other opportunities outside of the Department. Effective today, Ms. Michele Singer will serve as acting Principal Deputy Special Trustee. Michele currently serves as Director of the Office of Regulatory Affairs and Collaborative Action in the Office of the Assistant Secretary - Indian Affairs. Michele has over 10 years of experience serving in various capacities at the Department including the Solicitor's Office and the Office of the Assistant Secretary - Indian Affairs, as well as the Office of the Special Trustee.

Assisting Michele and the OST leadership team as senior advisor will be Mr. Mark Davis. Mark is currently Chief of Budget and Program Review in the Department's Office of Budget. He has been with the Department for 31 years and has served in positions in the Bureau of Land Management and the Department's Office of Budget.

Please welcome Michele and Mark and give these dynamic executives your full support.

SAMPLE – Memorandum (title only)



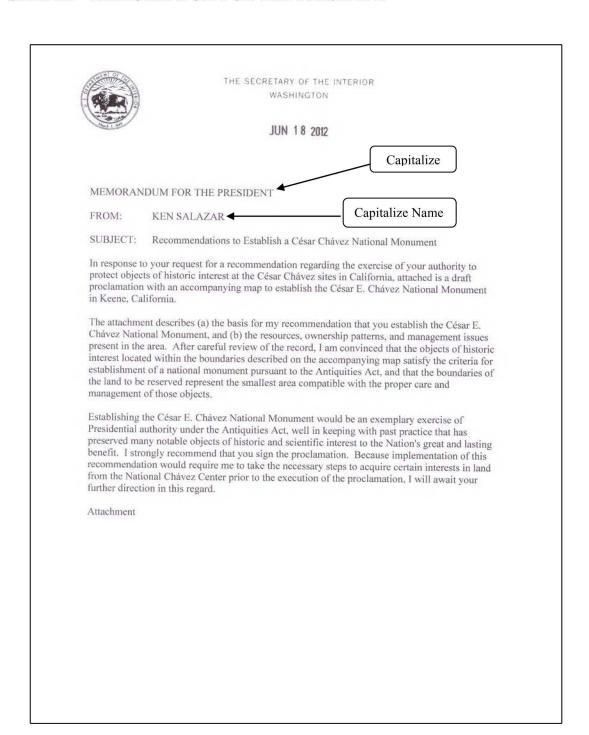
Over the past 3 years, Federal employees from across the Nation have submitted more than 75,000 cost-cutting ideas to the Office of Management and Budget (OMB) through the SAVE Award. President Obama created the SAVE Award in 2009 to root out unnecessary redundancy and waste, and make government more efficient, effective, and accountable to the American people. Many of the ideas submitted for the Award are helping the Federal Government to save hundreds of millions of dollars.

I am pleased to announce the launching of this year's competition. Federal employees may submit suggestions on how their agency can save money and perform better. Submitting your idea is quick and easy. To learn more or submit an idea, just go to www.whitehouse.gov/save-award. The winner will be invited to the White House to present his or her idea directly to the President. As has been done in previous years, dozens of these ideas may be included in the President's next budget submission. If you have an idea that you believe will reduce costs at your agency, take a minute to enter it here.

Interior employees have shown time and again their tremendous commitment to making the Federal Government work better and more efficiently for the American people. I hope you will participate and contribute your ideas. Together, we can show the Nation that the Department of the Interior is a leader in implementing smart and creative ways to do more with less for the American people.

Thank you for your support in this effort.

SAMPLE - MEMORANDUM FOR THE PRESIDENT



SAMPLE – SUCCESSION MEMORANDUM



United States Department of the Interior

OFFICE OF THE SECRETARY WASHINGTON, D.C. 20240

NO Date

Memorandum

To:

Laura Davis Chief of Staff

From:

Fay S. Iudicello

Director, Office of the Executive Secretariat and Regulatory Affairs

Subject: Designation of Successors for Supervisors

The following positions in the Office of the Executive Secretariat and Regulatory Affairs will automatically succeed the head of the office in the absence of the incumbent head and in the order listed. Incumbents in all of the positions listed are hereby delegated the authority to perform all duties and responsibilities of the head of the office when required to ensure continued, uninterrupted direction and supervision, and to perform essential functions and activities of the office. The authority to act as the head of the Office of the Executive Secretariat and Regulatory Affairs may be exercised only when an official in one of the following positions is reasonably certain that no supervisor on the list is able and available to exercise the authority and when the nature of the situation requires immediate action. Individuals acting as successors will be relieved of authority as soon as a superior on the list is available, able, and assumes the role of successor, or when an official with requisite authority designates a permanent or acting head of the office. Individuals exercising the authority of the head of the office will keep a record of important actions taken and the period during which they have exercised the authority.

Position One: Deputy Director. Policy and Regulatory Affairs

Position Two: Deputy Director, Correspondence, Document Management and FOIA

Position Three: Chief of Staff

Position Four: Document Management Specialist

Signature:

S. Judicollo Signature Date: 7/24/12 ←

Clillic Concur Date: 7/24/12 ←

Date HERE

Concur:

Date HERE

Attachment - List of incumbents to the above positions

SAMPLE – DECISION MEMORANDUM (SUBJECT TO CHANGE WITH EACH ADMINISTRATION)

DECISION MEMORANDUM FOR THE SECRETARY

Date: Date of memo

From: Author(s) of the Memo (Name, title, office, or bureau)

Subject: Short, clear statement of the issue

Introduction

The introduction of a decision memorandum should clearly and succinctly state the purpose of the memo and the nature of the decision sought. If there are particular points or issues important to highlight at the top — such as an outside factor that imposes a deadline on the decision — then include that information here. In addition, if there is a strong consensus among the Secretary's advisors with respect to the recommended course of action, include the recommendation here. The statement of purpose should be one paragraph only.

Background

Succinctly provide the necessary background information to frame the issue that will be presented below. This is the "set-up" for the issue, not the analysis or argument.

The Issue

Concisely state the issue that requires the Secretary's decision.

Analysis and Position of Interested Parties

Succinctly state the implications of different choices or approaches in order to inform the Secretary's decision. Present necessary arguments, including both the pros and cons of each alternative approach and clearly identify the positions of relevant parties.

Recommendation

If the principal authors of the decision memo have a recommendation or series of recommendations (after having carefully outlined the trade-offs above), present the recommendations here. If there is no clear recommendation, then set up the decision so that the Secretary may check a box for the decision or the next course of action that should be taken.

Finally, without providing a section heading, present an appropriate series of choices for the Secretary's selection (see below) in such a way that she may literally "check" a line, as the example indicates.

SAMPLE - Decision Memorandum (con't)

DECISION MEMORANDUM					
From:	Author(s) of the Memo (Name, title, office, or bureau)				
Subject:	Short, clear statement of the issue				
SECRETARY'S DECISION					
API	PROVE				
DIS	APPROVE				
DIS	CUSS				
Date					
Sally Jewe	ell				

SAMPLE – INFORMATION MEMORANDUM (SUBJECT TO CHANGE WITH EACH ADMINISTRATION)

INFORMATION/BRIEFING MEMORANDUM FOR THE SECRETARY

Date: Date of memo

From: Author(s) of the Memo (name, title, office or bureau, phone number)

Subject: Short, clear statement of the topic being briefed

Statement of purpose. Although there is no "purpose" heading, the opening paragraph, or cover sheet, of informational memos and briefings should clearly and succinctly state the purpose of the memo (*i.e.*, to inform the Secretary about an issue, topic, or event he/she has a need to know more about). Briefing memos should not raise issues for decision.

BACKGROUND

Succinctly provide the necessary background information to frame the issue/topic being briefed.

DISCUSSION

Describe the issue, topic, or event being briefed and include relevant actions or policy implications, if any. If recommending a particular action for the Secretary related to an event associated with this briefing, please put in brackets, as in the example below:

[You may want to encourage the Governor's participation and reiterate an invitation to join the regional team.]

NEXT STEPS

Provide a look-ahead with a bulleted list of future steps being taken or to be taken on this issue.

ATTACHMENTS

If this is a cover memo for a longer briefing, attach the briefing and supplemental materials.

SAMPLE – EVENT MEMORANDUM (SUBJECT TO CHANGE WITH EACH ADMINISTRATION)

EVENT MEMORANDUM FOR THE SECRETARY EVENT TITLE (EX: WGA LEADERSHIP MEETING)

Date: Event date, not memo date

Location: National Mall (Location of event)

Time: 11:30AM - 12:00PM (Time of event)

From: Author(s) of the Memo (Name, title, office or bureau acronym, phone number)

I. PURPOSE

Provide a one-to-three paragraph description of the event and any relevant background information about the participants, the purpose of the event, and desired outcome. The information provided here should do more than generally describe the purpose of the meeting or event; it should provide the Secretary with the information he/she will need to participate effectively and meaningfully in it. This section should define the Secretary's role at this event, as well as context on the last time he/she met with this person/group. Longer background information, if necessary, can be provided as an attachment to the memo. The paper should be written as if you were talking to the Secretary (*e.g.*, "You will meet with . . .").

II. PARTICIPANTS

Provide a bulleted list of all key participants, including Members of Congress/Senate, stakeholders, other VIPs, and DOI staff. If the list of participants is longer than 10 people, include the list in an appendix. Contact Scheduling to confirm attendees.

III. AGENDA

Indicate the step-by-step of the sequence of the event, highlighting the Secretary's role. Note if the meeting is open or closed to press, and any other relevant information about press components of an event. Contact Scheduling to confirm the agenda.

The Secretary's role is typically highlighted by capitalizing and bolding references to his/her, as follows:

10:30AM **YOU** will start the meeting by welcoming the participants and offering very brief introductory comments.

SAMPLE - Event Memorandum (con't)

IV. KEY FACTS/HOT TOPICS (if applicable)

Provide any key facts, statistics, or hot topics related to this event which may be illuminate current issues. Where particular discussion topics or questions from event participants can be anticipated, offer a suggested response in italics. Statistics and key facts should be provided as a bulleted list, with each bullet taking up no more than two lines.

V. TALKING POINTS/REMARKS (if applicable)

If press is involved, all talking points need to be cleared with OS Communications prior to submission. Additionally, if this is a large event with many talking points, they should be included as an attachment.

VI. BACKGROUND

This section can be used to dive deeper into relevant policy issues, to provide a general history of the event, or to present the DOI's track record on relevant policy issues.

VII. ATTACHMENTS

Include a list of additional items that the Secretary should review for the meeting, including additional background information on the participants or any policy material. Include only the items that are necessary for a successful meeting outcome, not general supplemental material.

Citations/Awards

The Departmental Manual – 370 DM 451 – provides an overview of the Department's Awards and Recognition program and awards policy. In compliance with the DM, the following information addresses the formatting of Citations/Awards.

HONOR AWARD CITATIONS:

The citation must be clearly written, in plain language, with sufficient detail so that a lay man can easily understand the contributions of the recipient. Specific examples of accomplishments should be included with limited laudatory expressions.

CITATION FORMAT:

Margins should be at least 1 inch and the text should be justified. The font to be used is Times Roman 12 point.

Citations are not to be dated; the Executive Secretariat will date the citation.

The citation should have a heading this is in capital letters, in bold, and centered on the page as follows:

CITATION [Double Space]

FOR DISTINGUISHED SERVICE

[Double Space]

JOHN D. DOE

The name may be an individual or a group. Triple space between the full name and first paragraph.

The body of the citation consists of two paragraphs. The first paragraph always begins, "In recognition of his/her..." and ends with the bureau name. For example:

"In recognition of his outstanding leadership in international water resources programs for the Bureau of Reclamation."

or "In recognition of the outstanding contributions of the Florida Upland Invasive Plant Management Program to preserve, economic, and ecological values of Florida's uplands.

The citation must reflect formal reference to the nominee, i.e., Dr. Brown, Mrs. Jones, Mr. Smith – not John, Barbara, or Henry. Always use the formal reference except in the last sentence of the second paragraph where the full name must be used.

The final sentence of the second paragraph for Distinguished Service Awards will read: "For...(full name) is granted the highest honor of the Department of the Interior, the distinguished Service Award."

The final sentence of the second paragraph for MSAs will read: "For...(full name) is granted the Meritorious Service Award of the Department of the Interior."

The final sentence for other Honor Awards will read similarly to MSAs. The final sentence may use the group name.

The signature block will be six spaces below the body of the citation and will begin 8-9 spaces from the center of the page (or 7 tabs).

Citations should be approximately 350 words and must fit on one page with heading and signature block.

Eliminate large gaps in spacing on citation.

When the bureau name is first used in citation, spell out the bureau name. Use the word "Bureau" or "Service" or "USGS," as appropriate, for all subsequent references to the bureau instead of spelling it out.

Use action verbs in the citation.

