

This Handbook describes the format and procedures to be followed in preparing Secretarial correspondence. Use of this Handbook and the applicability of its provisions are prescribed in 382 DM 5. Questions regarding content should be directed to the Executive Secretariat. Extra copies are available from bureau and office correspondence contacts and the Division of Printing and Publications, Office of Administrative Services.

A handwritten signature in black ink, appearing to read "Richard W. White". The signature is written in a cursive style with a large, sweeping flourish at the end.

Deputy Assistant Secretary of the Interior

Date: OCT 16 1984



FOREWORD

This handbook is designed to help you respond to correspondence to be signed by the Secretary. Other executive-level correspondence will be addressed in a separate document. Our purpose is to provide specific guidelines to assist you in responding to the Secretary's mail as quickly and efficiently as possible. By following the principles and practices outlined here, you will expedite the executive correspondence process. Any other correspondence questions can be answered in the U.S. Government Correspondence Manual published by GSA. (See Appendix).

Mail is the most popular way for the American public to communicate with Federal Government agencies. It is also the primary medium used by Federal agencies to communicate with each other. Federal programs affect almost everyone and generate millions of pieces of mail each year.

Each Federal agency and Department needs rules and procedures for handling the large volume of correspondence it receives annually. Responses from the Secretary of the Department of the Interior must not only be responsive but must be timely. The following guidelines will help you achieve these goals. The process is always being modified because of changes in personnel, policies, and new technology. Your suggestions about the process are always welcome! The internal procedures in your own office may differ from other offices and we are always looking for a better way to get the job done. You are encouraged to seek new ways to improve the process.

SECRETARIAL CORRESPONDENCE PROCEDURES HANDBOOK

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GENERAL INTRODUCTION

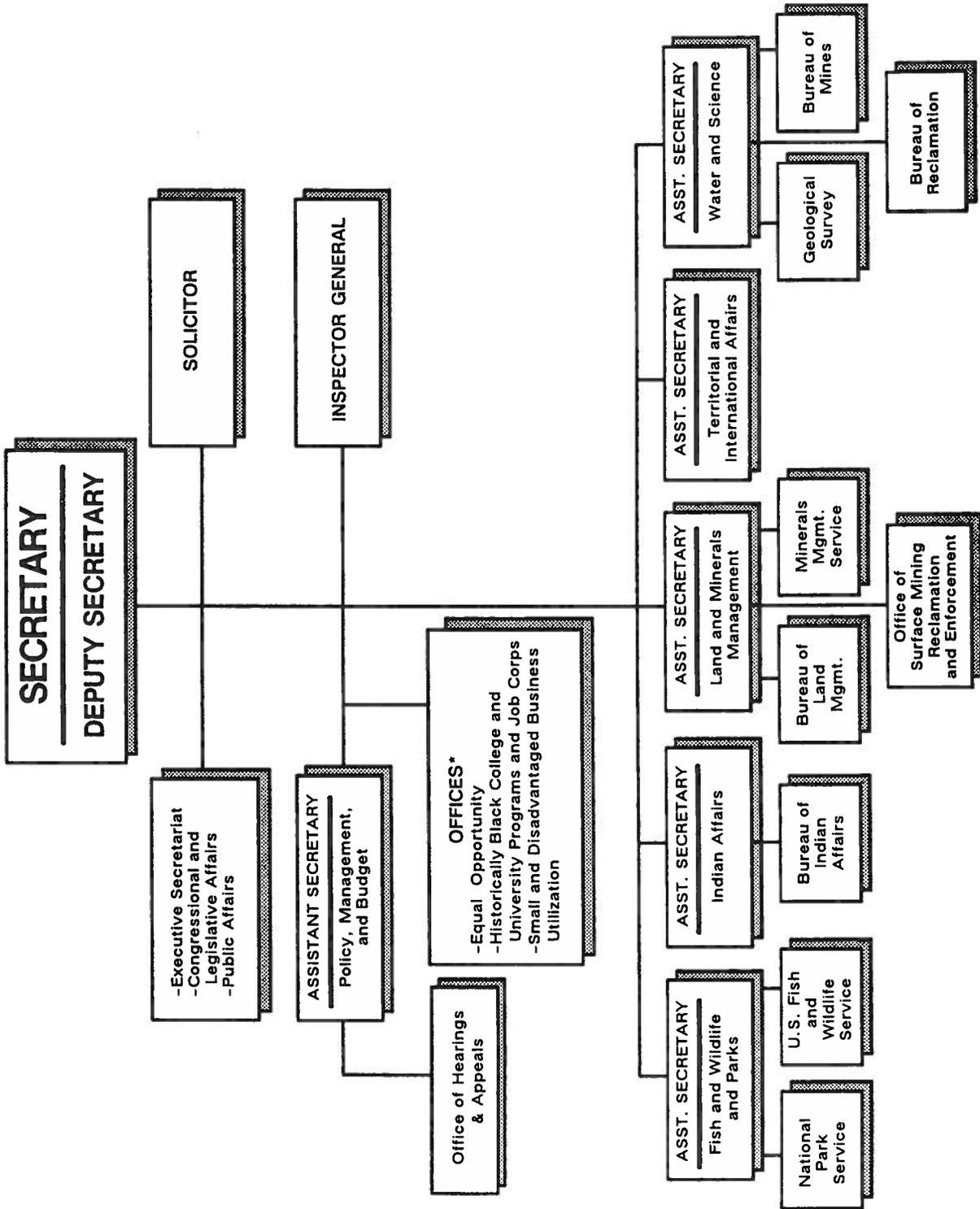
Welcome to the Department of the Interior, the Nation's principal conservation agency. This Department has responsibility for most of our nationally-owned public land and natural resources. Included in our mandate are land and water resources, fish and wildlife, the environment and cultural values of our historic places and national parks as well as mineral and petroleum resources. In addition, Interior has major responsibility for American Indians, Alaska Natives and the people who live in Island Territories under United States administration.

