

Correspondence Handbook



U.S. Fish and Wildlife Service
Washington, D.C. 20240

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FOREWORD

About Plain Language . . .

Our Government does most of its day-to-day business through written communications. We want to ensure our message is clear, concise, and easy to understand. Service Manual chapter 116 FW 1, Plain Language in Fish and Wildlife Service Documents, explains our requirements for using plain language and will help you to prepare correspondence that your readers will understand. Plain language is more than just using simple words and a question and answer format—it is about organizing writing so readers understand it the first time they read it. A few of the techniques for writing plain language include:

- Organizing your thoughts before you begin writing
- Preferring active voice over passive voice
- Keeping sentences short (aim for no more than 20 words)
- Using fewer or no acronyms
- Omitting needless words
- Developing tables, charts, and figures to explain complex ideas
- Using bullets for lists

Another good source for information about plain language is the Federal Government's Plain Language Web site (www.plainlanguage.gov). On that site, you will find practical examples, word suggestions, before-and-after comparisons, and lists of reference books and other resources.

This Handbook

To be an effective means of communication, our letters must meet certain standards of appearance and style. This handbook describes our standards and will help us prepare better correspondence.

By combining the principles of plain language with the guidelines in this handbook and Service Manual chapter 282 FW 2, your correspondence will:

- Meet Departmental and Service requirements,
- Clearly state our message, and
- Follow a consistent format.

WASHINGTON OFFICE BUILDING LOCATIONS

MIB - Main Interior Building

U.S. Fish and Wildlife Service
1849 C Street, N.W.
Washington, D.C. 20240

4501 - Arlington

U.S. Fish and Wildlife Service
4501 N. Fairfax Drive
Arlington, Virginia 22203

ARLSQ - Arlington Square

Mailing Address for all Arlington Offices

U.S. Fish and Wildlife Service
4401 N. Fairfax Drive
Arlington, Virginia 22203

4301 - Arlington

U.S. Fish and Wildlife Service
4301 N. Fairfax Drive
Arlington, Virginia 22203

LIST OF COMMONLY USED ACRONYMS

A/S	Assistant Secretary (nonspecific)
ABHR	Assistant Director - Budget, Planning and Human Resources
ABMO	Assistant Director - Business Management and Operations
AEA	Assistant Director - External Affairs
AES	Assistant Director - Endangered Species
AFHC	Assistant Director - Fisheries and Habitat Conservation
AIA	Assistant Director - International Affairs
AIRT	Assistant Director - Information Resources & Technology Management
AMB	Assistant Director - Migratory Birds
ANRS	Assistant Director - National Wildlife Refuge System
AWSR	Assistant Director - Wildlife and Sport Fish Restoration
BIA	Bureau of Indian Affairs
CCU	Correspondence Control Unit
CLE	Chief - Office Law Enforcement
CNO	California/Nevada Operations Office
D	Director
D-SA	Special Assistant to the Director
DD	Deputy Director
DD-SA	Special Assistant to the Deputy Director
DTS	Data Tracking System
DS	Deputy Secretary
ES, ExecSec, or OES	Executive Secretariat
FNP or NPS	National Park Service
FW or FWP	Assistant Secretary for Fish and Wildlife and Parks
FWS	Fish and Wildlife Service
IA	Assistant Secretary - Indian Affairs
LLM or BLM	Bureau of Land Management
LM	Assistant Secretary - Land and Minerals Management
NCTC	National Conservation Training Center
NFWF	National Fish and Wildlife Foundation
OCL or CL	Office of Congressional and Legislative Affairs
OCSS	Office of Clerical Support Services
OIG	Office of Inspector General
PMB	Assistant Secretary - Policy, Management and Budget
PPA	Office of Policy Analysis
PPM	Office of Personnel Policy
R1-7 or RD1-7	Regional Directors, Regions 1 - 7
S	Secretary of the Interior
SOL	Solicitor
WBR, BOR, or BuRec	Bureau of Reclamation
WGS or USGS	U.S. Geological Survey
WS	Assistant Secretary - Water and Science

CHAPTER 1. PURPOSE AND RESPONSIBILITIES

- 1-1. **PURPOSE.** This handbook prescribes procedures and standard formats for preparing correspondence. It supersedes all previous Fish and Wildlife Service guidance on correspondence. We intend for Washington Office employees to use this handbook; it is not meant to change established Regional or the California/Nevada Operations Office (CNO) correspondence procedures. The general preparation guidelines are provided to achieve consistency in style, format, and preferences for the Department of the Interior, as well as the Fish and Wildlife Service.
- 1-2. **APPLICABILITY.** This handbook includes requirements for preparing and processing letters and memoranda we develop for the Secretary, Assistant Secretary for Fish and Wildlife and Parks, other officials of the Department, and the Director to sign.
- 1-3. **OBJECTIVES.**
- a. Provide clear instructions and uniform guidance for preparing correspondence.
 - b. Improve the timeliness and quality of correspondence.
 - c. Reduce paper waste
- 1-4. **RESPONSIBILITIES.**
- a. The Correspondence Control Unit (CCU):
 1. Receives and assigns all significant correspondence addressed to the Director and all correspondence referred from the Assistant Secretary and the Executive Secretariat (ExecSec).
 2. Enters information into the Data Tracking System (DTS) to generate a record that shows the office the action is assigned, due dates, and signature level for response. Uploads the incoming correspondence to the record, routes to, and notifies the action office using the email function in DTS.

When correspondence is referred to a Region/CNO for a draft response, the DTS record indicates when the draft is due. The Region/CNO uploads the draft in DTS, routes and, using the email function in DTS, notifies the Washington office that will prepare the final response that the draft is ready.

For responses prepared in the Washington Office for the signature of the Director or above, the control slip (Figure 1-1) must remain with the correspondence. Attach it to the front of the final signature package when you send it to CCU.
 3. Obtains all required Department surnames for correspondence controlled by ExecSec (see Figure 1-2) for signature by the Secretary, Deputy Secretary, Assistant Secretary, and Director.

- b. Assistant and Regional Directors/CNO Manager ensure:
 - 1. Correspondence is responsive, accurate, written in plain language, grammatically correct, and free of typographical errors.
 - 2. Due dates are met.
 - 3. Controlled correspondence that an Assistant or Regional Director/CNO Manager signs, a copy of the signed response is uploaded to the record in the DTS and CCU is notified using the email function in DTS.