Citations should be checked for correct spelling (including the nominee's name), grammar, punctuation, and sentence structure prior to sending to the Executive Secretariat.

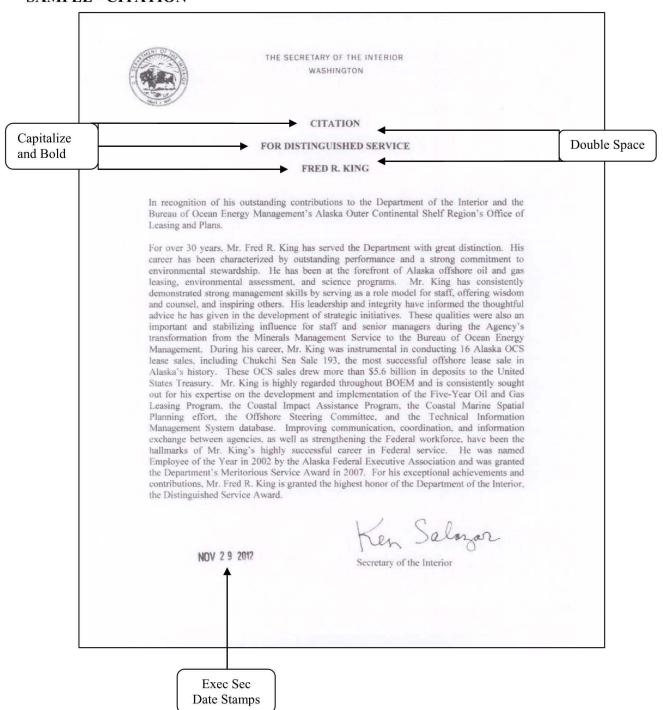
Citations should be clear and concise.

If the nominee is deceased, and is received a Distinguished Service Award, the citation should follow normal procedure and the closing statement should read: "For his contributions in the (insert bureau or office), (insert name) is posthumously granted the Distinguished Service Award of the Department of the Interior."

Before processing a Departmental Secretarial honor award, bureau award coordinators must conduct a review to ensure that there is no derogatory information in the employee's Official Personnel Folder, and there are no findings of discrimination or wrongdoing as determined by the bureau's Office of Civil Rights, the Departmental Office of Civil Rights, the Departmental Ethics Office, the Office of Inspector General, and if appropriate, the Office of the Solicitor. If derogatory information is found, see section 3.4 of 370 DM 451.3 "Requirements for Nominations for Awards."

The above review results must be documented under the Honor Award Review application on the Form DI-451, Award Certification.

SAMPLE - CITATION





THE SECRETARY OF THE INTERIOR WASHINGTON

CITATION

FOR VALOR

RUSSELL D. HASKETT

In recognition of his courageous actions involving great personal risk that resulted in the rescue of two potential drowning victims.

On the morning of December 1, 2012, two duck hunters overturned their canoe into the frigid waters of the Snake River in Power County, Idaho. High winds combined with the numbing effects of the cold water prevented the hunters from escaping the river's current. Other members of their hunting party tried and were unable to rescue the stranded hunters from the deep water. At approximately noon, the Power County Sheriff's Department was notified, and all available emergency response personnel were dispatched immediately. Federal Wildlife Officer Russell D. Haskett, who was working nearby, promptly responded. Without hesitation or concern for his own personal safety, Officer Haskett charged into the frigid waters to a depth over his shoulders. Effectively utilizing a stick and cord, Officer Haskett was able to get a makeshift lifeline to the victims even as he began to feel the effects of hypothermia. Officer Haskett then pulled the canoe and victims to the shoreline. Both victims were suffering from extreme hypothermia, and one became unresponsive. Officer Haskett and members of the hunting party immediately put dry clothes around the victims, and then lay next to them, transferring their body heat to help warm the victims until emergency medical service personnel arrived. Both victims were transported to the hospital, where one was listed in critical condition with a body temperature of 85 degrees Fahrenheit. The hunters survived and eventually made a full recovery. Without the quick response and bravery shown by Officer Haskett, the men most certainly would have drowned or succumbed to hypothermia. For his courageous action and the great personal risk he assumed, Russell D. Haskett is granted the Valor Award of the Department of the Interior.

MAY 0 9 2013

Secretary of the Interior

CAPITALIZATION

1. CAPITALIZATION RULES

This chapter covers common capitalization issues that most often arise in Government correspondence. Guiding principles are briefly stated and supported by examples. Instances for capitalization are shown at the left of the page; when not to capitalize is shown at the right. For words or terms not included here, correct practice can be determined by relating such words to the examples and principles that are given. Also see *U.S. Government Printing Office Style Manual* for other points on capitalization.

Two main rules govern use of capitals: (1) Proper nouns, titles, and first words are capitalized, and (2) common nouns are not capitalized unless they have gained the status of proper nouns. Consistency in capitalization is important. Once a practice has been adopted, i.e., capitalizing a word for emphasis, that practice should be carefully followed throughout the piece of writing.

PROPER NOUNS

a. Names of persons, places, and things

Capitalize names of persons, places, and things	Do not capitalize names which have become
and their derivatives which retain proper noun	common or their derivatives which have
meanings.	general meaning.
John Macadam, Macadam family	macadamized
Paris, Parisian	plaster of paris
Italy, Italian	italics, italicize
Rome, Roman	roman (type of style)
Capitol in Washington, D.C.	a state capitol

b. Common nouns used as proper nouns

A common noun or adjective forming an essential	A common noun used alone as a substitute	
part of a proper name is capitalized.	for a place or thing is not capitalized.	
24	.1	
Massachusetts Avenue	the avenue	ĺ
Washington Monument	the monument	ĺ
Hoover Dam	the dam	
Statue of Liberty	the statue	ĺ
r e		ı

(b. con't)

Crow Reservation
Washington City
Soldiers Home in Holyoke
Yellowstone National Park
Johnson House (hotel)

the reservation the city the soldiers' home the park Johnson house (residence)

Capitalize common nouns when they are used alone as well-known short forms of proper names.

Cherokee Nation: the Nation Hopi Tribe: the Tribe

The Republic of South Africa: the Republic

United States: the States

British Commonwealth: the Commonwealth

New York State: the State

Do not capitalize when used in a general sense.

a nation of diverse people one tribe in Arizona a union between families state's evidence

a commonwealth of nations

a state

c. If a common noun or adjective forming an essential part of a name becomes separated from the rest of the name by an intervening common noun or adjective, the entire expression is no longer a proper noun and is therefore not capitalized.

Capitalize an essential part of a name.

Do not capitalize when name becomes separated or no longer a proper noun.

Union Station Eastern States Appendix C Column 2 Exhibit D7 union passenger station eastern farming states in part of appendix C in column 2, page 3 a reprint of exhibit D7

d. A common noun used alone as a well-known short form of a specific proper name is capitalized.

the Capitol (Capitol Building in Washington, DC)

the Channel (English Channel) the District (District of Columbia) e. The plural form of a capitalized common noun is also capitalized when part of a proper noun.

Capitalize plural forms of common nouns when they are used as part of proper names.

Seventh and I Streets
Lakes Erie and Ontario
Potomac and James Rivers
State and Treasury Departments
Presidents Washington and Adams
British, French, and United States
Governments

Do not capitalize when they are used in a general sense.

two old streets these inland lakes famous rivers executive departments past presidents democratic governments

f. Definite article in proper place names - To achieve greater distinction or to adhere to the authorized form, the word 'the' (or its equivalent in a foreign language) is capitalized when used as a part of an official name or title. When such name or title is used adjectively, 'the' is not capitalized.

Capitalize an official name or title.

The Dalles (OR); The Weirs (NH)
The Hague
The Gambia
The National Mall; The Mall
(Washington, DC only)
British Consul v. The Mermaid
(title of legal case)

Do not capitalize 'the' when used adjectively.

the Dalles region; the Weirs streets the Hague Court the Congo, the Sudan, the Netherlands

g. The above rule does not apply in references to newspapers, periodicals, vessels, airships, trains, firm names, etc.

the Washington Post the U-3

the Times the Los Angeles the Atlantic Monthly the Federal Express the Mermaid the National Photo Co.

NAMES OF ORGANIZED BODIES

a. Federal Government units

Capitalize titles of the Federal Government, its units, and their shortened forms. Capitalize other substitutes only to show distinction.

The U.S. Government: the Federal Government, the Government U.S. Congress: 112th Congress

the Senate, the House

Committee of the Whole: the Committee Department of Agriculture: the Department Division of Publications: the Division Bureau of Census: the Census Bureau, the Bureau

Interstate Commerce Commission: the Commission

American Embassy: the Embassy

U.S. Army: the Army, Regular Army, the Infantry, 81st Regiment, Army Band

Do not capitalize units of government when they are used in a general sense or when referring to a non- Federal Government unit.

Democratic government, a federal union, two national governments, city government, tribal government

a congress of citizens

a senate or house unit in Iowa

committees of the Senate, a PTA committee any department of the government

a division of the organization

formation of a bureau, the census bureau in Laurel

a commission on trade rights, interstate Commissions

a foreign embassy: also the consulate an army, Grant's army, infantrymen, the regiment, the March King's band

b. International organizations

Capitalize names of international organizations.

World Health Organization Dominion of Canada; the Dominion Territory (Canada): Yukon, Northwest Territories;

United Nations: the Council, the Assembly, the Secretariat

Do not capitalize when used in a general sense.

funds for a health organization the same dominion status as Canada territory of American Samoa, Guam, Virgin Islands

united nations in the Middle East, a council of citizens, a town assembly, a secretariat for the director

c. Names of other organized bodies. (For names of Federal Government units and international organizations, see paragraphs a and b.)

Capitalize names of other organized bodies when used as titles.

Virginia Assembly, West Virginia House of Delegates
California State Highway Commission:
Highway Commission of California
Dutchland Railroad Company: the Dutchland Railroad

Do not capitalize when used in a general sense.

The assembly, the state senate, the house of delegates the highway commission, the commission for highway construction the railroad company, the railroad in Pennsylvania

d. Names of members of organized bodies

Capitalize names of members of organized bodies to distinguish them from the same words merely in a descriptive sense.

Do not capitalize when used in a general sense.

a Representative (Member of Congress)
a Republican (member of a political party)
a Catholic (member of the Catholic Church)

a representative of a group a republican form of government catholic (universal) interest

e. Official designations of countries, domains, and their divisions

Capitalize names of countries and their divisions Do not capitalize when used in a general sense. when used as proper names, as parts of proper names, or as proper adjectives. United States: the Republic, the Nation, the a republic, two nations, national income, union of States (U.S.) Union, America, our Country New York State: the Empire State church and state Dominion of Canada: the Dominion a dominion of the Western Hemisphere Providence of Quebec: the Province farming provinces of Canada Union of Soviet Socialist Republics (U.S.S.R.): a socialist form of government, experiment in Cominform (Communist Information Bureau) communism

f. Names of regions, localities, and geographic features

Capitalize names of regions, localities, and geographic features when used as proper names.

Do not capitalize terms used to denote mere direction or position.

The North Atlantic States The West, the Midwest Equatorial Africa The Middle East (Asia) The Promised Land The Continent

north, south, east, west, northerly, northern road to the west, a midwest direction equatorial countries middle east of the state a land of promise continental boundaries

g. Names of calendar divisions, holidays, historic events, and periods of time

Capitalize names of months of the year and days of the week.

January, February, March Monday, Tuesday, Wednesday Do not capitalize names of the seasons or the words year and century when used with number.

spring, summer, autumn, winter the year 2012, the 21st century *but* Fiscal Year 2012

Capitalize names of events and of holidays.

Battle of Lexington War of 1812, World War II Feast of the Passover Fourth of July, the Fourth Do not capitalize when used in a general sense.

the battle fought at Lexington the war years, two major wars a religious feast on July the fourth, a national holiday

3. TITLES USED WITH NAMES OR TITLES STANDING FOR PERSONS

a. Titles preceding names

Capitalize titles preceding proper names.	Do not capitalize when used in a general sense.
President Lincoln King George Chairman McDowell Ambassador Page	A president of a club A king of spades A chairman of the committee Ambassador at large
Timoussador Tage	i mioussuuoi ui taige

b. Titles following names or titles used alone

Capitalize titles following proper names or used alone as substitutes for names when they indicate preeminence.

John Adams, President of the United States; the President; the President-elect; the Executive; the Commander in Chief; Ex-President Adams; a former President

Thomas Howells, Vice President of the United States; the Vice President

B.A. Rowland, Secretary of State; the Acting Secretary; the Under Secretary; the Assistant Secretary; the Director; the Chief Do not capitalize when used in a general sense, or when not indicating preeminence.