Departmental Organization

The Department is organized into sections depending upon responsibilities and is headed by the Office of the Secretary which provides executive-level leadership, policy and guidance to the diverse programs within the Department. The following organizational chart shows the framework of the Department.



GENERAL ORGANIZATION – U.S. DEPARTMENT OF THE INTERIOR



* Overseen for the Secretary by the Assistant Secretary-PMB.



Office of the Secretary

Secretary. The Secretary of the Interior, as the head of an executive department, reports directly to the President and is responsible for the direction and supervision of all operations and activities of the Department.

Deputy Secretary. The Deputy Secretary assists the Secretary in the discharge of Secretarial duties and serves as Acting Secretary in the absence of the Secretary.

Office of Public Affairs. As part of the Office of the Secretary, Public Affairs provides timely and accurate information about Interior activities and programs to the public. It produces and coordinates all major news announcements, handles public and press inquiries and exercises management oversight over all publications and audiovisual materials produced by the bureaus for the public.

Office of Communications (External Affairs). Also operating out of the Office of the Secretary, this office maintains ongoing communications with major constituency groups interested in Departmental activities. It is also responsible for inter-governmental activities including other Federal agencies, the White House, State and local governments as well as the Secretary's outreach programs.

Office of Congressional and Legislative Affairs. Serves as the Department's principal liaison with Congressional committees and individual Members of Congress. This office arranges Congressional meetings, briefings and coordinates preparation of briefing materials as well as Congressional testimony for hearings. It also notifies Congressional offices of selected grant and contract awards and keeps Members apprised of matters of particular interest to them.

The Assistant Secretary - Fish and Wildlife and Parks. Discharges the duties of the Secretary with the authority and direct responsibility for programs associated with the development, conservation, and utilization of fish, wildlife, recreation, historical, and national park system resources of the Nation. The Assistant Secretary represents the Department in the coordination of marine environmental quality and biological resources programs with other Federal agencies. The Assistant Secretary for Fish and Wildlife and Parks exercises Secretarial direction over the Fish and Wildlife Service and the National Park Service.



The Assistant Secretary - Water and Science. Discharges the duties of the Secretary with the authority and direct responsibility to carry out the statutory mandate to manage and direct programs that support the development and implementation of water and mineral policies and assist the development of economically and environmentally sound resource activities. These include the following: 1) assessment of the quantity, quality and use of the Nation's water resources; 2) development, management and conservation of the Nation's water supply and support of cost-sharing techniques for management of water supplies in the Western States; 3) collection and analysis of mineral data; 4) geologic and mineral resource investigations; 5) natural hazards research, including earthquakes, landslides and floods; 6) geographic information systems research; and 7) remote sensing activities. The Assistant Secretary oversees the programs of the Bureau of Reclamation, the Bureau of Mines and the Geological Survey.

The Assistant Secretary - Land and Minerals Management. Discharges the duties of the Secretary with the authority and direct responsibility for programs associated with 1) public land management 2) onshore and offshore minerals management data collection and analysis; 3) surface mining reclamation and enforcement functions; 4) operations management for minerals on the Outer Continental Shelf of the United States and 5) management of revenues from Federal mineral leases. The Assistant Secretary exercises Secretarial direction and supervision over the Bureau of Land Management, the Minerals Management Service and the Office of Surface Mining, Reclamation and Enforcement.

The Assistant Secretary - Indian Affairs. Discharges the authority and responsibility of the Secretary for activities pertaining to Native Americans. These responsibilities include 1) providing the Secretary with detailed and objective advice on matters involving Indians and Indian affairs; 2) identifying and acting on issues affecting Indian policy and programs; 3) establishing policy on Indian affairs; 4) maintaining liaison and coordination between the Department of the Interior and other Federal agencies that provide services or funding to Indians; 5) monitoring and evaluating ongoing activities related to Indian affairs. The Assistant Secretary exercises direction and supervision over the Bureau of Indian Affairs.

The Assistant Secretary - Policy, Management and Budget. Discharges the authority of the Secretary for all phases of management and administrative activities and serves as the principal policy adviser to the Secretary. The Assistant Secretary's responsibilities include 1) advising on program planning, budget and policy matters; 2) coordinating organizational aspects of proposed legislation with appropriate bureaus and offices; 3) providing management and administrative support services for

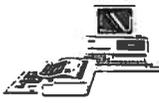


the Office of the Secretary. The Assistant Secretary performs and supervises the following activities: hearings and appeals, personnel management, property, safety, space, emergency preparedness, procurement, grants, energy conservation, law enforcement, financial management, aircraft services, printing, publications, management systems, and information resources management, including automated data processing, telecommunications, library and information services and directives and regulatory management.