FISH AND WILDLIFE SERVICE DOCUMENT TRACKING CONTROL SLIP

FWS Form 3-2180
Attach to Front of Folder

Date:

DCN:		ES No:	
Orig Office:	Received Date:	Addressee:	
Due Date:	Signature Level:		
Subject:			

Comments:

Task Codes:

- | | | |
|------------------------|-------------------------------|---------------------------|
| 0 -Prepare Draft Reply | 5 -Review/Comment | 10 -Finalize |
| 1 -Prepare Reply | 6 -Revise | 11 -Simultaneous Surnames |
| 2 -Appropriate Action | 7 -Obtain Additional Surnames | 12 -Email Draft Reply |
| 3 -Surname | 8 -Other -See Comments | 13 -Advance Read |
| 4 -Signature | 9 -Mail/Distribute | 14 -File |
| | | 15 -For Your Information |

Routing:

Assigned To	Task	Assigned Date	Due Date	Completed Date

Yellow Paper - Director's signature or lower
Blue Paper - Assistant Secretary's signature or higher
Green Paper - Sensitive documents
Hot Pink Paper - Fast Track

FIGURE 1-1. FWS DOCUMENT TRACKING CONTROL SLIP

DEPARTMENT OF THE INTERIOR
TASKING PROFILE

ACCN #:

Status:

Fiscal Year:

Document Date

Received Date

Due Date

Action Office

Signature Level

Doc Source

Addressee:

From:

Subject Text:

Required Surnames:

Mail Carrier:

Cross Reference:

Copies To:

Status Tracking:

Correspondence Specialist:

Corresp. Specialist Phone:

Closed Comments:

Signed:

Bright Orange Paper

FIGURE 1-2. TASKING PROFILE ISSUED BY EXECSEC

CHAPTER 2. PROCEDURES FOR PREPARING LETTERS

2-1. GENERAL GUIDELINES.

This chapter describes how to prepare correspondence for the signature of the Director, Assistant Secretary, Deputy Secretary, and Secretary.

- a. In addition to this handbook, use the following references when preparing correspondence:
 1. Secretarial Correspondence Bulletins
 2. *U.S. Government Correspondence Manual 1992*
 3. Government Printing Office *Style Manual*
 4. *The Gregg Reference Manual*
 5. 116 FW 1, Plain Language in Fish and Wildlife Service Documents
 6. 282 FW 2, Managing Correspondence and Other Official Documents

- b. Language Requirements:
 1. Keep acronyms (INITIALS) to a minimum.
 - Spell out the Department of the Interior (Department) and then refer to it as the Department;
 - Spell out the U.S. Fish and Wildlife Service (Service) and then refer to it as the Service.
 - If using “Service” causes confusion because there is more than one “Service” (e.g., Fish and Wildlife Service and U.S. Forest Service) in the same document, use FWS and USFS after first spelling them out.
 2. Do not use contractions in correspondence.
 3. For language in the letter, use:
 - “I” and “me” for letters prepared for the signature of the Secretary.
 - “We” and “us” for letters prepared for the signature of the Assistant Secretary.
 - “The Service” and “we” for letters prepared for the signature of the Director, Assistant and Regional Directors, and CNO Manager.
 4. Avoid using statements like “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.
 5. Capitalize “Region” and “Regional Office” when referring to Service Regions.

- c. Assistant Directors’ offices must thoroughly review correspondence **before** sending it to the Correspondence Control Unit (CCU). Appendix A is a correspondence checklist for authors, administrative personnel, and reviewers to use.

- d. CCU will return correspondence requiring correction, revision, or additional surnames to the appropriate Assistant Director. The originating office:
 - 1. Must return corrected correspondence to CCU for surname/signature within 2 working days.
 - 2. Attach the original version with the requested revisions and any notes to the left side of the folder when sending it back to CCU.
- e. If minor revisions are needed, CCU will make the corrections if the documents are uploaded to the records in DTS. **(It is a requirement that all documents to be signed/surnamed by the Director's office be uploaded to the record in DTS.)**
- f. If you have special instructions for processing, put the instructions in clear view. Use a "Note to Reviewers" or tape special instructions to the clear plastic cover to convey the instructions (e.g., return original(s) for mailing, enclosure(s) to be added after the letter(s) is/are signed, etc.).

2-2. **INTERIM REPLIES.**

We must make every effort to respond fully and completely to incoming correspondence by the due dates established, especially those controlled by ExecSec.

If you cannot provide a full response by the assigned due date, you must prepare an interim letter **immediately**. For highly controversial or major policy issues that will not be resolved before the assigned due date, include a "Note to Reviewers" with the reply that explains the delay. When obligating the office for a final response, be sure to allow time to complete the required action, and to get the surnames and signature you need. Remember, this due date is when the response should be delivered to the person who signed the incoming—**not** when it is going forward for review and signature.

- a. Interim/Partial Response. (See Figure 2-11). This interim:
 - 1. States we are unable to provide all the requested information within the desired time frame.
 - 2. Includes the information gathered to date.
 - 3. Tells the reader when the remaining information will follow.

The date you commit to in the interim becomes the **new due date** when the interim is signed. The new due date is not official until the interim is signed and mailed. Be sure to allow time for completing the required action and the surname and signature process.

- b. Interim/Acknowledgment Response. (See Figure 2-4.) This interim states:
 - 1. We are unable to respond within the desired time frame.
 - 2. The reason(s) for the delay.

3. When we will respond.

Just as with the partial response, the date you commit to in the interim response becomes the **new due date** when the interim is signed.

When you prepare an interim, upload the response to DTS, use the “Comments” function to explain that it is an interim response, and enter the date the interim is signed in the Interim Date field in the DTS record. Contact CCU to update the due date on the record when you provide an interim response.

- c. Interim Signature Levels. You determine the signature level for the interim based on who will sign the final response:

For letters to the general public:

Final Signature

Director
Regional Director
Assistant Secretary
Secretary

Interim Signature

Director/Designee
Regional Director
Assistant Secretary
Assistant Secretary

For letters to Members of Congress:

Final Signature

Director
Regional Director
Assistant Secretary
Secretary

Interim Signature

Director/Designee
Regional Director
Assistant Secretary
Director of Congressional and
Legislative Affairs

2-3. **STYLE.**

Write correspondence in a clear, direct style, and fully respond to the incoming correspondence or inquiry. For Secretary/Deputy Secretary signature level, enclose lengthy, detailed, controversial, or technical information with a short transmittal letter.