Burns Mason, president of the Potomac Railway; president-elect of the union; the executive's suite; a young commander in chief; expresident of Cullen Institute; a former president of the university

Caleb Johnson, vice president of the Exchange; the vice president of SDA

secretaries of the military departments (part of the clerical staff), but Secretaries of the military departments (heads of Army, Navy, Air Force); the director, chief, or assistant chief of the laboratory

Capitalize titles in the second person.

Your Excellency

Mr. Chairman, Madam Secretary

4. TITLES OF PUBLICATIONS, DOCUMENTS, ACTS, ETC.

Capitalize all words in titles of publications and documents, except a, an, the, at, by, for, in, of, on, to, up, and, as, but, if, or, and nor.

Statutes at Large, Revised Statutes
District Code
Journal (House or Senate)
American Journal of Science
Monograph 55, Research Paper 123
Senate Document 70, but Senate bill 416
House Resolution 68, but House bill 20
Environmental Impact Statement on Sage
Grouse

Do not capitalize when used apart from titles or in a general sense.

the applicable statutes
the code of the District
a journal of legislative action
a professional journal
any monograph, a research paper by Sales
a historical document from the Senate
a committee resolution
an environmental impact statement is
required

5. THE DEFINITE ARTICLE

Capitalize the word the when used as part of a name or title.

The Dalles (Oregon)

The Weirs (New Hampshire)

The Hague

The Attorney General

The White House

Do not capitalize when 'the' is used adjectively or with titles of newspapers, periodicals, vessels, or firm names.

the Dalles region

the Weirs streets

the Hague Court; also the Netherlands

the attorney general of Texas

the White House liaison

the Times, the Atlantic Monthly

the National Photo Company

6. PARTICLES IN NAMES OF PERSONS

Capitalize particles in foreign names or titles – d', da, della, du, van, and von.

D'Orbigny
Da Ponte
Du Pont
Van Rensselaer

Do not capitalize in foreign names when preceded by a forename or title.

Alcide d'Orbigny Cardinal da Ponte E. I. du Pont de Nemours & Co. Stephen van Rensselaer

7. FIRST WORDS

Capitalize the first word of a sentence, of a direct quotation, of a line of poetry, or of a formally introduced series of items following a comma or a colon.

The question is, "Shall the bill pass?"
He asked, "And where are you going?"
Lives of great men all remind us
We can make our lives sublime.

The vote was as follows: In the affirmative, 23; in the negative, 11; not voting 3.

Do not capitalize a fragmentary quotation or a supplementary remark following a colon.

He objected "to the phraseology, not to the ideas." Revolutions are not made: they come.

Numerals

Most rules for the use of numerals are based on the general principle that the reader comprehends numerals more readily than numerical, particularly when working with technical, scientific, or statistical data. However, for special reasons, numbers are spelled out in certain instances.

The following rules cover the most common conditions that require a choice between the use of numerals and words. Some of them, however, are based on typographic appearance rather than the above general principle. Further instructions as to the accepted method of writing numerals are found in the *U.S. Government Printing Office Style Manual*.

NUMBERS SPELLED OUT

a. Single numbers of less than 10 with a sentence.

four adults and five children five recommendations

three times as large nine books

b. Numbers of less than 100 preceding a compound modifier containing a figure.

two ¾-inch boards twelve 6-inch guns but 120 6-inch guns fifteen 5-year old boys twenty-five 3-acre plots but 350 3-acre plots

c. Round numbers and indefinite expressions.

a hundred cows
but 100-odd, 250-fold
in the eighties
but mid-1982

the early seventies

but the 1970's (not '70's or 70's)
less than a million dollars

but 1 to 3 million

Words such as nearly, about, around, approximately, etc., do *not* reflect indefinite expressions.

The bass weighed about 6 pounds.

She was nearly 8 years old.

d. Always spell out numbers at the beginning of a sentence or head. Rephrase to avoid.

Five hundred fifty men hired not 550 men hired
Three thousand people attended not 3,000 people attended

Five years ago
not 5 years ago
The year 2065 seems far off
not 2065 seems far off

Exception: For measurements, use numerals for the amount. No periods are used with the abbreviations.

8 inches long; 5 lbs of sugar; 12 cm of rain; 2 miles,

Exception: Always use figures for percentages and decimal fractions.

e. Spell out numbers appearing as part of proper names, used in a hypothetical or inexact sense, or mentioned in connection with serious and dignified subjects such as Executive Orders, legal proclamations, and in formal writing.

Three Rivers, PA; Fifteenmile Creek Ten Commandments Air Force One (Presidential plane) back to square one three score years and ten the Thirteen Original States the year two thousand twelve our policy since day one

f. Large numbers denoting amounts which are formally spelled out, as in legal work, are expressed as follows:

one thousand six hundred and twenty eight thousand and ninety-two fifty-two thousand one hundred and ninety-five

g. Fractions standing alone or followed by of, a, or of an.

one-half of an inch one-half of a farm not ½ of a farm three-fourths of an inch not ¾ inch or ¾ of an inch but ½ to 1 ¾ pages

h. Ordinal numbers less than 10th.

First Congress eighth parallel

ninth century Second Street

g. A spelled-out number should not be repeated in figures, except in legal documents. In such instances use:

five (5) dollars, not five dollars (5) ten dollars (\$10), not ten (\$10) dollars

NUMBERS EXPRESSED IN FIGURES

a. A figure is used for a single number of 10 or more with the exception of the first word of the sentence.

50 ballots 24 horses nearly 13 buckets about 40 men 10 times as large 10 guns

b. When 2 or more numbers appear in a sentence and 1 of them is 10 or larger, figures are used for each number.

Each of 15 major commodities (9 metal and 6 nonmetal) was in supply. but Each of nine major commodities (five metal and four nonmetal) was in supply.

Petroleum came from 16 fields, of which 8 were discovered in 1956. but Petroleum came from nine fields, of which eight were discovered in 1956.

That man has 3 suits, 2 pairs of shoes, and 12 pairs of socks. but That man has three suits, two pairs of shoes, and four hats.

There were three 6-room houses, five 4-room houses, and three 2-room cottages, and they were built by 20 carpenters.

There were three six-room houses, five four-room houses, and three two-room cottages, and they were built by nine carpenters.

963-6427

1900 19th Street

c. Related numbers appearing at the beginning of a sentence, separated by no more than three words, are treated alike.

Fifty or sixty more miles away is snow clad Mount Everest. Sixty and, quite often, seventy listeners responded. but Fifty or, in some instances, almost 60 applications were filed.

d. Serial Numbers (commas are not used in serial numbers).

pages 352-357

QUANTITIES, MEASURES, AND TIME.

a. Ages

Bulletin 725

6 years old 52 years 10 months 6 days a 3-year old boy

b. Dates

When a month-day-year sequence is used at the end of a sentence, insert a comma between the day and year.

She was born on May 6, 2012.

not May 6th, 2012

When a month-day-year sequence is used in the middle of a sentence, insert commas between the day and year, and after the year.

On May 31, 2010, I plan to retire.

Thank you for your letter of January 2, 2012, regarding the Navajo Nation.

When only a partial date is used (month and day, month and year), no comma is needed

June 11 is her birthday. November 1945 is a historic month.

Do not write dates using all numerals.

Incorrect: 03/06/2012

Do not place the day in front of the month.

Incorrect: 6 March 2012

c. Decimals. In text a cipher should be supplied before a decimal point if there is no whole unit, and ciphers should be omitted after a decimal point unless they indicate exact measurement.

0.25 inch; 1.25 inches silver 0.900 fine specific gravity 0.9547 gauge height 10.0 feet

but

.30 caliber (meaning 0.30 inch, bore of small arms); 30 calibers (length)

d. Degrees, etc. (spaces omitted):

longitude 77°04'06" E. 35°30'; 35°30' N. dip 47° W. *or* 47° N. 31° W. a polariscopic test of 85° an angle of 57° strike N. 16° E.

but
two degrees of justice; 12 degrees of freedom
32d degree Mason
150 million degrees Fahrenheit
30 Fahrenheit degrees

e. Fractions

Spell out standalone fractions.

Over two-thirds of the staff were absent.

Use numerals for mixed numbers.

 $4\frac{1}{2}$ inches

e. Market Quotations

4 percent bonds	gold is 109
Metropolitan Railroad, 109	sugar, .03; not 0.03
Dow Jones average of 10500.76	wheat at 2.30

f. Mathematical expressions

multiplied by 3	a factor of 2	
divided by 6	square root of 4	

g. Measures

,		
	7 meters	1 gallon
	about 10 yards	3 ems
	8 by 12 inches	20/20 (vision)
	8- by 12-inch page	2,500 horsepower
	1. 2 miles	15 cubic yards
	6 acres	6-pounder
	2 by 4 (lumber) (<i>not</i> 2 x 4 or 2_4)	
	but	
	three-ply	two dozen
	five votes	one gross
	six bales	zero miles
	two dozen	seven-story building

h. Million/Billion

For typographic appearance and easy grasp of large numbers the word *million* or *billion* is used.

```
$12,000,000, change to $12 million
2,750,000,000 dollars, change to $2.75 million
2.7 million dollars, change to $2.7 million
$2 billion; $2.75 billion
```

Exception: Always use numerals in tables and spreadsheets.

i. Money

\$3.65; \$0.75; 75 cents; 75 cents apiece \$3 (*not* \$3.00) per 200 lb 65 yen 2 Euro

j. Percentage

12 percent; 25.5 percent; 0.5
(or one-half of 1 percent)

thirty-four one hundredths of
1 percent

50–50 (colloquial expression)
5 percentage points
a 1,100-percent increase, or an
1100-percent increase

but

six bits

two pennies

three quarters one half

k. Proportions/Ratios

a 5:1 ratio; a proportion of 1 to 4 1:62,500 1-3-5

1. Time

Use numerals

4 p.m.; 8:45 a.m. (use periods) but 12 p.m. (12 noon) statistics of any one year 12 a.m. (12 midnight) in a year or two 6 hours 8 minutes 20 seconds four afternoons 10 years 3 months 29 days one-half hour 7 minutes four centuries 8 days three decades 4 weeks three quarters (9 months) 3 fiscal years; third fiscal year 1 month the eleventh hour 1 calendar year FY 2010 or FY 10 millennium

m. Unit modifiers

5-day week *but*8-hour day a two-story house 10-foot pole a five-man board

PUNCTUATION

The comma is used in a number containing four or more digits, except in serial numbers, common and decimal fractions, astronomical and military time, and kilocycles and meters of not more than four figures pertaining to radio.

PHONE NUMBERS

Put area code in parentheses. Leave one space before the prefix.

(202) 208-3100

ABBREVIATIONS

Abbreviations and letter symbols are used to save space and to avoid distracting the reader by use of repetitious words or phrases. Established abbreviations are acceptable in all but the most formal writing. If it is desirable to use an abbreviation that may not be familiar to the reader, spell out the word or phrase followed by its abbreviation in parentheses.

Following are abbreviations for names of states, for civil and military title, and a few other selected groups of words. More complete lists are found in the *U.S. Government Printing Office Style Manual*.

CAPITALS, HYPHENS, PERIODS, AND SPACING

a. In general, an abbreviation follows the capitalization and hyphenation of the word or words abbreviated. It is followed by a period unless otherwise indicated.

c.o.d. St. but ft •lb

b. Abbreviations and initials of a personal name are set without spaces. However, abbreviations composed of contractions and initials or numbers, will retain space.

J.F.K. B.S., LL.D., Ph.D., B.Sc. U.S. H.R. 116 (but S. 116, S. Con. Res. 116) U.N. A.B. Secrest, D.D.S. U.S.C. (but Rev. Stat.) but AT&T A.D., B.C. Texas A&M e.s.t. i.e., e.g. (but op. cit.) R&D C.A.D.C. (but App. D.C.) et al.

c. Except as otherwise designated, points and spaces are omitted after initials used as shortened names of governmental agencies and of other organized bodies. "Other organized bodies" shall be interpreted to mean organized bodies that have become popularly identified with a symbol, such as MIT (Massachusetts Institute of Technology), GM (General Motors), GMAC (General Motors Acceptance Corp.), if not contrary to usage.

EPA	DOD	CPS
DOI	NFL	OSHA

2. GEOGRAPHIC TERMS

a. *United States* must be spelled out when appearing in a sentence containing the name of another country. The abbreviation *U.S.* will be used when preceding the word *Government* or the name of a Government organization, except in formal writing (treaties, Executive Orders, proclamations, etc.); congressional bills; legal citations; and covers and title pages.

U.S. Government

U.S. Congress

U.S. Department of Health and Human Services

U.S. District Court

U.S. Supreme Court (*but* Supreme Court of the United States)

U.S.-NATO assistance
U.S. Government efforts to control
inflation must be successful if the
United States is to have a stable economy.
but British, French, and United States
Governments; United States-British talks;
United States Senate

b. With the exceptions noted in the preceding paragraph, the abbreviation U.S. is used in the adjective position, but is spelled out when used as a noun.