The Assistant Secretary - Territorial and International Affairs. Discharges the authority and responsibility of the Secretary for activities pertaining to the U.S. territorial areas and the Freely Associated States (Republic of the Marshall Islands and Federated States of Micronesia) and for the coordination of international affairs of the Department. The Assistant Secretary is responsible for promoting the economic, social, and political development of the U.S. territories of Guam, American Samoa, the Virgin Islands, and the Commonwealth of the Northern Mariana Islands. The Assistant Secretary also serves as the Department's focal point for analysis, development and review of the Department's policy and programs pertaining to international activities and the opportunities for support of U.S. foreign policy through the use of the Department's natural resource and environmental expertise.

Solicitor. The Solicitor is the principal legal advisor to the Secretary and the chief law officer of the Department. The Solicitor is responsible for and has supervision over all of the legal work of the Department, with the exception of that performed by the Office of Hearings and Appeals and the Office of Congressional and Legislative Affairs.

Inspector General. The Inspector General is the Department's focal point for independent and objective reviews of the integrity of operations; the central authority concerned with the quality, coverage and coordination of the audit and investigation services of the Department; and reports directly to the Secretary on these matters. The Inspector General provides the means for keeping the Secretary and Congress fully informed about current problems and deficiencies relating to the administration of Department programs and operations and the necessity for corrective action.

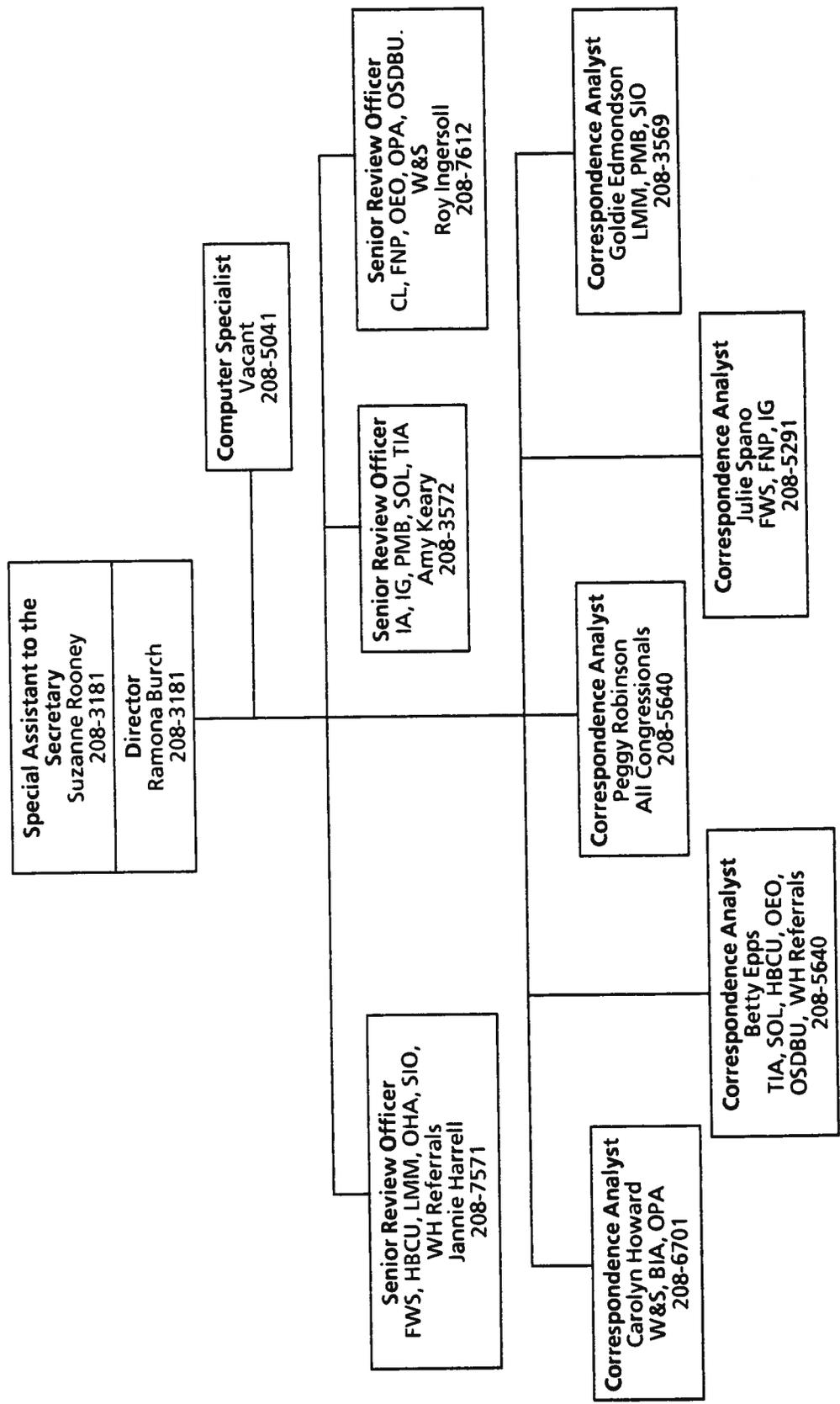


Executive Secretariat Organization

The Executive Secretariat (ES), located within the Immediate Office of the Secretary (SIO), is responsible for the flow of information throughout the Department. Secretarial issue documents, many internal initiatives and controlled correspondence are all routed through the Executive Secretariat. The Executive Secretariat is responsible for ensuring that:

- The Department provides timely and accurate responses to all written communications to the Secretary and Deputy Secretary;
- All correspondence is controlled and tracked through the Department;
- All correspondence and documents presented to the Secretary and Deputy Secretary for signature/decision have been properly coordinated within the Department, including the required surnames, prior to being forwarded to the Secretary for final review; and
- Proper close out actions including dating final document/letter, xeroxing and mailing are provided. Close out also includes sending final copy and back-up material to the originating office.