- a. Keep the opening paragraph short and to the point. Use courteous, positive language to establish rapport with the addressee (see Figure 2-2). When applicable, include the date of the incoming correspondence in the opening sentence.

The Department prefers the following standard opening sentence (see Figure 2-4):

Thank you for your letter of (date) (concerning, regarding, requesting, supporting, opposing, providing, etc.) _____.

DO NOT USE “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, explain this in the opening sentence:

Secretary (name) asked me to respond to your letter of (date) concerning/ regarding _____.

Thank you for your letter of (date) to Assistant Secretary (name) concerning/regarding _____.

Following is an example of an opening sentence for a response to an incoming addressed to the Director that an Assistant or Regional Director/CNO Manager will sign:

Director (name) asked me to respond to your letter of (date) concerning/ regarding _____.

Thank you for your letter of (date) to Director (name) concerning/regarding _____.

- b. Multiple Signatures. When more than one person signs an incoming letter, send an identical response letter to each person (prepare only one set of copies). Mention in the opening sentences that the other signatories will also receive the letter. (This rule applies to ALL signature levels.) (See Figure 2-7)

Following are two examples.

Thank you for your letter of (date), signed by (name(s)), concerning/ regarding _____. Each signatory will receive a copy of this response letter. (Use for two to three individuals.)

Thank you for your letter of (date), also cosigned by 50 others, concerning/ regarding _____. Each signatory will receive a copy of this response letter. (Use for more than three individuals.)

- c. If the response is late, you may say the following after the opening sentence:
- “Please accept my apology for the delay in responding,”
 - “I apologize for the lateness of this response,” or
 - “I apologize for not responding sooner.”
- d. 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 a contact name and phone number. If it is necessary to refer the addressee to someone else, consider the addressee, the subject matter, and the signature level before you provide another name. (See Figures 2-5 and 2-6.)

Standard closing sentences the Department prefers include:

- If I can be of further assistance, please feel free to contact me or [name, title,] at [phone number].

- If I can be of further assistance, please do not hesitate to contact me.
- Please feel free to contact me if I can be of further assistance.

Our Assistant Secretary for Fish and Wildlife and Parks prefers the following closing:

- If we can be of further assistance, please feel free to contact us.

2-4. **STATIONERY.**

- a. Letterhead. Put the first page of a letter on the appropriate letterhead based on the signature levels below:

SIGNATURE LEVEL	LETTERHEAD
Director	Fish and Wildlife Service
Assistant Director	Fish and Wildlife Service
Regional Director/CNO Manager	Fish and Wildlife Service (Regional Office/CNO)
Assistant Secretary	Office of the Secretary
Assistant Secretary for Policy, Management and Budget	Assistant Secretary for Policy, Management and Budget
Associate Deputy Secretary	Associate Deputy Secretary
Deputy Secretary	Office of the Deputy Secretary
Secretary	Secretary of the Interior

- b. Continuation pages. Put the second and succeeding pages on plain white paper.
- c. Copies. Put our surname file copy on plain yellow paper. For correspondence that the Assistant Secretary or officials above the Assistant Secretary sign, put a copy on yellow surname ladder (see Figure 2-9). The yellow surname ladder is what the Department uses to surname correspondence. Use photocopied letterhead (white) for all remaining copies.
- d. Envelopes. Use the same office name and return address on envelopes as you use on the letterhead. For the Assistant Secretary for Policy, Management and Budget, the Associate Deputy Secretary, and the Deputy Secretary, use Office of the Secretary envelopes.

2-5. **FORMAT.**

- a. Margins:
1. Left and right margins: allow at least one inch.
 2. Bottom margin: allow at least one inch.
 3. Top margin on the second page: allow at least one inch.

4. For short letters, adjust margins to frame the document on the page.
 5. A justified right margin is acceptable **only** if there is balanced spacing between words.
- b. Font. Use Times New Roman (or a derivative) in 12 point.
 - c. Date. Do not type the date; it will be inserted after signature.
 - d. Reference Block. For correspondence that an official in the Service will sign, immediately below the Department seal, flush with the left margin, type “In Reply Refer To:” followed by “FWS/preparing office acronym [initials]/DTS number.” Following are two examples:

In Reply Refer To:
FWS/AFHC/005678

In Reply Refer To:
FWS/R6/AFHC/004567

The ExecSec control number is the only other identifying information to be included in the reference block, if applicable.

- e. Address:
 1. Type the inside address flush with the left margin at least four to five lines below the reference block.
 2. The number of lines can vary between the reference block and the first line of the address in order to frame the letter on the page.
 3. Limit the address to five lines, and no line should be longer than 4 inches. If the address is longer than five lines, use the name, title, organization, city, State, and zip code. To save space, you may omit the street address or post office box on the letter, but be sure it is on the envelope. Type the zip code two spaces after the name of the State.

Following is an example of an address on a letter:

Mr. Walter “Bud” Pidgeon, Jr.
President and CEO
U.S. Sportsmen’s Alliance
801 Kingsmill Parkway
Columbus, Ohio 43229 [two spaces between State/zip code]

Following is an example of an address on an envelope:

UNITED STATES
DEPARTMENT OF THE INTERIOR
FISH AND WILDLIFE SERVICE
WASHINGTON, D.C. 20240

OFFICIAL BUSINESS
PENALTY FOR PRIVATE USE, \$300

Mr. Walter "Bud" Pidgeon, Jr.
President and CEO
U.S. Sportsmen's Alliance
801 Kingsmill Parkway
Columbus, OH 43229 [one space between State/zip code]

4. Spell out the name of the State in the letter's address, but you can use the abbreviation on the envelope. Do not use other abbreviations in the address, except for D.C., St. or Ste. (Saint), Mr., Mrs., Ms., Dr., Jr., Sr., 2d, II, III, NE., NW., SE., and SW. (See Appendix B for forms of address, salutation, and complimentary closings.)
5. Spell out avenue and boulevard as part of the address.
6. You may abbreviate "Post Office Box" as P.O. [no space between initials] Box with the number in the address.