U.S. foreign policy

U.S. attorney

U.S. citizen

U.S. farm-support program

United States Steel Corp. (legal title) Foreign policy of the United States United States Code (official title) *not* Temperatures vary in the U.S.

- c. The Postal Service style of two-letter state, province, and Freely Associated State abbreviations is to be used when addressing mail. However, in the inside address and/or body of the correspondence, they are spelled out. (See page 62)
- d. The names of foreign countries are not abbreviated, with the exception of the former U.S.S.R., which is abbreviated due to its length.

3. ADDRESSES

a. Words such as *Street, Avenue, Place, Road, Square, Boulevard, Terrace, Drive, Court,* and *Building*, following a name or number are spelled out, but are abbreviated in footnotes, sidenotes, tables, leaderwork, and lists.

Street	St.	Square	Sq.	Drive	Dr.
Avenue	Ave.	Boulevard	Blvd.	Court	Ct.
Place	Pl.	Terrace	Ter.	Building	Bldg.

UNITED STATES [INCLUDING FREELY ASSOCIATED STATES]

Alabama	AL
Alaska	AK
American Samoa	AS
Arizona	AZ
Arkansas	AR
California	CA
Colorado	CO
Connecticut	
Delaware	
District of Columbia	
Federated States of	
Micronesia	FM
Florida	FL
Georgia	
Guam	
Hawaii	HI
Idaho	
Illinois	IL
Indiana	IN
Iowa	IA
Kansas	KS
Kentucky	KY
Louisiana	LA
Maine	ME
Marshall Islands	MH
Maryland	MD
Massachusetts	MA
Michigan	MI
Minnesota	MN
Mississippi	MS

Missouri	.MO
Montana	.MT
Nebraska	.NE
Nevada	.NV
New Hampshire	.NH
New Jersey	
New Mexico	
New York	.NY
North Carolina	
North Dakota	.ND
Northern Mariana	
Islands	. MP
Ohio	OH.
Oklahoma	.OK
Oregon	OR
Palau	
Pennsylvania	.PA
Puerto Rico	
Rhode Island	.RI
South Carolina	.SC
South Dakota	.SD
Tennessee	.TN
Texas	.TX
Utah	.UT
Vermont	.VT
Virgin Islands	.VI
Virginia	.VA
Washington	
West Virginia	.WV
Wisconsin	.WI
Wyoming	WV

- b. In addresses, a single period is used with the abbreviations *NW.,SW., NE., SE.* (indicating sectional divisions of cities) following name or number. *North, South, East,* and *West* are spelled out at all times.
- c. Do not abbreviate *County, Fort, Mount, Point,* and *Port.* However, *Saint (St.)* and *Sainte (Ste.)* may be abbreviated.
- d. The word *Street* or *Avenue* as part of a name is not abbreviated even in parentheses, footnotes, sidenotes, tables, or lists.

14th Street Bridge

Ninth Avenue Bldg.

4. NAMES AND TITLES

a. The following are not always abbreviations, and should not be misinterpreted:

	Al Alex	Ben Ed	Fred Sam	Walt Will	
--	------------	-----------	-------------	--------------	--

b. In company and other formal names, if it is not necessary to preserve the full legal title, such forms as *Bro.*, *Bros.*, *Co.*, *Corp.*, *Inc.*, *Ltd.*, and & are used. *Association* and *Manufacturing* are not abbreviated.

Radio Corp. of America
Aluminum Co. of America
Standard Oil Co. of New Jersey
H.J. Baker & Bro.
Jones Bros. & Co.
American Telephone &
Telegraph Co.
Norton Enterprises, Inc.
Maryland Steamship Co., Ltd.
Chesapeake & Delaware Canal
Fairmount Building & Loan
Association

Electronics Manufacturing Co.
Texas College of Arts & Industries
Robert Wilson & Associates, Inc.
U.S. News & World Report
Baltimore & Ohio Railroad
Mine, Mill & Smelter Workers

but
Little Theater Company
Senate Banking, Housing and
Urban Affairs Committee

c. Company and Corporation are not abbreviated in names of Federal Government units.

Commodity Credit Corporation Federal Savings and Loan Insurance Corporation Pension Benefit Guaranty Corporation

d. In other than formal usage, a civil, military, or naval title preceding a name is abbreviated if followed by first or given name or initial; but *Mr.*, *Mrs.*, *Miss*, *Ms.*, *M.*, *MM.*, *Messrs.*, *Mlle.*, *Mme.*, and *Dr.* are abbreviated with or without first or given name or initial.

Adjutant Adj.	Major Maj.
Admiral Adm.	Major GeneralMaj. Gen.
Assistant Surgeon Asst. Surg.	Master Sergeant
Brigadier General Brig. Gen.	Private, first class Pfc.
Captain Capt.	Petty OfficerPO
CommanderComdr.	ProfessorProf.
ColonelCol.	PrivatePvt.
Corporal Cpl.	Rear AdmiralRear Adm.
Chief Warrant Officer CWO	Second Lieutenant 2d Lt.
First Lieutenant 1st Lt.	Sergeant, first class Sfc.
First Sergeant 1st Sgt.	Sergeant Sgt.
GeneralGen.	Staff SergeantS. Sgt.
Governor Gov.	SuperintendentSupt.
LieutenantLt.	SurgeonSurg.
Lieutenant Commander Lt. Comdr.	Technical Sergeant T. Sgt.
Lieutenant Colonel Lt. Col.	Vice AdmiralVice Adm.
Lieutenant General Lt. Gen.	Warrant Officer WO

e. The following and similar forms are used after a name:

Esq., Jr., Sr.

II, III (or 2d, 3d) (*not* preceded by comma)

Degrees: LL.D., M.A., Ph.D., etc.

Fellowships, orders, etc.: FSA Scot, F.R.S.,

K.C.B., C.P.A., etc.

f. *Sr.* and *Jr.* should not be used without first or given name or initials, but may be used in combination with any title.

Correct	Incorrect
A.K. Jones, Jr., or Mr. Jones, Jr. President J. B. Nelson, Jr.	Jones, Jr.

g. The abbreviation *Esq.* and other titles such as *Mr.*, *Mrs.*, and *Dr.*, should **not** appear with any other title or with abbreviations indicating scholastic degrees.

Correct	Incorrect
John L. Smith, Esq. James A. Jones, Jr., Esq. Ford Maddox, A.B., Ph.D., George Gray, M.D.,	Mr. John L. Smith, Esq. John L. Smith, Esq., A.M. Mr. Ford Maddox, A.B., Ph.D. Dr. George Gray, M.D.

h. Academic degrees standing alone may be abbreviated.

John graduated and earned a B.A. degree; *but* bachelor of arts degree (lowercase when spelled out).

She earned her Ph.D. by hard work.

i. Abbreviations may be used to designate parts of publications mentioned in parentheses, brackets, footnotes, lists of references, and tables, and followed by figures, letters, or Roman numerals.

Appendix(es) app., apps. Article(s) art., arts. Bulletin(s) bull., bulls. Chapter(s) ch., chs. Column(s) col.,cols. Edition(s) ed., eds. Figure(s) fig., figs. Number(s) No., Nos. Page(s) p., pp.	Paragraph(s) par., pars. Part(s) pt., pts. Section(s) sec., secs. Subchapter(s) subch. subchs. Subparagraph(s) subpar., subpars. Subpart(s) subpt., subpts. Subsection(s) subsec., subsecs. Supplement(s) supp., supps. Volume(s) vol., vols.
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TERMS RELATED TO CONGRESS

The words *Congress* and *session*, when accompanied by a numerical reference, are abbreviated in parentheses, brackets, footnotes, sidenotes, lists of references, and tables.

112th Cong., 1st sess.	1st sess., 112th Cong.	Public Law 84, 102d Cong.
		Cong.

In references to bills, resolutions, documents and reports in parentheses, brackets, footnotes, sidenotes, and tables, the following abbreviations are used:

H.R. 416 (House bill)S. 116 (Senate bill)The examples above may be abbreviated or spelled out in text.

H. Res. 5 (House resolution)

H. Con. Res. 10 (House concurrent resolution)

S. Res. 50 (Senate resolution)

6. CALENDAR DIVISIONS

Names of months followed by the day, or day and year, are abbreviated in footnotes, tables, sidenotes, and in bibliographies. *May, June,* and *July* are always spelled out. In narrow columns in tables, however, the names of months may be abbreviated even if standing alone. Preferred forms follow:

Jan.	Apr.	Oct.
Feb.	Aug.	Nov.
Mar.	Sept.	Dec.

Weekdays are not abbreviated, but the following forms are used, if necessary, in lists or in narrow columns in tables:

Sun.	Wed.	Fri.
Mon.	Thurs.	Sat.
Tues.		

7. TIME ZONES

The following forms are to be used when abbreviating names of time zones:

AKDT Alaska daylight time AKST Alaska standard time AKT.. Alaska time (implies standard or daylight time)

AST... Atlantic standard time

AT Atlantic time

CDT .. central daylight time CST ... central standard time CT central time

DST... daylight saving (no "s") time

EDT... eastern daylight time EST ... eastern standard time

HDT Hawaii-Aleutian daylight time (not observed in HI)
HST...Hawaii-Aleutian standard time

1151 ... Hawaii-Aleutian standard tiin

LST ...local standard time

MDT...mountain daylight time MST...mountain standard time MT.....mountain time

PDT....Pacific daylight time PST....Pacific standard time PT.....Pacific time

8. ACRONYMS

The difference between acronyms and abbreviations is this: acronyms are proper words created from the initial letter or two of the words in a phrase, and they are pronounced like other words (*snafu, radar, laser*, or *UNESCO*). By contrast, abbreviations do not form proper words, and so they are pronounced as strings of letters, for example, *IOU, TV, org, or lp*." Avoid beginning a sentence with an acronym.

Incorrect: DOI headquarters is located in Washington, DC

Correct: The DOI headquarters is located in Washington, DC

DEPARTMENT OF THE INTERIOR

	SECRETARY
OCL	Office of Congressional and Legislative Affairs
	Office of Communications
OEI	Office of External and Intergovernmental Affairs
	Office of Executive Secretariat and Regulatory Affairs
	Office of Indian Water Rights
	Office of the Special Trustee for American Indians
	Office of Historical Trust Accounting
	Museum Office
DS	DEPUTY SECRETARY
SOL	SOLICITOR
	Division of Administration
	Division of Parks and Wildlife
	Division of General Law
	Division of Indian Affairs
	Division of Land and Water Resources
	Division of Mineral Resources
	Office of Ethics
	Indian Trust Litigation Office
AS-I M	ASSISTANT SECRETARY – LAND AND MINERALS MANAGEMENT
	Bureau of Land Management
	Bureau of Ocean Energy Management
	Bureau of Safety and Environmental Enforcement
	Office of Surface Mining Reclamation and Enforcement
OSWI	Office of Surface Willing Reclamation and Emoreement
	ASSISTANT SECRETARY – WATER AND SCIENCE
	Bureau of Reclamation
USGS	U.S. Geological Survey
AS-FWP	ASSISTANT SECRETARY FOR FISH AND WILDLIFE AND PARKS
NPS	National Park Service
FWS	U.S. Fish and Wildlife Service
AS-IA	ASSISTANT SECRETARY – INDIAN AFFAIRS
	Bureau of Indian Affairs
	Bureau of Indian Education
AC IN	ACCICTANT CECDETADA INCHI AD ADEAC
	ASSISTANT SECRETARY – INSULAR AREAS
11A	Office of Insular Affairs
OIG	INSPECTOR GENERAL
AS-PMB	ASSISTANT SECRETARY – POLICY, MANAGEMENT AND BUDGET

DEPUTY ASSISTANT SECRETARY – POLICY AND INTERNATIONAL AFFAIR
OEPC Office of Environmental Policy and Compliance
ORDA Office of Restoration and Damage Assessment
OPA Office of Policy Analysis
ONHR Office of Native Hawaiian Relations
OIAOffice of International Affairs
DEPUTY ASSISTANT SECRETARY – HUMAN CAPITAL AND DIVERSITY
OHR Office of Human Resources
OCR Office of Civil Rights
OSH Office of Occupational Safety and Health
OSEOD Office of Strategic Employee and Organization Development
DEPUTY ASSISTANT SECRETARY – NATURAL RESOURCES REVENUE
MANAGEMENT
ONRR Office of Natural Resources Revenue
DEPUTY ASSISTANT SECRETARY – TECHNOLOGY, INFORMATION, AND
BUSINESS SERVICES
OCIO Office of the Chief Information Officer
OHA Office of Hearings and Appeals
CADR Office of Collaborative Action and Dispute Resolution
IBC Interior Business Center
OVS Office of Valuation Services
OFAS Office of Facilities and Administrative Services
DEPUTY ASSISTANT SECRETARY – BUDGET, FINANCE, PERFORMANCE,
AND ACQUISITION
PFM Office of Financial Management
POB Office of Budget
PAM Office of Acquisition & Property Management
OSDBU Office of Small & Disadvantaged Business Utilization
PPP Office of Planning and Performance Management
PBI Business Integration Office
DEPUTY ASSISTANT SECRETARY – PUBLIC SAFETY, RESOURCE
PROTECTION, AND EMERGENCY SERVICES
PLE Office of Law Enforcement and Security
PEM Office of Emergency Management
PWF Office of Wildland Fire
PASOffice of Aviation Services
PBCInteragency Borderland Coordinator
2.2. Similar de la production de la contentation de