The following chart shows the organizational structure of the Executive Secretariat and gives the names and telephone numbers of the ES staff:





Bureau/Office Contacts

The Interior Department is organized with a similar Correspondence Unit in each of the line agencies and operating units. As the Executive Secretariat functions for the Secretary and Deputy Secretary, each Bureau's Correspondence Unit operates for a line office. These operating correspondence units process all mail directly to their agency as well as Secretarial mail assigned by the Executive Secretariat.

The following is a list of the current Departmental Correspondence contacts:

Office	Contact	Telephone
Secretary's Immediate Office (SIO)	Sue Panagopulos	208-7351
	Vicki Barrios	208-4644
Communications	Pauline Gomez	208-3477
Office of Public Affairs	Denise Shallenberger	208-3171
Office of Congressional & Legislative Affairs (OCL)	Joyce Jeter	208-7262
Deputy Secretary (DS)	Doris Johnston	208-4863
Assistant Deputy Secretary (ADS)	Vickie Briggs	208-6254
Solicitor(SOL)	Jim Constantine	208-6503
	Carol Kesterson	
Inspector General (IG)	Peggy Stone	208-5745
	Lisa Moore	
Assistant Secretary - Land and Minerals Management (LM)	Patti Smith	208-5865
Bureau of Land Management (LLM)	Stan Penn	208-5101
Minerals Management Service (LMS)	Rosalind Barr	208-5729
Office of Surface Mining	Nancy Baka	208-2864
Reclamation & Enforcement (LSM)		
Assistant Secretary - Fish & Wildlife & Parks (FW)	Rosalind Gray	208-3928
National Park Service (FNP)	Diane Cooke	208-3033
Fish and Wildlife Service (FWS)	Norma Perry	208-3933
Assistant Secretary - Water and Science (W&S)	Betty Blackshear	208-7804
Bureau of Mines (WBM)	Kendra Bryant	634-4750
Bureau of Reclamation (WBR)	Leah Hess	208-4115
U.S. Geological Survey (WGS)	Marge Lanier (MIB)	208-3888
	Barbara Hering (Reston)	703-648-4406
Assistant Secretary-Indian Affairs (IA)	Martha Chino	208-4877
	Laura Cloud	
Assistant Secretary - Policy, Management & Budget (PMB)	Martha Youngs	208-3652
Office of Equal Opportunity (OEO)	Felicia Baker	208-5693
Office of Small and Disadvantaged Business Utilization (OSD)	Betty Monroe	208-3493
Office of Hearings and Appeals (PHA)	Jean Apgar	703-235-3810
Office of Historically Black College & University/Job Corps Programs (OBC)	Patricia Ennis	208-6403
Advisory Boards and Commissions	Vicki Barrios	208-4644
Assistant Secretary-Territories and International Affairs (TIA)	Ida Thomas	208-4822



THE SECRETARIAL CORRESPONDENCE PROCESS

ES Responsibilities

Incoming correspondence addressed to the Secretary is delivered to the ES by the Departmental mailroom. This correspondence is opened and read. Substantive letters are given to the appropriate Correspondence Analyst to enter into the computerized ES Correspondence Tracking System.

Correspondence Analysts are responsible for specific Assistant Secretaries and Bureaus. The Correspondence Analyst (CA) enters the required data into the ES Correspondence Tracking System which in turn produces a Tasking Profile. The ES Tasking Profile provides all necessary information regarding the nature of the correspondence and the required action. See the accompanying illustration of a Tasking Profile.

Due Dates: Correspondence which is controlled for the signature of the Secretary is assigned a due date of 10 working days after the date of control. The Tasking Profile remains with the original incoming correspondence until the required action is accomplished. All correspondence not received in ES by the due date will appear on the computerized Overdue Correspondence Report.

Departmental Surnames: The Action Office is responsible for obtaining all surnames on correspondence to be signed by the Secretary. The Tasking Profile lists RECOMMENDED Departmental surnames based on the incoming correspondence. It is the responsibility of the Action Office to contact the appropriate Senior Review Officer in ES if they feel their response does not require all the recommended Departmental surnames or if additional surnames are required.

The Departmental surname process must be accomplished within the 10 working days allotted on the Tasking Profile. ES 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 Departmental print shop. A sample of the folder is located on page 28. The surnaming process is discussed in more detail on page 26.



DEPARTMENT OF THE INTERIOR
TASKING PROFILE

DATE PRINTED: 05/17/91

TP #: 43010

OPEN/CLOSED STATUS: 0

FISCAL YEAR: 91

RECEIVED DATE	DOCUMENT DATE	DUE DATE	ACTION OFFICE	ACTION REQUIRED
-----	-----	-----	-----	-----
05/16/91	04/29/91	05/31/91	BIA	SS

ADDRESSEE: Secretary Lujan

FROM: Hena, James S.
Chairman
All Indian Pueblo Council
Albuquerque, NM

SUBJECT TEXT: Submits in writing (as you suggested last week in our meeting) the items which relate to the Albuquerque Indian School, the Indian Pueblo Council itself, the Southwest Indian Polytechnic Institute, BIA Pueblo schools, and the Northern Pueblo Tributary Water Rights Association. ***SOL & PMB should provide input to BIA***