For example in a letter's address:

Mr. Gary T. Arant
General Manager, Valley Center
Municipal Water District
P.O. Box 67 [no space between P.O.]
Valley Center, California 92082 [two spaces before zip code]

Another example for the address on an envelope:

Mr. Gary T. Arant
General Manager, Valley Center
Municipal Water District
P.O. Box 67 [no space between P.O.]
Valley Center, CA 92082 [one space before zip code]

Use Dr., Mr., Mrs., or Ms. before the name unless you use a title (e.g., M.D., Ph.D., D.D.S.).

For example:

Dr. John Doe OR John Doe, Ph.D.

- f. Salutation. Use a formal salutation; do not use first names. Use a colon after the name.
- g. Body.
 - 1. Begin the text of the letter two lines below the salutation, flush with the left margin.
 - 2. Begin each paragraph flush with the left margin, and indent subparagraphs ½ inch.
 - 3. Single space all letters, regardless of length.
 - 4. Double space between paragraphs, and use two spaces between the period at the end of a sentence and the start of the next sentence to create a visual break between sentences.

NOTE: Responses to incoming letters that are or potentially could be a legal petition must include the full date (including year) of the incoming letter within the first paragraph of text. Including the year is also helpful for filing purposes and future reference to the letter.

- h. Succeeding Pages. Correspondence should be concise and limited to one page, if possible.
 - 1. If a second page is necessary, type the name of the addressee as it is shown on the first page one inch from the top of page, flush with the left margin. (See Figure 2-3.)
 - 2. Type the page number on the same line, flush with the right margin.
 - 3. Continue the text continues two lines below the name of the addressee.
 - 4. You must carry over at least two full lines of text to the second page. (See Figure 2-3.)
- i. Complimentary Close. Type the complimentary close “Sincerely,” two lines below the last line of the text to the right of center. Use the complimentary close “Respectfully,” for letters addressed to the President.
- j. Signature Block. Type the signature block on the fifth line below the complimentary close. For correspondence for Secretary Kempthorne’s signature, type the signature block on the fourth line.

SIGNATURE LEVEL

Director

Assistant Secretary-FW

SIGNATURE BLOCK

DIRECTOR

Assistant Secretary for Fish
and Wildlife and Parks

Assistant Secretary-PMB (Name)
Assistant Secretary
Policy, Management and Budget

Director of Congressional and Legislative Affairs (Name)
Director of Congressional and Legislative Affairs

Deputy Secretary (Name)

Secretary (Name)

If more than one person is signing a letter, center “Sincerely.” Type the first signature block flush with the right margin and the second signature block to the right of center. The signature blocks should look balanced.

Sincerely,

(Name)
Secretary of the Interior

(Name)
Secretary of Commerce

Signature Substitution: It may be appropriate for the Assistant Secretary or Director to respond to a letter addressed to the Secretary. For example, for a highly technical issue or if the Director has a longstanding dialogue with the writer. When you want to substitute a signature, contact CCU and provide a written justification. CCU will send it to ExecSec to get permission.

- k. Enclosure Notation. If you are including material with a letter, type the notation “Enclosure” or “Enclosures” two lines below the signature block, flush with the left margin. Be sure that you describe the enclosure(s) in the body of the letter.

NOTE: If you enclose a previously signed letter with the letter you are writing, be sure it is a clean copy (i.e., no surnames or other marks should appear on the copy).

- l. Identification of Preparing Office. On internal (Service and Department) copies, type the office symbol, author’s name, typist’s initials, date typed, telephone number of author, and the DCN and ExecSec control numbers, if any.

FWS/MA:JSmith:hgf:9/5/07:208-0000:DCN023456:ES301234

You should show that a version is a revision as follows:

FWS/MA:JSmith:hgf:9/5/07:208-0000:DCN23456/ES301234
Revised:FWS/DD:JDoe:dep:1/4/07:208-4545

2-6. **SIGNATURE LEVELS.**

Follow the general guidelines below to determine signature levels. If you think someone else should sign the correspondence, your Assistant/Regional Director's/CNO's office should contact CCU.

- a. The Director or Deputy Director signs the following correspondence unless they have delegated signature authority:
 1. Requests and directives to the Regions/CNO that are national in scope and pertain to more than one Region.
 2. New or revised policy statements.
 3. Memoranda addressed to the Assistant Secretary for Fish and Wildlife and Parks, Secretary, or other high-level officials in the Department.
 4. Correspondence or memoranda to the Director's counterparts in the Department and other Federal agencies.
 5. Communications regarding Washington Office administrative requirements.
 6. Correspondence to Members of Congress, Governors, State fish and wildlife directors, heads of other State conservation agencies, and heads of national conservation organizations. If this correspondence pertains to the operations of a single Region/CNO or existing policy, the Regional Director/CNO Manager/Assistant Director signs.
 7. Most responses to correspondence addressed to the Director, particularly if the correspondence concerns a final commitment on a national issue or policy.
- b. Regional Directors and the CNO Manager sign correspondence related to specific Regional/CNO issues or existing Service policies specific to that Region/CNO.

2-7. **COPY REQUIREMENTS**

Follow the general guidance below to determine which offices should be copied. Copies will be distributed through the DTS.

- a. CCU - Uploads into DTS all (controlled and noncontrolled) outgoing draft and final correspondence that the Director (or higher level) signs or surnames.
- b. The assigned office will upload correspondence that is controlled by CCU but is signed by the Assistant/Regional Directors/CNO Manager.
- c. The following copies are required for correspondence signed by the **Director** or other Service officials (CCU will make the copies for MIB and distribute them after signature. The surname copy and a copy of the signed correspondence is returned to the program Assistant Director's office for filing.):

1. For correspondence controlled by the Executive Secretariat:

7229-MIB-ES
120-SIB-PMB (if indicated on Tasking Profile)
2328-MIB-SOL (if indicated on Tasking Profile)
6242-MIB-OCL (if to a Member of Congress)
FWS surname (plain yellow with surname block stamped in the upper right corner. This is the official file copy that will be retained by the originating office.)
Appropriate RDs/ADs
3238-MIB-FWS/CCU

**SAMPLE LISTING OF FILE COPY/DISTRIBUTION LIST
for Director's signature**

cc: 7229-MIB-ES (1) 6242-MIB-OCL
 3238-MIB-FWS/CCU AD/RD
 Originating Office copies

FWS/DB:JSmith:hgf:9/5/07:208-7000:DCN023456:ES301234
REVISED:FWS/ABHR:BDoe:jap:9/6/07:208-8000
REVISED:SOL:EBannister:9/10/07:208-4000

2. For Service controlled/initiated correspondence:

6242-MIB-OCL (if to a Member of Congress)
Other Department offices as appropriate
FWS surname (plain yellow with surname block stamped in the upper right corner. This is the official file copy that will be retained by the originating office)
3238-MIB-FWS/CCU
Appropriate RDs/ADs

3. When correspondence is ready for the Director's signature or surname, prepare an original and a yellow surname copy. When the original is signed, CCU:

- Uploads the signed outgoing response to the DTS,
- Stamps and dates the copies,
- Distributes the copies in MIB, and
- Returns the surname and a signed copy to the program Assistant Director's office. (If the correspondence has to be faxed to the Washington Office of a Member of Congress, CCU gives the original to CLA, and CLA faxes it.)