FEDERAL GOVERNMENT

Executive Departments

USDA Department of Agriculture
DOC Department of Commerce
DOD Department of Defense
ED Department of Education
DOEDepartment of Energy
HHS Department of Health and Human Services
DHS Department of Homeland Security
HUD Department of Housing and Urban Development
DOJDepartment of Justice
DOLDepartment of Labor
DOS Department of State
DOI Department of the Interior
[Treasury] Department of the Treasury
DOTDepartment of Transportation
VA Department of Veterans Affairs

INDEPENDENT AGENCIES AND GOVERNMENT CORPORATIONS

Independent establishments are created by Congress to address concerns that go beyond the scope of ordinary legislation. These Agencies are responsible for keeping the Government and economy running smoothly.

running smoothly.	
A	
	. Administrative Conference of the United States
	. Advisory Council on Historic Preservation
USADF	. African Development Foundation
C	
	. Central Intelligence Agency
	. Commission on Civil Rights
	. Commodity Futures Trading Commission
	Consumer Product Safety Commission
CNCS	. Corporation for National and Community Service
D	
D	
DNFSB	. Defense Nuclear Facilities Safety Board
ODNI	. Director of National Intelligence
	Č
Е	
	Environmental Durataction Account
	Environmental Protection Agency
	Equal Employment Opportunity Commission
EX-IM Bank	. Export-Import Bank of the United States
_	
F	
FCA	. Farm Credit Administration
FCC	. Federal Communications Commission
FDIC	Federal Deposit Insurance Corporation
FED	. Federal Election Commission
	. Federal Energy Regulatory Commission
	. Federal Housing Finance Board
	. Federal Labor Relations Authority
	. Federal Maritime Commission
	Federal Mediation and Conciliation Service
	. Federal Mine Safety and Health Review Commission
	. Federal Reserve System
Environment von sei mig-	a construction and a second construction and construction of the c

FRTIB..... Federal Retirement Thrift Investment Board

FTC..... Federal Trade Commission

G GSA	General Services Administration
I IMLS	Institute of Museum and Library Services
	Inter-American Foundation
IBB	International Broadcasting Bureau
M	
MSPB	Merit Systems Protection Board
	Millennium Challenge Corporation
N	
	National Aeronautics and Space Administration
	National Archives and Records Administration
	National Capital Planning Commission
	National Council on Disability
	National Credit Union Administration
	National Endowment for the Arts
	National Endowment for the Humanities
	National Labor Relations Board
	National Mediation Board
	National Railroad Passenger Corporation
	National Science Foundation
	National Transportation Safety Board
	Nuclear Regulatory Commission
_	
O	
OSHRC	Occupational Safety and Health Review Commission
OOC	Office of Compliance
OGE	Office of Government Ethics
OPM	Office of Personnel Management
OSC	Office of Special Counsel
ODNI	Office of the Director of National Intelligence
ONCIX	Office of the National Counterintelligence Executive
OPIC	Overseas Private Investment Corporation
P	
	Peace Corps
	Pension Benefit Guaranty Corporation
DDC	Postal Paralatama Commission

PRC Postal Regulatory Commission

-	

RRB...... Railroad Retirement Board

S

SEC	Securities and Exchange Commission
SSS	Selective Service System
SBA	Small Business Administration
SSA	Social Security Administration

T

TVA..... Tennessee Valley Authority

U

24 <u>-5</u>	
USTDA	U.S. Trade and Development Agency
USAID	United States Agency for International Development
USITD	United States International Trade Commission
USPS	United States Postal Service

UNITED STATES ORDER OF PRECEDENCE

(not all inclusive)

- President of the United States
- ➤ Vice President of the United States
- ➤ Governor of a State (when in own state)
- Speaker of the House of Representatives
- Chief Justice of the United States
- Former Presidents of the United States (by seniority of assuming office)
- American Ambassadors to foreign governments (at post)
- Secretary of State*
- President, United Nations General Assembly (when in session)
- > Secretary General of the United Nations
- President, United Nations General Assembly (when not in session)
- President, International Court of Justice
- Ambassador of foreign governments accredited to the United States (in order of presentation of credentials)
- Widows of Former Presidents of the United States
- ➤ Associate Justices of the Supreme Court
- > Retired Chief Justices of the United States
- ➤ Retired Associate Justices of the Supreme Court
- Members of the Cabinet (other than the Secretary of State*) according to date of establishment of the Department, and as added by The President, as follows:
 - Secretary of the Treasury
 - Secretary of Defense
 - Attorney General
 - **Secretary of the Interior**
 - **❖** Secretary of Agriculture
 - Secretary of Commerce
 - Secretary of Labor
 - Secretary of Health and Human Services
 - **Secretary of Housing and Urban Development**
 - **Secretary of Transportation**
 - **❖** Secretary of Energy
 - **❖** Secretary of Education
 - Secretary of Veterans Affairs

- **Secretary of Homeland Security**
- Chief of Staff to the President
- **Administrator**, Environmental Protection Agency
- **❖** Director, Office of Management and Budget
- United States Trade Representative
- United States Permanent Representative to the United Nations
- * Chair, Council of Economic Advisors
- President Pro Tempore of the Senate
- Senators (by length of service; when the same, by state's date of admission in the Union, or alphabetically by state)
- Sovernors of States when outside own State (Relative precedence among Governors, all of whom are outside their own state, is determined by their state's date of admission in the Union or alphabetically by state).
- ➤ Acting Heads of Executive Departments
- Former Vice Presidents of the United States or their widows
- Members of the House of Representatives (by length of service; when the same, by state's date of admission in the Union, or alphabetically by state)
- ➤ Delegates to the House of Representatives (nonvoting members) from
- ➤ Territory of American Samoa, District of Columbia, Territory of Guam, Commonwealth of Puerto Rico, and United States Virgin Islands (by date of election of delegate)
- Samoa, United States Virgin Islands, and the Commonwealth of the Northern Mariana Islands (determined by territory's date of entering U.S. jurisdiction, or alphabetically by territory)
- Assistant to the President and Senior Advisor
- ➤ Assistant to the President for National Security Affairs
- Counselor to the President
- ➤ Assistant to the President and Deputy Chief of Staff
- Director of National Intelligence
- ➤ Chief of Staff to the Vice President
- Assistants to the President (ranked by date of appointment)
- Director of National Drug Control Policy
- > Chair, Council on Environmental Quality
- ➤ Chief of Protocol (when at the White House or accompanying The President)
- > Charge d'Affaires assigned to diplomatic missions in Washington, D.C.
- Charge d'Affaires ad interim assigned to diplomatic missions in Washington, D.C.
- Former Secretaries of State (by seniority of assuming office)
- Former Cabinet Members (by seniority of assuming office)

- ➤ Deputy to Members of the Cabinet, according to date of establishment of the Department, and as added by The President, as follows:
 - Deputy Secretary of State
 - Deputy Secretary of the Treasury
 - Deputy Secretary of Defense
 - Deputy Attorney General
 - Deputy Secretary of the Interior
 - Deputy Secretary of Agriculture
 - Deputy Secretary of Commerce
 - Deputy Secretary of Labor
 - Deputy Secretary of Health and Human Services
 - Deputy Secretary of Housing and Urban Development
 - Deputy Secretary of Transportation
 - Deputy Secretary of Energy
 - Deputy Secretary of Education
 - Deputy Secretary of Veterans Affairs
 - Deputy Secretary of Homeland Security
 - Deputy Administrator, Environmental Protection Agency (EPA)
 - ❖ Deputy Director, Office of Management and Budget (OMB)
 - ❖ Deputy United States Trade Representative (USTR)
 - ❖ Deputy Permanent Representative of the United States to the United Nations
- United States Permanent Representative on the Council of the North Atlantic Treaty Organization (USNATO) (at post)
- Representative of the United States to the European Union (USEU) (at post)
- Under Secretaries of State and the Counselor of the Department of State (as ranked by the Department)
- ➤ Under Secretaries of Executive Departments and the Associate Attorney
- ➤ General (according to date of establishment of the Department) (if more than one from a Department, then as ranked within the Department)
- Secretary of the Army
- Secretary of the Navy
- > Secretary of the Air Force
- Postmaster General
- ➤ Director, Federal Bureau of Investigation (FBI)
- > Chairman, Board of Governors of the Federal Reserve
- Chairman, Export-Import Bank
- ➤ Director, Central Intelligence Agency (CIA)
- Administrator, Small Business Administration (SBA)
- Administrator, Agency for International Development (AID)
- > Chairman, Joint Chiefs of Staff
- Vice Chairman, Joint Chiefs of Staff
- Retired Chairman, Joint Chiefs of Staff

Forms of Address

When it is desirable to use a salutation and closing, the models of address in this section are the conventional forms of address in general use. Use them as patterns for other addresses.

Titles of Addressees

Use flexibility when writing titles. For example, "The Honorable" may be replaced by a title such as "Dr." or "General," but it is not used in combination with another title.

A title does not need to have a separate line, but <u>never</u> have two titles on the same line of type. For examples, see below.

Correct:

Mr. John Brown

Director

Incorrect:

Mr. John Brown, Director

After leaving a titled position, an individual may opt to retain his or her title (such as "Judge" or "General") throughout his or her lifetime. The addressee's personal preference should be considered when deciding whether or not to use a title in such cases.

The Honorable

Written in full, "The Honorable" is a title used to address, by name, current and former high officials – Presidential appointees, Federal and state elected officials, and mayors. As a general rule, other county and city officials are not so addressed. "Honorable" is not used by itself. For example:

Correct:

The Honorable May L. Smith Attorney General

Incorrect:

Honorable May L. Smith

Attorney General

"The Honorable" is a courtesy title which may, in certain instances, be used with an official title without a name. Cabinet officers and Governors of State may be addressed in this manner. For example:

The Honorable

The Secretary of State

The Honorable

The Governor of Illinois

"The Honorable" is not used before a last name alone. When appearing in the text of a letter or other communication, "the" is not capitalized. For example:

"the speech given by the Honorable John H. Doe."

In the United States this title is also used to address ministers of foreign embassies in Washington (including career ministers serving as charge d'affaires). For example:

The Honorable (full name) Charge d'Affaires ad interim of Italy

Use "The Honorable" to address the heads of international organizations by name, unless the officials are entitled to "His (Her) Excellency" by virtue of a previous position. For example:

The Honorable (full name) World Health Organization Geneva, Switzerland

His (Her) Excellency

The title "His (Her) Excellency" is not, by custom, used to address high officials of the U.S. Government. This title is used, as appropriate, to address by name officers, foreign ambassadors, foreign high officials, and former foreign high officials by name. For example:

Her Excellency (full name) Ambassador of Canada

It is customary to omit "His (Her) Excellency" when addressing the British Prime Minister or the cabinet officers of certain countries within the British Commonwealth.

Any individual once entitled to the title "His (Her) Excellency" may retain it throughout his or her lifetime.

ABBREVIATIONS OF TITLES AND DEGREES

Before Name

With the exceptions of "Mr."/ "Mrs."/ and "Dr.", do not abbreviate titles preceding full names in an address. Long titles such as "Lieutenant Colonel" and "Brigadier General" may be abbreviated for the sake of balance and appearance in the address when necessary. For example:

Lt. Colonel John L. G. Smithson

Note that the basic rank is not abbreviated. As in the example immediately above, the salutation would read:

Dear Colonel Smithson:

After Name

Abbreviate designations of degrees, religious and fraternal orders, fellowships, and military service branch titles after a name. Type the initials of an individual degree or order with periods but no spaces between them; type military service designations in capital letters without periods.

Do not use scholastic degrees in combination with complimentary titles of address or with military service ranks, except in the case of "The Reverend." When a name is followed by abbreviations designating religious and fraternal orders or scholastic and honorary degrees, their sequence is as follows: orders (religious first); theological degrees; academic degrees earned in course; and honorary degrees in order of the bestowal. Using more than two degrees is unnecessary. For example:

John Doe, D.D., D.Lit.
Patricia L. Smith, M.D.
Henry Brown, LL.D., Ph.D.
Lt. Colonel Mary Hill, USAF
The Reverend George Green, D.D.