RECOMMENDED SURNAMES: IA\SOL\PMB\Glidden\Sierra

COPIES TO: ~~ES:PT~~, IA, Glidden, PMB, SOL, ES:WF

CROSS-REFERENCE:

SPECIAL INTEREST: SPECIAL INTEREST ID:

ACKNOWLEDGEMENT LETTER SENT WITHIN 24 HOURS

SRO	ANALYST	ES PHONE	SOURCE
---	---	-----	-----
AAKARY 	PEROBINSON 	208-3572	ITL

ES Senior Review Officers: The ES Senior Review Officers (SROs) are the contact point for the Assistant Secretaries and Bureaus. Each SRO has extensive knowledge of the program areas they handle and is responsible for monitoring Secretarial correspondence. The SROs also assist the various Assistant Secretaries and Bureaus in resolving problems associated with preparing responses for the signature of the Secretary.

The Senior Review Officers review all Tasking Profiles generated by the Correspondence Analysts and assigned for the signature of the Secretary. They also ensure that acknowledgement letters are prepared for



Members of Congress, Governors and other high ranking officials. The SROs and CAs work closely together to ensure that the Secretary's personal preferences are honored and other special handling instructions are relayed to the Action Office via the Tasking Profile or by phone if there is a short turnaround time.

When the Action Office has prepared a response for the signature of the Secretary and it has cleared the Departmental surname process, the response package is returned to the appropriate SRO in ES. The SRO 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 ready to be setup in the special signature folders used for mail to be signed by the Secretary.

Responsibilities of Action Offices

Each Action Office picks up their mail from the ES three times a day, signing in and signing out each time this is done. From this point on, Bureaus and Offices 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 closely the correspondence throughout the Bureau process to ensure responses are forwarded to the Executive Secretariat by the due date identified on the tasking profile (10 working days). This includes obtaining recommended Departmental surnames identified on the tasking profile within the 10 ten day timeframe established by ES.
 - Bureaus and offices may coordinate with the ES any changes to the recommended Departmental surnames identified on the tasking profile.
 - Determining if the response requires coordination with another bureau, office or agency and if so, allowing enough time for this coordination to occur within the established 10 day timeframe.
 - Determining whether an interim response should be prepared. (See section on interim responses for more information.)
 - Notifying the Executive Secretariat of any problems or unforeseen circumstances that may affect responding within the 10 day timeframe.
-



Preparing Responses to Secretarial Correspondence

Use of Interim Replies

Bureaus and Offices are encouraged to utilize interim replies when unusually long delays (more than 20 working days) are anticipated.

As is 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; and
- identify approximately when the final response can be expected.

Since interim replies contain no substantive information, they do not require any Departmental 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. (This office should be contacted to determine the correct signature block.)
 - Interim replies to all other Secretarial correspondence should be signed by the appropriate Assistant Secretary.
-



United States Department of the Interior

OFFICE OF THE SECRETARY
WASHINGTON, D.C. 20240



INTERIM LETTER

Honorable George Miller
Chairman, Subcommittee on Water, Power
and Offshore Energy Resources
Committee on Interior and Insular Affairs
House of Representatives
Washington, D.C. 20515

Dear Mr. Chairman:

Thank you for your letter of November 7, 1990, to Secretary of the Interior Manuel Lujan, Jr., concerning timber sales and the northern spotted owl conflict in northern California. In order for us to address your concerns fully, we are requesting additional information from the Bureau of Land Management California State Office. Therefore, we would like to acknowledge receipt of your letter and will forward a complete response to you in the near future.

Sincerely,

 James M. Hughes

David C. O'Neal
Assistant Secretary, Land and
Minerals Management



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/ 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.

Stationery. All correspondence to be signed by the Secretary must be on "The Secretary of the Interior" letterhead. This letterhead is creme colored and is available through the Printing and Publications Branch of PMB. Matching continuation pages and envelopes are also available through PMB. [Note: Do not use plain white bond for continuation pages.]

Guidelines and Personal Preferences

- Respond to the issue.
 - Answer all questions.
 - Use simple, clear language.
 - Do not hide behind the regulations.
 - Stress openness.
 - 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 to work toward a resolution.
 - Do not use "We" -- especially in the closing paragraph -- Use "I" or "The Department."
 - Avoid redundancies. (Example: end result/final outcome).
 - Do not use contractions in the Secretary's official correspondence. (Example: Do not --instead of don't; I am -- instead of I'm).
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- Punctuation should be in accordance with the U.S. Government Correspondence Manual published by GSA.
 - Be creative and, to the extent possible, positive.
 - Avoid bureaucratic words and phrases. (Example: optimize/finalize/hopefully/interface/to impact/bottom-line)
 - Correspondence to be signed by the Secretary should be written in the first person singular, e.g., "I have reviewed the....," "If I can be of further assistance....," etc.
 - Responses normally should not exceed two pages; one page is preferable. If a detailed, lengthy response is required, prepare a brief cover letter for the Secretary to sign with a detailed memo signed by the Assistant Secretary addressing the issue as the enclosure.
 - When correspondence is initiated in the bureau for the signature of the Secretary, a cover memorandum should accompany the document. The cover memorandum should contain a succinct summary and background of the correspondence and explain why it has been prepared for the Secretary's signature.
-



THE SECRETARY OF THE INTERIOR
WASHINGTON

(Do Not Type Date)

Honorable John A. Doe
Secretary of Health and Human Services
Washington, D.C. 20201

Dear Mr. Secretary:

This is a sample of a single-page letter for the signature of the Secretary.