- d. The following copies are required for correspondence signed by the **Assistant Secretary, Deputy Secretary, and Secretary**:

1. For correspondence controlled by ExecSec:

7229-MIB-ES (1)
120-SIB-PMO Secretary's Files (yellow surname ladder)
120-SIB-PMB (if indicated on Tasking Profile)
2328-MIB-SOL (if indicated on Tasking Profile)

6242-MIB-OCL (if to a Member of Congress)
3156-MIB-FW
FWS surname (plain yellow with surname block stamped in the upper right corner. This is the official file copy that will be retained by the program office.)
Appropriate RDs/ADs
3238-MIB-FWS/CCU
Initiating office copies

**SAMPLE LISTING OF FILE COPY/DISTRIBUTION LIST
for Assistant Secretary, Deputy Secretary and Secretary's signature**

cc: 7229-MIB-ES (1)	6242-MIB-OCL
120-SIB-PMO Secretary's File	2328-MIB-SOL
120-SIB-PMB	3156-MIB-FW
3238-MIB-FWS/CCU	AD/RD
Originating Office Copies	

FWS/CCU:MBNash:mbn:3/20/07:202-208-7535:DCN023789:ES313333
Revised:FWS/D:KStansell:3/22/07

2. For Service controlled or initiated correspondence:

120-SIB-PMO Secretary's Files (yellow surname ladder)
3156-MIB-FW
Other Departmental offices, if appropriate
FWS surname (plain yellow with surname block stamped in the upper right corner. This is the official file copy that will be retained by the program office.)
3238-MIB-FWS/CCU
Appropriate ADs/RDs
Initiating office copies

NOTE: When correspondence is prepared for the Secretary's signature and is not in response to an incoming, a memorandum to the Secretary through the Assistant Secretary from the Director explaining why the Secretary's signature is requested will be prepared and attached to the left side of the folder.

3. When correspondence is ready for the signature of the Assistant Secretary, Deputy Secretary, or Secretary, prepare an original, a yellow ladder copy, and a yellow surname copy. You can see a sample of the yellow ladder in Figure 2-9. When the original is signed and the package returned, CCU:

- Uploads the signed original to the DTS,
- Mails the original,
- Distributes copies in MIB, and
- Returns the surname copy and a signed copy to the initiating office.

2-8. **SURNAMES.**

The following guidelines on clearance apply to the Washington Office only. The Regional Offices and CNO are responsible for their own clearance process.

- a. Keep surnames by subordinate staff to a minimum. Management surnamers must include their last name, office/division acronym, and the date on the yellow surname copy.
- b. CCU uses a simultaneous surnaming system for ExecSec-controlled correspondence.

Exceptions: (1) For correspondence controlled by ExecSec for signature of the Secretary, Deputy Secretary, or Assistant Secretary, CCU obtains necessary **Department** surnames. (2) For *Federal Register* notices and companion documents, the originating office must obtain all Service and Solicitor surnames before sending the document to CCU.

- c. Assistant Directors must review correspondence and act on it promptly either by surnaming or contacting the originating office with questions.
- d. When you revise a letter (final or draft), draw a horizontal line through the old surname copy and attach it to the back of the new surname copy. If the old version has been surnamed outside of your immediate office, write “see attached” above the surname block on the new yellow surname copy. **Reviewers should surname the new version, not an old one.**
- e. Never cut and paste or staple old surname blocks onto new surname copy and do not fold down the corner of a newly revised surname copy so that reviewers surname the old version. The plain yellow surname copy is the **official Service file copy** that the program office files. It should have original surnames on the final version.
- f. Documents requiring the signature of an Assistant Secretary must have an Office of the Secretary’s yellow ladder surname (see Figure 2-9). The **only** person who may surname on the Office of the Secretary’s ladder surname is the Director or his/her designee.
- g. Correspondence we initiate for the Secretary or Deputy Secretary to sign must have the following surnames (program AD’s office obtains):
 1. The Solicitor (SOL),
 2. The Office of Congressional and Legislative Affairs (OCL),
 3. The Assistant Secretary for Policy, Management and Budget (PMB), and
 4. The Assistant Secretary for Fish and Wildlife and Parks (FW).

If the subject matter overlaps another Department bureau, that bureau’s Assistant Secretary must surname. This includes surnames for annual and statutory reports. Contact CCU if you have questions about which Department surnames are required.

- h. Follow the guidelines below to determine who should surname the correspondence you are preparing (in addition to procedures established by other offices (e.g., ExecSec)):

Type of Correspondence	DTS DocType	Surname
Correspondence for signature of Assistant Secretary/above	C, C-FT, SEC, GOV	Director/Deputy Director/Designee
Audio-visual requests; Ceremonies; Congressional; Legislative issues; Major or potentially major issues; National conservation organizations; National meetings/conferences; New policy; Press related issues; Public outreach policies; Publications; State fish and wildlife agencies; Secretarial Briefing Papers Will be signed by an AD that involves established policy.	AppReq SEC C, C-FT LGRF FsTk NGO NOM, MR POL NEWS POL MS SGOV BP POL	Asst. Dir.-External Affairs
Senate or House Appropriations Committees; Management Controls; Commitment of money, appropriations, and budgetary matters; Full-time equivalent resources; Recommendations to reprogram funds, request supplementals, and obligate funds involving cross-functional/ Regional resources.	BUD, C, C-FT ICR, IC, PSNL,	Asst. Dir.-Budget, Planning and Human Resources
Significant legal and litigation related issues; Referencing Solicitor opinions; <i>Federal Register</i> documents: -International or multi-regional species listing rules, - Critical habitat rules and associated economic documents, - Experimental population rules, and - Special rules and others, when requested	Legal FR, FRN, FRO, NOI, ROD	Solicitor's Office

For correspondence signed in a Region/CNO, ask the Regional Solicitor if the Washington Solicitor's Office should also review the document.