Dr. (Doctor)

This abbreviated title is used before the names of persons who have acquired entitling degrees. It is not used in combination with the abbreviation indicating such degrees. For example:

Dr. Jane Evans or *Not* Dr. Richard Roe, Ph.D. Jane Evans, M.D.

Reverend, Right Reverend, etc.

Written in full and preceded by "The", these titles are used in addressing members of the clergy. They are not abbreviated. For example:

The Reverend Paul Carter (clergyman)
The Reverend Dr. Paul Carter (clergyman with doctorate)
The Right Reverend Paul Carter (bishop)

Spouse of Distinguished Individual

An individual does not share a spouse's official title and therefore should be addressed individually by his or her own appropriate title and last name. For example:

The American Ambassador and Mrs. /Mr. Doe

U.S. Citizens

In addressing U.S. citizens, complimentary titles should not appear in combination with any other title or with abbreviations indicating scholastic degrees (except "The Reverend"). For example:

John Smith, A.B., Ph.D.

not

Mr. John Smith, A.B., Ph.D.

but

The Reverend Dr. Geoffrey Ownye

Gender Unknown

When unable to ascertain the gender of a person by looking at the name only, research to find out that information. Call another office, manager, etc. to discern the proper title to use.

SALUTATION AND CLOSE

Salutations

When a woman occupies a high government position, substitute the title "Madam" for Mr. before such formal titles as "President," "Vice President," "Chairman," "Secretary," and "Ambassador." Substitute the appropriate title of "Miss," and "Mrs.," or "Ms." for "Mr." when the surname, rather than a formal title, follows. For example:

Dear Madam Secretary: (Cabinet officer) Dear Madam Ambassador:

Dear Representative Smith: (Member of the House of Representatives)

but

Dear Senator Smith: (Member of U.S. Senate) Dear Representative Jones: (Member of House of Representatives)

When it is not known if the addressee is a man or woman, find out and use the proper title.

Informal Salutation

This form of salutation is the most commonly used in the United States. Unless the person holds a title, the salutation is usually "Dear Mr./Miss/Mrs./Ms. (last name)." For example:

Dear Mr./Miss/Mrs./Ms. Jones:

Dear Senator Doe:

Dear General Smith:

but not

Dear Reverend Brown:

Examples of salutations to letters or petitions having multiple signers are listed in the charts following this chapter.

In official correspondence, the titles of top-ranking government officials such as the President, Vice President, Chief Justice, Secretary, and Ambassador are never used with the individual's last name. Instead use the following salutation:

Dear Mr. President

or

Dear Madam Ambassador:

In some correspondence, the signing officer may direct the use of a salutation on a first-name basis when the addressee is personally known "My dear (first name)" is not used, however. The name will be written formerly and the signing official will cross out the name and handwrite the first name. For example:

Dear Ms. Bill but not My dear Cathy (handwrite first name)

Formal Salutation

"Sir": or "Madam": is sometimes used as a formal salutation in addressing high-ranking Federal, State, or local officials. Letters to court officers often carry the salutation "Sir:" or "Madam:" when they are addressed to the officer by title rather than by name. Likewise, letters to business firms or private organizations may bear the formal salutation "Sirs or Madams:" or "Sirs and Madams:" when the identity of the specific addressees is not known.

Complimentary Close

Generally, the complimentary close should be as formal or informal as the salutation. Common practice is to use the informal complimentary close "Sincerely," unless otherwise specified in the following list or unless another form is preferred by the signing officer.

ADDRESSEE ADDRESS ON LETTER SALUTATION AND
AND ENVELOPE COMPLIMENTARY CLOSE

MODEL OF ADDRESS

(1) THE WHITE HOUSE

The President The President Dear Mr. President:
The White House Respectfully,

Washington, DC 20500

Memorandum:

MEMORANDUM FOR THE PRESIDENT

(Most information directed to the President from the Secretary should be on letterhead in memorandum format.)

White House Chief of Staff

The Honorable (full name)

Dear Mr. or Ms. (surname):

Chief of Staff to the President

The White House Washington, DC 20500

Memorandum:

MEMORANDUM FOR THE HONORABLE (SURNAME)

CHIEF OF STAFF TO THE PRESIDENT

Sincerely,

Sincerely,

Wife of the President Mrs. (full Name) Dear Mrs. (surname):

The White House

Washington, DC 20500

Secretary to the President The Honorable (full name) Dear Mr. or Ms. (surname):

Secretary to the President Sincerely,

The White House Washington, DC 20500

Secretary to the President (full rank) (full name) Dear (rank) (surname):

(military rank) Secretary to the President Sincerely,

The White House Washington, DC 20500

Former President The Honorable (full name) Dear President (surname):

(local address) 00000 Sincerely,

Assistant to the President The Honorable (full name) Dear Mr. or Ms. (surname):

Assistant to the President Sincerely,

The White House Washington, DC 20500

National Security Advisor The Honorable (surname) Dear Mr. or Ms. (surname):

Assistant to the President for National Sincerely,

Security Affairs The White House Washington, DC 20500

Memorandum:

MEMORANDUM FOR THE HONORABLE (SURNAME)
ASSISTANT TO THE PRESIDENT

ADDRESSEE ADDRESS ON LETTER SALUTATION AND AND ENVELOPE COMPLIMENTARY CLOSE

FOR NATIONAL SECURITY AFFAIRS

Secretary to the Cabinet The Honorable (surname) Dear Mr. or Ms. (surname):

Secretary to the Cabinet Sincerely,

The White House Washington, DC 20500

Memorandum:

MEMORANDUM FOR THE HONORABLE (SURNAME) SECRETARY TO THE CABINET

Office of Management & The Honorable (surname) Dear Mr. or Ms. (surname):

Budget Director, Office of Management Sincerely,

and Budget

Old Executive Office Building Washington, DC 20503

Memorandum:

MEMORANDUM FOR THE HONORABLE (SURNAME)

DIRECTOR, OFFICE OF MANAGEMENT

AND BUDGET

(2) THE VICE PRESIDENT

The Vice President The Honorable (full name) Dear Mr. Vice President:

(Formal Address) The Vice President of the United States Sincerely,

Washington, DC 20501

Memorandum:

MEMORANDUM FOR THE VICE PRESIDENT

The Vice President The Honorable (full name) Dear Mr. or Ms. Vice President:

(Informal Address) The Vice President of the United States Sincerely,

Washington, DC 20501

Former Vice President The Honorable (full name) Dear Mr. or Ms. (surname):

(local address) 00000 Sincerely,

(total address) sooss

(3) EXECUTIVE DEPARTMENTS/MEMBERS OF THE CABINET

Attorney General (Head of the The Honorable (surname) Dear Mr. or Madam Attorney

Department of Justice)

Attorney General

Department of Justice

General

Sincerely,

Department of Justice Washington, DC 20530

Department of Agriculture The Honorable (surname)¹ Dear Mr. or Madam Secretary:

Secretary of Agriculture Sincerely,

Washington, DC 20250

Deputy Secretary of a Department The Honorable (full name) Dear Mr. or Ms. (surname):

Deputy Secretary of (name of Sincerely,

¹ Executive Departments are: Agriculture, Commerce, Defense, Education, Energy, Health and Human Services, Homeland Security, Housing and Urban Development, (the) Interior, Justice, Labor, State, Transportation, and (the) Treasury.

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ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION AND COMPLIMENTARY CLOSE
Under Secretary of a Department	Department) Washington, DC 00000 The Honorable (full name) Under Secretary of (name of Department) Washington, DC 00000	Dear Mr. or Ms. (surname): Sincerely,
Assistant Secretary of a Department	The Honorable (full name) Assistant Secretary of (name of Department) Washington, DC 00000	Dear Mr. or Ms. (surname): Sincerely,
Department of Commerce	The Honorable (surname) Secretary of Commerce Washington, DC 20230	Dear Mr. or Madam Secretary: Sincerely,
Department of Defense	The Honorable (surname) Secretary of Defense Washington, DC 20301	Dear Mr. or Madam Secretary: Sincerely,
Department of Education	The Honorable (surname) Secretary of Education Washington, DC 20202	Dear Mr. or Madam Secretary: Sincerely,
Department of Health and Human Services	The Honorable (surname) Secretary of Health and Human Services Washington, DC 20201	Dear Mr. or Madam Secretary: Sincerely,
Department of Homeland Security	The Honorable (surname) Secretary of Homeland Security Washington, DC 20528	Dear Mr. or Madam Secretary: Sincerely,
Department of Housing and Urban Development	The Honorable (surname) Secretary of Housing and Urban Development Washington, DC 20410	Dear Mr. or Madam Secretary: Sincerely,
Department of the Interior	The Honorable (surname) Secretary of the Interior Washington, DC 20240	Dear Mr. or Madam Secretary: Sincerely,
Department of Labor	The Honorable (surname) Secretary of Labor Washington, DC 20210	Dear Mr. or Madam Secretary: Sincerely,
Department of State	The Honorable (surname) Secretary of State Washington, DC 20520 Dear Mr. or Madam Sec Sincerely,	
Department of Transportation	The Honorable (surname) Secretary of Transportation Washington, DC 20590	Dear Mr. or Madam Secretary: Sincerely,

DDRESSEE ADDRESS ON LETTER AND ENVELOPE		SALUTATION AND COMPLIMENTARY CLOSE
Department of the Treasury	The Honorable (surname) Secretary of the Treasury Washington, DC 20220	Dear Mr. or Madam Secretary: Sincerely,
Department of Veterans Affairs	The Honorable (surname) Secretary of Veterans Affairs Washington, DC 20420	Dear Mr. or Madam Secretary: Sincerely,
Director of the Office of Management and Budget	The Honorable (full name) Director, Office of Management and Budget Washington, DC 20503	Dear Mr. or Ms. (surname): Sincerely,
Environmental Protection Agency	The Honorable (surname) Administrator, Environmental Protection Agency Washington, DC 20460	Dear Mr. or Madam Administrator Sincerely,
United States Trade Representative	The Honorable (surname) U.S. Trade Representative Washington, DC 20506	Dear Mr. or Madam Ambassador: Sincerely,
Federal Energy Regulatory Commission	The Honorable (surname) Chair, Federal Energy Regulatory Commission 829 North Capitol Street, NE Washington, DC 20426	Dear Mr. or Madam Chair: Sincerely,
National Aeronautics and Space Administration	The Honorable (surname) Administrator, National Aeronautics and Space Administration Washington, DC 20546	Dear Mr. or Madam Administrator: Sincerely,
(4) THE JUDICIARY		
The Chief Justice	The Chief Justice of the United States The Supreme Court of the United States Washington, DC 20543	Dear Mr. or Madam Chief Justice: Sincerely,
Associate Justice	Mr./Madam Justice (surname) The Supreme Court of the United States Washington, DC 20543	Dear Mr. or Madam Justice: Sincerely,

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION AND COMPLIMENTARY CLOSE
Retired Justice	The Honorable (full name) (local address) 00000	Dear Mr. or Madam Justice: Sincerely,
Presiding Justice	The Honorable (full name) Presiding Justice (name of court) (local address) 00000	Dear Mr. or Madam Justice Sincerely,
Judge of a Court	The Honorable (full name) Judge of the (name of court; if a U.S. District Court, give district) (local address) 00000	Dear Judge (surname): Sincerely,
Clerk of a Court	Mr./Ms. (full name) Clerk of the (Name of Court; if a U.S. District Court, give district) (local address) 00000	Dear Mr. or Ms. (surname): Sincerely,
Justice of the Peace	The Honorable (full name) Justice of the Peace (local address) 00000	Dear Judge (surname): Sincerely,
	The Justice of the Peace (name) District (local address) 00000	Dear Sir or Madam: Sincerely,
Constable (or Sheriff)	Mr./Ms. (full name) Constable (local address) 00000	Dear Mr. or Ms. (surname): Sincerely,
	The Constable of (District) (local address) 00000	Dear Sir or Madam: Sincerely,
Lawyer	Mr./Ms. (full Name) Attorney at Law (local address) or	Dear Mr. or Ms. (surname): Sincerely,
	(full name) Esq. (local address)	Dear Mr. or Ms. (surname): Sincerely,
(5) THE CONGRESS		
a) Senate		
The President of the Senate	The Honorable (full name) President of the Senate Washington, DC 20510	Dear Mr. or Madam President: Sincerely,
President pro tempore	The Honorable (full name) President pro tempore of the Senate	Dear Mr. or Madam President: Sincerely,