Use the Secretary's letterhead. It should be used only for correspondence prepared for the signature of the Secretary.

The Secretary's letters generally should be limited to two pages or less and should be written in brief, concise language. Single space all letters; double space between paragraphs. Center the letter on the page.

Use "Sincerely" as the complimentary close and do not type the Secretary's name.

Use special envelopes with "The Secretary of the Interior" printed in the upper left corner for the Secretary's letters. Instructions for ordering the Secretary's stationery are found in this booklet under STATIONERY.

Sincerely,

Enclosure



THE SECRETARY OF THE INTERIOR
WASHINGTON

June 20, 1989

Honorable Quentin S. Burdick
Chairman, Committee on Environment
and Public Works
United States Senate
Washington, D.C. 20510

Dear Mr. Chairman:

I apologize for the delay in responding to your letter of April 10, 1989, pertaining to the Souris River Basin Project (Project).

I am pleased to report that the Memorandum of Understanding was signed by the Assistant Secretary for Fish and Wildlife and Parks, Department of the Interior, on May 26, 1989, and by the Assistant Secretary of the Army (Civil Works) on June 2, 1989. The Fish and Wildlife Service (Service) has worked closely with the U.S. Army Corps of Engineers (Corps), the State of North Dakota, and others to address flood protection to the city of Minot in a manner compatible with the purposes for which the Upper Souris and J. Clark Salyer National Wildlife Refuges were established. We realize that documents such as the Memorandum of Understanding, the Record of Decision, and the Local Cooperative Agreement, must be completed before the International Agreement for the project can be signed. The Service continues to contribute to the completion of these documents.

Negotiating the Memorandum of Understanding with the Corps required careful consideration by both agencies. I believe that the added time and effort applied toward improving the Memorandum of Understanding resulted in a more thorough document that provides for refuge and project concerns.

If I can be of further assistance toward this effort, please let me know.

Sincerely,

Manuel Lopez



THE SECRETARY OF THE INTERIOR
WASHINGTON

August 3, 1989

Honorable Roy Romer
Governor of Colorado
Denver, Colorado 80203-1792

Dear Roy:

Thank you for your letter of June 13, 1989, in which you recommend that the coal valuation regulations that became effective on March 1, 1989, be allowed to remain in effect without change. I appreciated the opportunity to visit with you on this and other issues at the Western Governors' Association meeting in Long Beach.

As you know, I requested that Minerals Management Service (MMS) Director Barry A. Williamson convene a public meeting to hear the views of States, tribes, the coal industry, and other interested parties. The Department of the Interior also requested written comments be submitted by June 5, 1989. Following closure of the comment period, the panel advised me of the views and concerns of affected parties. After considering these views and assessing how the regulations have functioned since they went into effect March 1, 1989, I expect to decide in early 1990 if any further action is necessary.

Comments submitted by the State of Colorado are part of the written record, and I have forwarded a copy of your June 13, 1989, letter to MMS to ensure that it will be considered with all other written comments. Thank you for your continued interest in the policies and programs of the Department.

Sincerely,



Format

Typing Elements - Letters and memorandums can be typed in either 12-pitch or 10-pitch, using Letter Gothic, Courier, Prestige, or a similar business-like print.

Margins - The margins should be sufficiently wide to present a clean and uncrowded appearance. Allow at least 1 inch for the left and right margins. The bottom margin should be about 1 inch (6 typing lines).

Justified right margins may be used if the wordprocessor/computer can be adjusted to eliminate large holes in the text.

Dating - Correspondence to be signed by the Secretary should not be dated. The date will be added after the correspondence has been signed.

"In Reply Refer To:" Line - Do not use "In Reply Refer To:" line on letters to be signed by the Secretary.

Inside Address - The inside address will be typed at the left margin, five lines down from the letterhead. Short letters are an exception to this rule and are centered on the page for appearance. No line in the address should be longer than 4 inches. Limit the address to five lines; however, there are certain exceptions, i.e., letters to members of congressional committees, etc.

Text - The body of the letter is typed in block style and begins two lines below the salutation flush with the left margin.

Spacing - All letters are typed single-spaced and double-spaced between paragraphs.

Paragraphing - Each main paragraph is flush with the left margin. Subparagraphs should be indented four spaces beginning the typing with the fifth space.

Introductory Text - Opening and closing sentences influence the tone of letters. These sentences should display a courteous attitude and attempt to establish rapport with the recipients of correspondence. The formality of some opening sentences may appear cold to a recipient. A frequent example reads, "This is in reference to your letter of..." For responses being sent to State Governors and Members of Congress, the first sentence should be, "Thank you for your letter..." or "I appreciate your concern..." Unless there are extenuating circumstances, dates of the incoming letter should be included in the opening sentence, because this information helps the recipient process the letter. The following are examples of acceptable opening sentences:

"Thank you for your letter of November 9, 1991, concerning..."



"Your letter of... concerning... will be given...."

The first reference to the Department of the Interior or to the Secretary should have the full title rather than "the Department" or "the Secretary."

Closing Text - Closing sentences should be used to eliminate abrupt or impersonal endings. Often the best method of ending letters is an offer to provide further information or assistance.

Signature Block - The signature block for the Secretary's correspondence is shown below. The signature block is typed five lines directly below the complimentary close. (See example of letters for correct placement of the complementary close.)