It is the responsibility of the originating office to allow sufficient time for review of policy-related documents to ensure they meet the deadlines.

NEVER THROW AWAY OFFICIAL SURNAMES, EVEN IF A DOCUMENT IS REVISED.

2.9 FAST TRACK.

- a. We use the “Fast Track” system for:
 1. ExecSec controlled assignments requiring Department surnames,
 2. Assistant Secretary for FW-controlled assignments,
 3. Mail addressed to the Director that is significant or controversial in nature (as determined by the Director’s office)
- b. The following procedures apply to incoming correspondence controlled by and requiring clearance from the Department, as well as documents that the Director’s office designates as FAST TRACK.
 1. CCU logs and uploads the incoming correspondence to the DTS.
 2. CCU routes the record to the appropriate Regional/CNO or program Assistant Director’s office for a draft response (the task in DTS is 12-Email Draft Reply).
 3. The Task Due Date is normally 5-8 working days.
 4. Before the Region/CNO/program office uploads the draft response to DTS, the Regional Director/CNO Manager or Washington Office division chief must approve the draft language. Add a comment on the bottom of the draft and in the record that says who approved it.
 5. When CCU receives notification that the draft response is in DTS, CCU edits, formats, prints a surname copy, assembles the folder, and circulates the package for surname.
 6. CCU puts a bright pink control slip on the front of the folder to indicate that it is a FAST TRACK package.
 7. CCU routes the draft to the program Assistant Director and to Congressional and Legislative Affairs (if to a member of Congress), before the Director surnames or signs it.

FAST TRACK is intended to expedite review; so these packages should not leave the Main Interior Building for surname. If an Assistant Director’s office requires one of their program offices to review a Regional/CNO draft, they should handle this within DTS and not through hard copies. CCU coordinates any necessary Department review of FAST TRACK correspondence.

2-10. **PACKAGE ASSEMBLY FOR CORRESPONDENCE.** When correspondence is ready for signature, place it in a pocket folder (put CCU controlled correspondence in a **RED** pocket folder). Attach correspondence to the folder with binder clips (paper clips do not adequately hold the correspondence).

a. **For Director's signature:**

1. Outside - Cover of Folder

- DTS Control Slip. Staple the DTS control slip on top of the outside folder when you route correspondence.

2. Inside - Left Side of Folder

- Note to Reviewers or special handling instructions, if any.
- Incoming correspondence and tasking profile, if controlled by ExecSec.
- Background or explanatory material, if any

3. Inside - Right Side of Folder

- Plastic Executive Correspondence cover encasing correspondence and enclosures.
- Original outgoing correspondence. Do not staple original correspondence that needs signature.
- Signature tag. Use Redi-Tags™ (flags) if they are available. If the letter is one page, attach the signature tag to the plastic cover. For multiple letters, write the number of letters to be signed on a small Post-it™ note and place it on the bottom of the plastic cover.
- Any enclosure(s).
- Envelope with address face up.
- Brown surname envelope with flap encasing everything in the above bullets.
- Service yellow surname copy with surname block in top right corner and Regional/CNO draft. (Do not encase the yellow surname copy in the plastic Executive Correspondence cover.)
- One letterhead copy of the correspondence with copy distribution listed.

b. **For Assistant Secretary, Deputy Secretary, and Secretary's signature:**

1. Outside - Cover of Folder

- Service DTS Control Slip. Staple the DTS control slip on top of the outside folder when you route correspondence.

2. Inside - Left Side of Folder

- Note to Reviewers or special handling instructions, if any.
- Incoming correspondence and tasking profile, if controlled by ExecSec.
- Background or explanatory material, if any

3. Inside - Right Side of Folder

- Plastic Executive Correspondence cover encasing correspondence and enclosures.
- Original outgoing correspondence. Do not staple original correspondence that needs signature.
- Signature tag. Use Redi-Tags™ (flags) if they are available. If the letter is one page, attach the signature tag to the plastic cover. For multiple letters, write the number of letters to be signed on a small Post-it™ note and place it on the bottom of the plastic cover.
- Any enclosure(s).
- Envelope with address face up.
- Brown surname envelope with flap encasing everything in the above bullets.
- Secretary's yellow ladder surname with all simultaneous surnames transposed onto the yellow ladder and all Departmental surnames attached. (Do not encase the Secretary's yellow ladder surname copy and the Service yellow surname copy in the plastic Executive Correspondence cover.)
- Service yellow surname copy Regional/CNO draft, and copy(ies) of Departmental surnames.
- One complete set of copies. A set includes:
 - ▶ A letterhead copy of the outgoing with copy distribution listed,
 - ▶ Copy of the Secretary's ladder with Departmental surnames attached,
 - ▶ The tasking profile,
 - ▶ The incoming correspondence.



United States Department of the Interior

FISH AND WILDLIFE SERVICE
Washington, D.C. 20240



USE "In Reply Refer To:"

**USE THIS LETTERHEAD FOR
DIRECTOR'S SIGNATURE**
(and signature levels below Director)

SIGNATURE BLOCK

Sincerely,

DIRECTOR

USE FWS ENVELOPE:

UNITED STATES
DEPARTMENT OF THE INTERIOR
FISH AND WILDLIFE SERVICE
WASHINGTON, D.C. 20240

OFFICIAL BUSINESS
PENALTY FOR PRIVATE USE, \$300

FIGURE 2-1. FISH AND WILDLIFE SERVICE STATIONERY



United States Department of the Interior
FISH AND WILDLIFE SERVICE
Washington, D.C. 20240



In Reply Refer To:
FWS/CCU/001234

4 ↓
to
5 ↓

DO NOT DATE

Ms. Jane Doe
1111 Blank Street
Alexandria, Virginia 22030

2 ↓

Dear Ms. Doe:

2 ↓

Thank you for your letter of January 25, 2007, requesting information on how to prepare correspondence for signature within the Fish and Wildlife Service. Enclosed is a copy of our correspondence handbook. This letter is an example of the correct format for the Director's signature. We use letters:

- To write to people, organizations, and agencies outside the Department of the Interior, and
- To write to Service employees in certain circumstances (for example, when an employee earns an award, retires, receives a reprimand, etc.).