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION AND COMPLIMENTARY CLOSE	
	Washington, DC 20510		
United States Senator	The Honorable (full name) United States Senate Washington, DC 20510 or	Dear Senator (surname): Sincerely,	
United States Senator	The Honorable (full name) United States Senator (local address) 00000	Dear Senator (surname): Sincerely,	
Senator-elect	The Honorable (full name) United States Senator-elect (local address, if given) 00000	Dear Mr. or Ms. (surname): Sincerely,	
	The Honorable (full name) Senator-elect United States Senate Washington, DC 20510	Dear Mr. or Ms. (surname): Sincerely,	
Former Senator	The Honorable (full name) (no title) (local address) 00000	Dear Senator (surname): Sincerely,	
	The Office of the Former Senator (full name) United States Senate Washington, DC 20510	Dear Sir or Madam: Sincerely,	
Senate Majority Leader	The Honorable (full name) Senate Majority Leader Washington, DC 20510	Dear Senator (surname): Sincerely,	
Minority Leader	The Honorable (full name) Senate Minority Leader Washington, DC 20510	Dear Senator (surname): Sincerely,	
Committee Chairman	The Honorable (full name) Chairman, Committee on (name) United States Senate Washington, DC 20510	Dear Mr. Chairman or Madam Chairwoman: Sincerely,	
Chairman of a Joint Committee	The Honorable (full name) Chairman, Joint Committee on (name) Congress of the United States Washington, DC 20510	Dear Mr. Chairman/ Madam Chairwoman: Sincerely,	

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION AND COMPLIMENTARY CLOSE
Subcommittee Chairman ²	The Honorable (full name) Subcommittee on (name) (name of parent committee) United States Senate Washington, DC 20510	Dear Senator: Sincerely,
Ranking Member	The Honorable (full name) Ranking Member Committee on (name) United States Senate Washington, DC 20510	Dear Senator (surname): Sincerely,
Secretary of the Senate	The Honorable (full name) Secretary of the Senate Washington, DC 20510	Dear Mr. or Ms. (surname): Sincerely,
Secretary/Administrative Assistant to a Senator	Mr. or Ms. (full name) Secretary/Administrative Assistant to the Honorable (full name) Senate Office Building Washington, DC 20510	Dear Mr. or Ms. (surname): Sincerely,
Office of a Deceased Senator	Mr. or Ms. (full name) Administrative Assistant to the late Senator (full name) United States Senate Washington, DC 20510 or	
	Secretary to the late Senator (full name) United States Senate Washington, DC 20510	
(b) House of Representatives		
Speaker of the House of Representatives	The Honorable (full name) Speaker of the House of Representatives Washington, DC 20515 Dear Mr. or Madam Sincerely,	
United States Representative (In Washington, DC)	The Honorable (full name) U. S. House of Representatives Washington, DC 20515 Dear Representative: Sincerely,	
United States Representative (Away from Washington, DC)	The Honorable (full name) Member, U.S. House of Representatives (local address) 00000	Dear Representative Sincerely,

² If the complete address exceeds five lines, omit the name of the parent committee from the letter. However, the complete address always should be included on the envelope. When the subcommittee chairman is a female, the salutation is: Dear Madam Chairwoman.

If it is not known whether the addressee is a man or a woman, use either the full name such as "Dear Leslie Doe" or

[&]quot;Dear M. Doe."

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION AND COMPLIMENTARY CLOSE	
Representative-elect	The Honorable (full name) Representative-elect U.S. House of Representatives Washington, DC 20515	Dear Mr. or Ms. (surname): Sincerely,	
Former Representative	The Honorable (full name) (local address) 00000	Dear Mr. or Ms. (surname): Sincerely,	
Majority Leader	The Honorable (full name) House Majority Leader Washington, DC 20515	Dear Representative (surname): Sincerely,	
Minority Leader	The Honorable (full name) House Minority Leader Washington, DC 20515	Dear Representative (surname): Sincerely,	
Committee Chairman	The Honorable (full name) Chairman, Committee on (name) U.S. House of Representatives Washington, DC 20515	Dear Mr. Chairman or Madam Chairwoman: Sincerely,	
Subcommittee Chairman ⁴	The Honorable (full name) Chairman, Subcommittee on (name) (Name of Parent Committee) U.S. House of Representatives Washington, DC 20515	Dear Representative Sincerely,	
Ranking Member	The Honorable (full name) Ranking Member Committee on (name) U.S. House of Representatives Washington, DC 20515	Dear Representative (surname): Sincerely,	
Clerk of the House	The Honorable (full name) ⁵ Dear Mr. or Ms. (surnan Clerk of the House of Representatives Washington, DC 20515		
Chaplain of the House	The Reverend (full name) Chaplain of the House of Representatives Washington, DC 20515 Dear Title (surname): Sincerely,		

⁴ See Footnote 2

⁵ If the Clerk's name is not known, use only the title in the address and *Dear Clerk*: in the salutation.

⁶ See Footnote 3

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	Dear Mr. or Ms. (surname): Sincerely, or Dear Sir: 7 Sincerely,	
Office of a Deceased Representative	Mr. or Ms. (full name) Administrative Assistant to the late (full name) U.S. House of Representatives Washington, DC 20515		
Resident Commissioner	The Honorable (full name) Resident Commissioner from (name of area) U.S. House of Representatives Washington, DC 20515	Dear Mr. or Ms. (surname): Sincerely,	
Staff of Senator/Congressman	Mr. or Ms. (full name) Office of Congressman (full name) U.S. House of Representatives Washington, DC 20515	Dear Mr. or Ms. (surname): Sincerely,	
(6) LEGISLATIVE AGENCIES			
Comptroller General (Head of the Government Accountability Office)	The Honorable (full name) Comptroller General of the United States Government Accountability Office Washington, DC 20548	Dear Mr. or Ms. (surname): Sincerely,	
Public Printer (Head of U.S. Government Printing Office)	The Honorable (full name) Public Printer U.S. Government Printing Office Washington, DC 20401	Dear Mr. or Ms. (surname): Sincerely,	
Librarian of Congress (Head of the Library of Congress)	The Honorable (full name) Librarian of Congress Library of Congress Washington, DC 20540	Dear Mr. or Ms. (surname): Sincerely,	
(7) INDEPENDENT – ORGANIZ	ATIONS		
Postmaster General (Head of the U.S. Postal Service)	The Honorable (full name) Postmaster General Washington, DC 20260 Dear Mr. or Ms. F Sincerely,		
Head of a Federal Agency, Authority, or Board	The Honorable (full name) (Title), (Name of Agency) Washington, DC 00000	Dear Mr. or Ms. (surname): Sincerely,	

⁷ See Footnote 4

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION AND COMPLIMENTARY CLOSE	
Head of a Major Organization within an Agency (If the official is appointed by the President)	The Honorable (full name) (Title), (Name of Organization) (Name of Agency) Washington, DC 00000	Dear Mr. or Ms. (surname): Sincerely,	
President of a Commission	The Honorable (full name) President, (name of Commission) Washington, DC 00000	Dear Mr. or Ms. (surname): Sincerely,	
Chairman of a Commission	The Honorable (full name) Chairman, (name of Commission) Washington, DC 00000	Dear Mr. Chairman or Madam Chairwoman: Sincerely,	
Chairman of a Board	The Honorable (full name) Chairman, (name of board) Washington, DC 00000	Dear Mr. Chairman or Madam Chairwoman: Sincerely,	
(8) OTHER GOVERNMENT			
Commissioner of Internal Revenue	The Honorable (full name) Commissioner of Internal Revenue Department of the Treasury Washington, DC 20224	Dear Mr. or Ms. (surname): Sincerely,	
District Director of Internal Revenue	Mr./ or Ms. (full name) District Director of Internal Revenue (local address) 00000	Dear Mr. or Ms. (surname): Sincerely,	
(9) AMERICAN MISSIONS	(- m - m - m - m - m - m - m - m - m -		
American Ambassador	The Honorable (full name) Ambassador to (full name of country) (City), (Country)	Formal Sir or Madam: Very truly yours, Informal Dear Mr. or Madam Ambassador: Very truly yours,	
American Embassy Employee	Mr. or Ms. (full name) Embassy of the United States of America (City), (Country)	of the United States of America Sincerely,	
Former American	The Honorable (full name) Ambassador (local address) 00000	Dear Mr. or Madam Ambassador Sincerely,	
American Minister	The Honorable (full name) American Minister (city), (country)		

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION AND COMPLIMENTARY CLOSE
American Minister (with military rank)	(full rank) (full name) American Minister (city), (country)	Formal Sir or Madam: Very truly yours, Informal Dear Mr. or Madam Minister: Sincerely,
American Consul General or American Consul	(full name) American Consul General (or American Consul) (city), (country)	Dear Mr. or Ms. (surname): Sincerely,
(10) FOREIGN MISSIONS		
Foreign Ambassador	His/Her Excellency (full name) Ambassador of (full name of country) (local address) 00000	Formal His/Her Excellency: Very truly yours, Informal Dear Mr. or Madam Ambassador: Sincerely,
Embassy Employee	Mr./Ms. (full name) Embassy of (Country) (local address) 00000 (city), (country)	Dear Mr. or Ms. (surname): Sincerely,
Foreign Minister	The Honorable (full name) Minister of "Oil and Gas" (or whatever the title is for that country) (local address) 00000 (country)	Formal Sir or Madam: Very truly yours, Informal Dear Mr. Minister: Sincerely,
Foreign Charge d'Affaires in the United States	Mr. or Ms. (full name) Charge d'Affaires of (country) (local address) 00000 (country)	Formal Sir or Madam: Very truly yours, Informal Dear Mr. or Madam Charge d'Affaires:

Note A: There are six countries where the name of the country precedes the title "Ambassador": Brazil, China, Great Britain, Nepal, Malawi, and Sweden; thus, the form of address for ambassadors from these countries would be:

His Excellency the Brazilian Ambassador.

Note B: If the British Ambassador has a personal title, he is addressed:

His Excellency The Right Honorable Full Name, Title *ADDRESSEE* ADDRESS ON LETTER SALUTATION AND AND ENVELOPE COMPLIMENTARY CLOSE

British Ambassador

(11) THE ORGANIZATION OF AMERICAN STATES

Secretary General of the Organization of **American States**

The Honorable (full name) Secretary General of the Organization of American States

Pan American Union Washington, DC 20006

Formal Sir or Madam: Very truly yours,

Informal

Dear Mr. or Madam Secretary

General:

Dear Mr. or Ms. (Dr.) (surname):

Sincerely,

Assistant Secretary General of the Organization of **American States**

The Honorable (full name) Assistant Secretary General of the Organization of American States

Pan American Union Washington, DC 20006

Washington, DC 20520

Formal Sir or Madam: Very truly yours,

Informal

Dear Mr. or Ms. (Dr.) (surname):

Sincerely,

United States Representative on the Council of the Organization of American States

The Honorable (full name) United States Representative on the Council of the Organization of American States Department of State

Formal Sir or Madam: Very truly yours, Informal

Dear Mr. or Ms. (Dr.) (surname):

Sincerely

(12) UNITED NATIONS. (Communications to the United Nations are addressed to the United States Representatives to the United Nations, through the Department of State. Exceptions that are sent directly to the United States Representative include: those intended for the Economic and Social Council, the Disarmament Commission, the Trusteeship Council, and the delegation to the General Assembly when it is session. Subject to exceptions, direct communication with the United Nations is inappropriate. When necessary, the communication should be sent to the Secretary General of the United Nations through the United States Representative by means of a covering letter.)

Secretary General of the **United Nations**

His Excellency (full name)

Formal Excellency:

Secretary General of the Very truly yours,

United Nations Informal

New York, New York 10017 Dear Mr. or Madam Secretary

> General: Sincerely,

United States Representative

The Honorable (full name) United States Representative to the United Nations New York, New York 10017 Formal Sir or Madam: Very truly yours,

Informal

Dear Mr. or Madam Ambassador

ADDRESSEE ADDRESS ON LETTER SALUTATION AND AND ENVELOPE COMPLIMENTARY CLOSE

Sincerely,

Chairman, United States
Delegation to the United
Nations

The Honorable (full name)
Chairman, United States Delegation
to the United Nations
New York, New York 10017

Formal
Sir or Madam:
Very truly yours,
Informal

Sincerely.