Signature Block

Secretary

Sincerely,
(4 blank lines)
(Name is not typed)

Deputy Secretary

Sincerely,
(4 blank lines)
Frank A. Bracken

Enclosures or Attachments

Identified in Text - When material accompanies a letter, identify it at the bottom of the letter as an enclosure. When material accompanies a memorandum, identify it at the bottom as an attachment.

When an enclosure is identified in the text, type the word "Enclosure" flush with the left margin, two lines below the signature block. For more than one enclosure, use the plural and indicate the number of enclosures, as "3 Enclosures." This procedure also applies to memorandums, except the word "Attachment(s)" is used rather than "Enclosure(s)."

— **Copy Requirements.** All correspondence (including internally initiated letters) signed by the Secretary must include the following:

— **Secretary's File.** The Secretary's File copy (yellow) is designated the official file copy and contains the official surname ladder printed on the right side. (See example page 20) All original surnames must be maintained with official file copy.

— **Executive Secretariat (ES).** ES requires four sets of the response. A set contains copies of the following:

- (1) Incoming letter
- (2) Tasking Profile
- (3) Outgoing response
- (4) Copy of surname ladder

ES will provide two of these copies for the Secretary's Reading File.



Blind Copies. Internal distribution of copies does not appear on the original letter to be signed by the Secretary or on copies to be distributed outside the Department. For internal file copies, list as follows:

"bcc:" is typed flush with the left margin and below the last notation; recipients are listed vertically. The left or right margin is used when space is not available at the bottom of the page.

Identification Information (Credit Line). The writer identification information is typed below the "bcc" list and flush with the left margin. It includes the following: (1) author's office, (2) author's name, (3) typist's initials, (4) date prepared, (5) telephone extension and (6) ES control number (if appropriate).

Example: WBM:KTJones:mal:4/12/91:(202)208-1234:40786

The identification information is repeated when correspondence is revised. However, this information is preceded by the words "retyped" or "rewritten".



Guidelines for Memoranda

The memorandum format is used by the Secretary for official correspondence with individuals or organizations inside the Department.

Stationery. Type the first page of a memorandum for the signature of the Secretary on "The Secretary of the Interior" letterhead. Succeeding pages should be on matching creme-colored stationery.

Format.

All entries in a memorandum are balanced on the page.

Margins. At least one inch is allowed for the right, left and bottom margins. A justified right margin is acceptable only if the spacing is balanced between words.

Date. The date of signature is not typed or stamped until after the memorandum is signed.

Reply and Sender's References. Reply and sender's references are not used in original memoranda. If necessary, these references may be typed on the blind distribution copies.

"Memorandum" Line. The title "Memorandum" is typed flush with the left margin and no less than four lines down from the letterhead.

"To:" Line. The "To:" line is typed flush with the left margin and two lines below the title "Memorandum."

The complete title of the addressee is used whenever possible. Multiple addressees are listed vertically with each title beginning on a new line.

"From:" Line. The "From:" line is typed flush with the left margin and two lines below the "To:" line. When preparing memoranda for signature of the Secretary or the Deputy Secretary, type their titles as "Secretary" and "Deputy Secretary." (The word "the" does not proceed either title.)

"Subject:" Line. The "Subject:" line is typed flush with left margin and two lines below the "From:" line.

Body of Memorandum. The body of the memorandum begins two lines below the "Subject:" line.



Paragraphing. Each paragraph begins flush with the left margin. Do not begin paragraphs near the end of the page unless there is room for at least two lines. Do not continue a paragraph on a succeeding page unless at least two lines can be carried over. When there is reason to break paragraphs into sub-paragraphs, the first line of each subparagraph should be indented four spaces. Subparagraphs may be numbered or lettered for clarity.

Spacing. All memoranda are typed single spaced with double spacing between paragraphs.

Continuation Pages. The page number is typed seven lines down from the top and flush with the right margin. The body of the memorandum then is continued two lines below the page number. A continuation page contains at least two lines of the body of the memorandum.

Signature. The Secretary's name is not typed on memoranda.



THE SECRETARY OF THE INTERIOR
WASHINGTON

June 17, 1991

Memorandum

To: Solicitor
Assistant Secretaries
Inspector General
Bureau and Office Heads

From: Secretary *Manuel Lujan Jr.*

Subject: FY 1993 Budget Formulation - Revised Guidance

On June 6, 1991, the House Interior and Related Agencies Appropriations Subcommittee acted on the FY 1992 Interior and Related Agencies Appropriations bill. The Subcommittee basically continued funding for 1992 at levels comparable with the 1991 enacted appropriations. Our understanding is that the Senate has the same outlay target allocation as the House but must make a \$700 million reduction in 1992 budget authority. Approximately one-half or more of this amount will likely apply to Interior bureaus. We also anticipate that the 1993 deficit targets being considered by the Congress will call for further decreases in domestic discretionary spending.

All this leads to the conclusion that we must readjust our spending plans for 1993 and beyond. We need to develop innovative ways to reduce the cost of carrying out our responsibilities; to develop increased partnerships with state and local governments and the private sector; and to reduce the overall scope of Federal programs during this period of constrained Federal spending.

With this in mind please prepare the following budget options for all Interior bureaus:

- An in-target allocation;
- An allocation 10% below the target, showing priority order of proposed reductions.

Fully fund Presidential and Secretarial priorities and fixed costs in both options.

Please provide these revised estimates by June 24, 1991. I want to assure you that we will do our best to provide the resources you need to manage your program responsibilities within the overall spending targets.