2 ↓

You type the first page on letterhead stationery and all succeeding pages on plain white paper. Use Times New Roman 12-point font for all correspondence. To fit a letter on one page, you may use 11-point font. You may adjust margins to balance the letter on the page. Allow at least 1 inch for the left and right margins.

On correspondence to be signed within the Service, immediately below the Department seal, type "In Reply Refer To:" followed by "FWS/preparing office acronym/DTS number." Do not type this block on correspondence the Secretary, Deputy Secretary, Assistant Secretary, or other officials outside of the Service will sign.

Do not type a date on correspondence. A date will be entered after signature.

You type the first line of the address 4-5 lines below the reference block. Make adjustments to balance the letter on the page. Limit the address to five lines and no line should be longer than 4 inches. Type "Attention" lines on the envelope, but not on the letter.

Type the salutation on the second line below the last line of the address. Do not use first names. Use a colon after the name; e.g., "Dear Mr. Jones:"

Begin the body of the letter flush with the left margin, two lines below the salutation. Single space all letters regardless of length; double space between paragraphs.

FIGURE 2-2. LETTER FORMAT FOR DIRECTOR'S SIGNATURE

Ms. Jane Doe

2

2 ↓

When you need more than one page, type the name, exactly as shown in the address, flush with the left margin 1 inch from the top of the page. Type the page number on the same line flush with the right margin.

Start the first line of the text on the second line below the name of the addressee and page number, keeping margins consistent with the preceding page(s). You must carry over at least two full lines of text to the second page. Leave at least a 1-inch margin at the bottom of multiple-page letters.

Type the complimentary close on the second line below the last line of the text of the letter to the right of center (4.25 inches from the left edge of the page). Type the signature block on the fifth line below the complimentary close.

If you are enclosing another document with the letter, type the enclosure notation two lines below the signature block, flush with the left margin. Be sure to describe any enclosures in the text of the letter.

2 ↓

Sincerely,

5 ↓

to

6 ↓

DIRECTOR

2 ↓

Enclosure

The following is typed **on copies** only:

cc: 3238-MIB-CCU
MailStop - (your office acronym) FWS Yellow surname
MailStop - Your Files
RD/AD affected by/have an interest in subject matter

FWS/CCU:MBNash:mbn:5/30/07:202-208-7535:DCN045678
Revised:FWS/PDM:KHolloway:mbn:7/7/07

FIGURE 2-3. CONTINUATION PAGE FOR A LETTER



United States Department of the Interior

FISH AND WILDLIFE SERVICE
Washington, D.C. 20240



In Reply Refer To:
FWS/CCU/007973

Ms. Michelle J. Legu
Chairman, Wildlife Program
Environmental Defense
1875 Connecticut Avenue, NW.
Washington, D.C. 20009

Dear Ms. Legu:

Thank you for your letter of May 20, 2007, enclosing a memorandum discussing needed changes to the U.S. Fish and Wildlife Service's regulations implementing the 1999 Safe Harbor Policy.

Our program staff is reviewing your letter so we can provide you with the most accurate information. You can expect to receive a full reply to your letter July 1, 2007.

Thank you again for your interest in this matter.

Sincerely,

DIRECTOR

FIGURE 2-4. ACKNOWLEDGMENT LETTER



United States Department of the Interior

FISH AND WILDLIFE SERVICE

Washington, D.C. 20240



In Reply Refer To:
FWS/AWSR/027501/352230

The Honorable Bob Riley
Governor of Alabama
Montgomery, Alabama 36130

Dear Governor Riley:

Thank you for your letter of September 1, 2007, to Secretary of the Interior Dirk Kempthorne in support of the City of Tuscaloosa's proposal for funding consideration from the U.S. Fish and Wildlife Service's (Service) Boating Infrastructure Grant (BIG) program. The Secretary has asked the Service to respond directly to you.

The proposal is for the Tier-2 portion of the BIG program, which is the national competitive grants portion of the grant program. We are giving full consideration to the City of Tuscaloosa's proposal along with all the other proposals submitted for Fiscal Year 2008. Please note the deadline for the Service to receive proposals for the BIG program funding cycle is October 31, 2007.

The Tier-2 portion of the BIG program is one of our most competitive grant programs. The Service typically receives requests totaling three to four times the amount of funding available for Tier-2 awards. We plan to announce the Fiscal Year 2008 program awards in December or January.

Once again, we appreciate your interest and support. If you need additional information on the BIG program, please contact me or Rowan Gould, Assistant Director for Wildlife and Sport Fish Restoration Programs, at (202) 208-1050.

Sincerely,

DIRECTOR

FIGURE 2-5. LETTER TO A GOVERNOR FOR DIRECTOR'S SIGNATURE



United States Department of the Interior

FISH AND WILDLIFE SERVICE
Washington, D.C. 20240



In Reply Refer To:
FWS/AIA/026864

Mr. Leonard Smith
President
Western Association of Fish and Wildlife Agencies
5400 Bishop Boulevard
Cheyenne, Wyoming 82006

Dear Mr. Smith:

Thank you for your letter of August 2, 2006, expressing the interest of the Western Association of Fish and Wildlife Agencies in the delisting of the bobcat (*Lynx rufus*) from CITES Appendix II and for providing the resolution on this issue.

The U.S. Fish and Wildlife Service (Service) is committed to the completion of the work necessary to develop a proposal to remove the bobcat from CITES Appendix II. At this time, we are working toward submitting such a proposal for CITES CoP14 in June 2007. We will continue consulting with other range countries for *Lynx* species, particularly with Canada and Mexico on bobcat, and will soon have the results of a trade study that the Service is funding through a contract with TRAFFIC North America.

We look forward to the AFWA meeting in Snowmass next month. We believe it will be useful to have a discussion during the meeting with our State partners on a strategy for ensuring the success of a proposal to remove the bobcat from the CITES Appendices. We can also report on our progress on the proposal at that time. In the meantime, if you want to discuss this or any other issue pertaining to our cooperation on international issues, please contact Teiko Saito, Acting Assistant Director for International Affairs, at (202) 208-6393.