Sir or Madam:

Formal

Informal

Dear Mr. or Ms. (surname):

Very truly yours,

Chairman, United States Delegation to the United Nations Military Staff

The Honorable (full name)
Chairman, United States Delegation
United Nations Military Staff Committee
United States Mission to the
United Nations

United Nations Dear Mr. or Ms. (surname) New York, New York 10017 Sincerely,

Senior Representative of the United States to the General Assembly of the United Nations The Honorable (full name) Senior Representative of the United States to the General Assembly of the United Nations New York, New York 10017 Formal
Sir or Madam:
Very truly yours,
Informal
Dear Mr. or Ms. (surname)
Sincerely,

Senior Military Advisor to the United States Delegation to the United Nations (full rank) (full name) Senior Military Adviser United States Delegation to the United Nations General Assembly New York, New York 10017 Dear (rank) (surname): Sincerely,

United States Representative to the Economic and Social Council The Honorable (full name)
United States Representative on
the Economic and Social
Council of the United Nations
New York, New York 10017

Formal
Sir or Madam:
Very truly yours,
Informal
Dear Mr. or Ms. (Surname):
Sincerely,

United States Representative to the United Nations
Disarmament Commission

The Honorable (full name)
United States Representative on
the Disarmament Commission
of the United Nations
New York, New York 10017

Formal
Sir or Madam:
Very truly yours,
Informal
Dear Mr. or Ms. (Surname)
Sincerely,

United States Representative to the Trusteeship Council

The Honorable (full name)
United States Representative on
the Trusteeship Council of
the United Nations
New York, New York 10017

Formal
Sir or Madam:
Very truly yours,
Informal
Dear Mr./Ms. (Surname)
Sincerely,

ADDRESSEE ADDRESS ON LETTER SALUTATION AND AND ENVELOPE COMPLIMENTARY CLOSE

(13) STATE AND LOCAL GOVERNMENTS

Governor of a State The Honorable (full name) Dear Governor (surname):

> Governor of (name of State) Sincerely,

(city), (state) 00000

Former Governor of a State Dear Governor (surname): The Honorable (full name)

> (local address) 00000 Sincerely,

Acting Governor of a State The Honorable (full name) Dear Mr. or Ms. (surname):

> Acting Governor of (name) Sincerely,

(city), (state) 00000

Lieutenant Governor The Honorable (full name) Dear Mr. or Ms. (surname):

> Lieutenant Governor of (name) Sincerely,

(City), (State) 00000

Secretary of State of a State The Honorable (full name) Dear Mr. or Ms. Secretary:

> Secretary of State of (name) Sincerely,

(local address) 00000

Chief Justice of the Supreme The Honorable (full name) Dear Mr. or Ms. Chief Justice:

Chief Justice Sincerely,

Supreme Court of the State

of (name)

(local address) 00000

(local address) 00000

(local address) 00000

Attorney General of a State The Honorable (full name) Dear Mr. or Ms. Attorney General:

> Attorney General Sincerely, State of (name)

Treasurer, Comptroller, or The Honorable (full name) Dear Mr. or Ms. (surname):

Auditor of a State State Treasurer (Comptroller) Sincerely,

(Auditor) State of (name)

President of the Senate The Honorable (full name) Dear Mr. or Ms. (surname):

of a State President of the Senate of Sincerely,

of the State of (name) (local address) 00000

State Senator The Honorable (full name) Dear Mr. or Ms. (surname):

(name of State) Senate Sincerely,

(local address) 00000

Speaker of the House The Honorable (full name) Dear Mr. or Ms. (surname):

of Representatives or the Speaker of the House of Representatives Sincerely, Assembly or the House of

Court of a State

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION AND COMPLIMENTARY CLOSE	
Delegates of a State ⁸	of the State of (name) (local address) 00000		
State Representative, Assemblyman, or Delegate	The Honorable (full name) (name of State) House of Representatives (or Assembly or House of Delegates) (local address) 00000	Dear Mr. or Ms. (surname): Sincerely,	
Mayor	The Honorable (full name) Mayor of (name of City) (local address) 00000		
President of a Board of Commissioners	The Honorable (full name) President, Board of Commissioners of (name of City) (local address) 00000	Dear Mr. or Ms. (surname): Sincerely,	
(14) TRIBAL NATIONS ⁹			
Chairman	The Honorable (full name) Chairman, Name of Tribe (local address) 00000	Dear Chairman (surname): Sincerely,	
Chief	The Honorable (full name) Chief, Name of Tribe (local address) 00000	of Tribe Sincerely,	
Governor	The Honorable (full name) Governor, Name of Tribe (local address) 00000 Dear Governor (s Sincerely,		
President	The Honorable (full name) President, Name of Tribe (local address) 00000 Dear President (surna Sincerely,		

⁸ In most States, the lower branch of the legislature is the House of Representatives. In some States, such as California, New York and Wisconsin, the lower house is known as the Assembly. In others, such as Maryland, Virginia and West Virginia, it is known as the House of Delegates. Nebraska has a one-house legislature. Its members are classed as senators.

⁹ Contact with tribal nations should be diplomatic in tone. Tribal officials should be treated as officials of another government. Other titles would include Tribal Chief, Principal Chief, Town King, and etc.

WRITING WELL

	DO		DON'T
>	Get it done on time	A	Don't apologize for the lateness of the response
>	Be responsive, clear, and concise in your language and explanations	>	Don't use flowery, excessive language
>	Use common sense	>	Don't repeat what people already know
>	Begin a response letter with, "Thank you for your letter of <i>or</i> dated <i>month day</i> , <i>year</i> , regarding" or "to"	>	Don't recount details of the letter the Secretary is responding to
>	Begin your letter with the key idea. This should be the rationale for the Department's actions	>	Don't use phrases like: <i>As you know, You may be aware,</i> etc.
>	Left justify text on page – margins should be the same on the left and the right		
>	Include only useful information		
>	Precede names used in correspondence with <i>Mr.</i> , <i>Mrs.</i> , <i>Ms.</i> , <i>or Dr.</i> , <i>Rev.</i> , etc., as appropriate		
>	When circulating letters for concurrence, always include the name and telephone number of an informed contact point who can answer substantive questions		
>	Include all relevant documents in signature packet		
>	Use plastic covers on the first page of the signature document only		
>	Call your Executive Secretariat contact with any questions		

A. GENERAL GUIDANCE

Most Important Ideas First

Open with the most important information. Each letter, memorandum, and report is an opportunity to reinforce the Department's core values and rationale for action. Early in each letter or memorandum, the rationale for the Department's activities should be clearly articulated. For example, a letter about the Indian education program might include a value statement like this:

The Department of the Interior and the Bureau of Indian Education have made a major commitment to strengthening the teaching of mathematics and science in our tribal schools. We are particularly concerned with the need to provide better opportunities for our Native American youth to excel in these critical fields.

The Land and Water Conservation Fund is helping us meet the goals of President Obama's America's Great Outdoors initiative to foster a 21st century vision for conservation and outdoor recreation. We are working in partnership with communities across America to use the revenues from the energy resources we take out of the ground to build a lasting legacy of parks, trails, and open spaces.

• Be Responsive

Letters should be responsive, but they do not need to be long, wordy, or complex. Focus on all issues raised by the letter writer. Do not avoid tough issues. If you cannot address all issues fully, say so, and establish a specific date when the response will be completed. For instance, if the issue is currently under legal review or litigation, note that the Department is unable to comment.

Write In Plain English

Make your writing as formal or informal as the situation requires but do so with language that is consistent with "Plain English". This will reduce the tendency to write in "bureaucratese." Because readers hear writing, the most readable writing sounds like people talking to people in a clear and concise manner.

Use Short Paragraphs

Long paragraphs swamp ideas. Keep paragraphs short, roughly four or five sentences. Use several paragraphs for a complex idea, if necessary. Long paragraphs divide where your thinking takes a turn. By adding white space, you make reading easier.

Short paragraphs are especially important at the start of letters. Long first paragraphs discourage reading.

Write Disciplined Sentences

Avoid unclear sentences. Use the following techniques to sharpen your sentences.

Subordinate minor ideas

Besides clarifying the relationship between ideas, subordination prevents the overuse of *and*, the weakest of all conjunctions.

Use	Instead of
By using a similar contractor service, the Department saves the taxpayers about 15 percent.	The Department uses a similar contractor service and saves the taxpayers about 15 percent.

Start and Place ideas deliberately

Start and finish a sentence any way you like, but keep in mind that ideas gain emphasis when they appear at either end. To mute an idea, put it in the middle.

Use	Instead of
Moving the computer, as shown in the enclosure,	
would allow room for another cabinet.	It has been determined that moving the
	computer as shown in the enclosure would
Congratulations on your selection as our August	allow room for another cabinet to be installed.
Employee of the Month.	
	I would like to congratulate you on your
	selection as our Employee of the Month for
	August.

Use more parallelism

Look for opportunities to arrange two or more equally important ideas so they look equal. Parallelism saves words, clarifies ideas, and provides balance. Go by the first words of the series; all should use the same part of speech (verbs in the previous sentence).

Use	Instead of
Their position is that the symposium is a forum	Their position is that the symposium is a forum
for sharing information and not for setting	for the dissemination of information and is not
standards.	intended to establish standards.

Keep Sentences Short

For variety, mix long sentences with short sentences, but average under 20 words. Do not count every word. Try the ear test: read your writing aloud and break up most of the sentences that do not end in one breath.

Rely on Everyday Words

The complexity of our work and the need for precision require some big words. Do not overuse big words when little ones will do. Some words or phrases to avoid and alternatives are:

Try	Instead of
start so help here but in spite of best use	commence consequently facilitate herein however notwithstanding optimum utilize

Use of Acronyms

If you must use acronyms in a lengthy document, spell out the name followed by the acronym in parentheses the first time it is used. The acronym can then be used throughout the document. **Do not** begin a sentence with an acronym; to ensure the acronym is the subject of the sentence, modify it with "the."

· Cut the Fat

You do not need to be wordy to be responsive. The longer you take to say things, the weaker you come across, and the more you risk blurring important ideas. Some wordy expressions to watch out for are:

Try	Watch out for
for, to by, following, under to if, should soon	for the purpose of in accordance with in order to in the event in the near future

Say It Once

As a writer, you may see some difference between *advise* and *assist*, *interest* and *concern*, or *thanks* and *gratitude*. Your reader will not. Repeating a general idea does not make it more precise.

· Avoid "it is" and "there is"

No two words hurt writing more than *it is*. They stretch sentences, delay meaning, hide responsibility, and encourage passive verbs.

Try	Avoid
we request, please we intend you need to clearly	it is requested it is our intention it is necessary it is apparent
The regulatory team will meet at 1:00 p.m. Friday in Room 7000A.	There will be a meeting of the regulatory team at 1:00 p.m. Friday in Room 7000A.
The report offers two alternatives.	There are two alternatives in the report.

• Use Strong Action Verbs

The most important word in a sentence is the verb, the action word, the only word that can do something. Weak writing relies on general verbs, which take extra words to complete their meaning. Let your verbs do more work. For example:

Try	Instead of
The directive <i>applies</i> to all personnel who <i>use</i> the system.	This directive <i>is applicable</i> to all personnel who <i>make use of</i> the system.
The committee <i>met</i> to <i>consider</i> the proposal.	The committee <i>held a meeting</i> to <i>give</i> consideration to the proposal.

• Use the Active Voice

The passive voice makes writing wordy indirect. It can be confusing and dilute accountability for an action or direction. To avoid the passive voice, most of your sentences should use a *who-does-what* order. By leading with the doer, you automatically avoid a passive verb.

Active	Passive
The Secretary chaired the meeting.	The meeting was chaired by the Secretary.

A verb in the passive voice uses any form of to be plus the past participle of the main verb.

am is are was were be being been

PLUS

a main verb ending in -en or -ed

Unlike sentences with active verbs, sentences with passives do not need to show who or what has done the verb's action. This leads to confusion. To avoid the passive voice:

• Put the doer before the verb

Use	Instead of
The technician must have broken the part.	The part must have been broken by <i>the technician</i> .
The supervisor will approve the requests.	The requests will be approved. (by whom?)

• Drop part of the verb

Use	Instead of
The results <i>are</i> in the enclosure.	The results <i>are listed</i> in the enclosure.
Then the project transferred to BLM.	Then the project was transferred to BLM.

• Change the verb

Use	Instead of
Letter formats appear in this guide.	Letter formats <i>are shown</i> in this guide.
Personnel <i>must not</i> do so.	Personnel are prohibited from doing so.

• Sexist Language

Avoid using language with gender distinction. Do not use words that unnecessarily distinguish between men and women.

Use	Avoid
workforce firefighter flight attendant letter carrier layperson the public	manpower fireman stewardess mailman layman men and women

Avoid the unnecessary use of personal pronouns, such as *he, she, him, her, his,* and *hers* when the gender is unknown. Use undefined pronouns, such as *everyone, someone,* and *somebody*. To avoid using the gender-specific personal pronoun, we recommend:

• Make the sentence plural

Use	Avoid
All employees should pick up their paychecks.	Everyone should pick up his paycheck.

• Remove the pronoun

Use	Avoid
Everyone should complete a leave slip.	Everyone should complete <u>his</u> leave slip.