THE SECRETARY OF THE INTERIOR

WASHINGTON

June 17, 1991

Memorandum

To: OCS Policy Committee

From: Secretary *Manuel Lujan Jr.*

Subject: Resolution Adopted by the OCS Policy Committee

Thank you for your March 28, 1991, resolution of the OCS Policy Committee. With regard to the section of your resolution on dual leasing and the separation of the exploration and production stages of offshore oil and gas leasing, I certainly share your view that such separation is not necessary, and that it would have a deleterious effect on the development and production of our Nation's offshore oil and gas resources. I believe that the preferable alternative is to work to resolve issues early in the process in accordance with sections 18 and 19 of the OCS Lands Act.

With regard to the section of your recommendation that I take prompt action to determine how existing laws might be better used to carry out the purposes of the OCS Lands Act, I believe that we can examine this within the context of the new 5-year program. As you know, our "Draft Proposed Comprehensive OCS Natural Gas and Oil Resource Management Program for 1992-1997", issued in February 1991, includes many new features that address the need to resolve conflicts with all interested parties early in the process. Based upon comments raised at your March meeting, the next draft of the new program, the Proposed Program, will address this matter in more detail. I hope the OCS Policy Committee will continue to work closely with my staff in the Minerals Management Service to refine the environmental studies and leasing processes to ensure that they become as effective as possible in mediating and resolving conflicts.

As I have stated in the past, I appreciate all the work done by the Policy Committee. Your work provides a valuable contribution to the development of the offshore oil and gas leasing program.



SURNAME PROCEDURES

Purpose

The surnaming procedure established by the Executive Secretariat is one of "due process" which ensures that each affected Assistant Secretary and Bureau is provided an opportunity to participate in actions directly or indirectly affecting his or her office. This approach encourages the development of policies in an open climate and resolves conflicts.

The due process approach eliminates exclusionary decisionmaking and provides the Secretary with various points of view. Top officials and management staffs remain aware of important actions and decisions. The surnaming process ensures that all written materials signed by the Secretary reflect a Department speaking with one policy voice.

Definition: Surnaming is a procedure which indicates concurrence with the content of a written document. Editorial comments or personal preferences should be kept to a minimum.

Bureau Surnaming

The Action Office prepares a response and routes it through the Bureau Director and the Assistant Secretary for approval. All officials should proof the document for content, format and grammar. It is suggested that the Action Office prepare the response in draft for Bureau Surnaming. Once a document has cleared the Bureau, it is put in final form.

Departmental Surnaming

After the final response for signature by the Secretary has been cleared by the appropriate Assistant Secretary, it is returned to the Action Office. The Action Office is responsible for obtaining Departmental Surnames.

All materials to be signed by the Secretary should be cleared **simultaneously**. Follow the procedures listed below:

- Action Office should make copies of the approved response and the incoming document and place them in the special green and white Secretarial Surname folder.
 - Secretarial Surname folders should be handcarried to the surname principals.
 - Surname principals are given 48 hours to concur or non-concur with specific changes.
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- If a surname principal refuses to clear, he or she must submit dissenting views in writing to the head of the Action office or Bureau stating the reason(s) for non-concurrence.
 - The Action Office should contact the appropriate Senior Review Officer in ES when unable to free surname documents from a particular Departmental office. The Senior Review Officer will then call the problem office.

Verbal Surnames

A document should not be "precleared" by the originating office. A verbal clearance during preparation of the document/letter is not considered concurrence of the final package.

Outside Departments or Agencies: If coordination or clearance with other Agencies or Departments is required, the Action Office should notify ES.



SECRETARIAL CORRESPONDENCE
FOR
SURNAME

**IMMEDIATE
ATTENTION**

Return To: _____
Bureau Room Phone & Name

DUE DATE: _____



United States Department of the Interior

OFFICE OF THE SECRETARY
WASHINGTON, D.C. 20240

(Do Not Type Date)

Honorable Pete Wilson
Governor of California
Sacramento, California 95810

Dear Governor Wilson:

This is a sample of a yellow surname copy of an identical letter which is being sent to two or more people.

You must prepare a letter for each addressee, but you need only prepare a complete set of copies for the first letter. On the yellow surname copy and other internal copies, type "Identical letter to:" at the left margin two lines below the last notation. On the next line, begin listing the names and addresses of the other addressees. Double space between addressees.

If space is lacking at the bottom of the page, type "See Attached List" at the left margin, two lines below the last notation. Type the list on a separate sheet of paper and attach it to the yellow surname copy. Make copies of the list to attach to the other internal copies.

Sincerely,

YELLOW

Enclosure

CC:
John Jones, LLM

FWS:R.Wilson:hp:7/1/91:208-1234
Rewritten:FW:SSmith:th:7/2/91:208-1235

See Attached List

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COPY FOR THE SECRETARY'S OFFICE



SECRETARIAL CORRESPONDENCE PACKAGE ASSEMBLY

Correspondence is placed in a plain manilla folder as follows:

Left Side of Folder	Right Side of Folder
<p>Original incoming correspondence and ES Tasking Profile</p>	<p>Plastic cover placed over original outgoing correspondence, enclosures and addressed envelope.</p> <p>Yellow surname ladder with original surnames attached.</p> <p>Copy of the incoming letter w/encls. if appropriate.</p> <p>Four sets for ES (see Copy Requirements).</p> <p>Blue Tabs to indicate Signature, Surnames and enclosures.</p>

Note: Do NOT send Bureau copies to ES.