Sincerely,

DIRECTOR

**FIGURE 2-6. LETTER TO NON-GOVERNMENT ORGANIZATION FOR
THE DIRECTOR'S SIGNATURE**



United States Department of the Interior

FISH AND WILDLIFE SERVICE
Washington, D.C. 20240



In Reply Refer To:
FWS/R6/ANRS/026603/350873

The Honorable Orrin G. Hatch
United States Senate
Washington, D.C. 20510

Dear Senator Hatch:

Thank you for your letter of July 12, 2007, cosigned by other members of the Utah delegation, to Secretary Kempthorne regarding the status of land ownership below the meander line at Bear River Migratory Bird Refuge (Refuge) in Utah. Identical responses are being sent to each signatory of your letter.

Your letter refers to issues regarding “enlargement of the Refuge, water rights, sovereign land title, and the operating agreement set out in the Utah statute.” We will briefly address each issue in this letter and will discuss each topic further with the State, if necessary, so that we can understand their concerns.

Regarding enlarging the Refuge, the U.S. Fish and Wildlife Service (Service) conducted a multi-year planning effort starting in the late 1980s to determine the future of the Refuge. That public process resulted in a decision to expand the Refuge by almost 40,000 acres of fee and easement interests north of the previous Refuge boundary. A letter dated October 7, 1992, signed by Governor Bangerter, supported the expansion of the Refuge. The Service signed the Decision Document on December 18, 1992, and the Migratory Bird Conservation Commission approved the boundary expansion and initial purchase on March 9, 1993. Since 1993, we have acquired additional lands within that approved boundary.

On the issue of water rights at the Refuge, we have been involved in State water allocation and adjudication processes for many years. The process recently culminated in well-documented water rights and usage for the future of the Refuge. We are not aware of any outstanding issue.

After receiving the State of Utah’s legal memorandum supporting its ownership of much of the submerged lands within the Refuge, we have referred the issue to the Department of the Interior’s Office of the Solicitor. The Solicitor’s Office reviewed the State’s legal memorandum

FIGURE 2-7. LETTER TO MULTIPLE ADDRESSEES FOR SIGNATURE OF THE DIRECTOR

and researched historical documents located in the National Archives. As a result of this research, the Solicitor's Office advised us that to use these lands for the Refuge we do not need to resolve whether the United States or the State actually holds title to them. As recognized in the State's legal memorandum, the lands are being used in accordance with the 1929 Utah law that consented to the use of these lands as a refuge for migratory birds "so long as the same shall be devoted thereto and no longer."

Relying on the State's consent, we have expended substantial funds over the past 70 years to maintain and administer these and other federally-owned lands along the Bear River. It is the view of the Solicitor's Office that if we were to stop using the lands in accordance with the State's consent, then both governments would need to resolve the title question. We can envision no circumstances in which we would use these lands for purposes other than those originally consented to by the State.

Finally, regarding the operating arrangement, the Refuge prepared a management plan very soon after refuge establishment to satisfy the legislative intent. The initial plans for administering the Refuge became effective in October 1932. The Refuge has continued to coordinate and communicate with the State of Utah on many Refuge management elements including hunting, water management, public use, and other Refuge functions.

We strongly agree that it is important to maintain the Refuge for the citizens of both the State and the Nation and wish to resolve these issues amicably. We would like to continue our dialogue with State officials on how to continue this partnership that we have successfully maintained for more than seven decades.

If you have additional questions, please feel free to contact me or Mitch King, the Service's Mountain Prairie Regional Director, at (303) 236-7920.

Sincerely,

DIRECTOR

FIGURE 2-7. SECOND PAGE OF LETTER FOR SIGNATURE OF THE DIRECTOR

Prepare an original for each addressee. Make only one set of copies. The following is typed on the copies only.

Similar Letters sent to:

The Honorable Robert Bennett
United States Senate
Washington, D.C. 20510

The Honorable Rob Bishop
House of Representatives
Washington, D.C. 20510

cc: 7227-MIB-ES
6242-MIB-OCL
3156-MIB-FW
3210-MIB-SOL
3242-MIB-FWS/CCU
3242-MIB-FWS/ANRS
FWS/R6

Matt Kales, Legislative Affairs Specialist, External Affairs
Refuge Manager, Bear River MBR, UT
Steven Berendzen, Refuge Supervisor, Denver, CO
RD rf; RE file; RE rf; NWRS rf

FWS/R6/RE:HWittmier:cg:8/2/07

REV:HWittmier:cg:8/2/07

revised\NRandolph\08/03/07:S:\Directors Staff\Correspondence\ANRS\026603 Hatch.doc:

Revised:SOL:Broth:8/25/07

Revised:FWS/AEA:EHStevens:mbn:9/7/07:S:\Directors Staff\Correspondence\ANRS\026603 Hatch.doc v2:ES350873

FIGURE 2-7. CONTINUED



United States Department of the Interior

OFFICE OF THE SECRETARY
Washington, D.C. 20240

DO NOT USE "In Reply Refer To:"

**USE THIS LETTERHEAD FOR FW SIGNATURE
(and other Assistant Secretary signatures)**

SIGNATURE BLOCK:

Sincerely,

Assistant Secretary for Fish
and Wildlife and Parks

USE OFFICE OF THE SECRETARY ENVELOPE:

<p>UNITED STATES DEPARTMENT OF THE INTERIOR OFFICE OF THE SECRETARY WASHINGTON, D.C. 20240</p> <hr/> <p>OFFICIAL BUSINESS PENALTY FOR PRIVATE USE, \$300</p>
--

FIGURE 2-8. OFFICE OF THE SECRETARY STATIONERY



United States Department of the Interior

OFFICE OF THE SECRETARY
Washington, D.C. 20240

OFFICIAL
FILE COPY

*This is the Office of the Secretary's Ladder Surname.
It is preprinted on yellow paper and can be ordered
from the Departmental Printing Office on a form DI-1.*

OFFICE
SURNAME
DATE
OFFICE
SURNAME
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FIGURE 2-9. OFFICE OF THE SECRETARY LADDER SURNAME

COPY FOR THE SECRETARY'S OFFICE



United States Department of the Interior

OFFICE OF THE SECRETARY
Washington, D.C. 20240

Mr. John Doe
1234 Blank Street
Baltimore, Maryland 20730

Dear Mr. Doe:

Secretary Kempthorne asked me to respond to your letter of June 6, 2007, concerning the preparation of correspondence for my signature.

The first page is typed on Office of the Secretary letterhead stationery, and all succeeding pages are on plain white paper. Use Times New Roman 12-point font for all correspondence. You can adjust margins so that the letter is balanced on the page. Allow at least 1 inch for the left, right, and bottom margins. Omit the reference block on letters for the Assistant Secretary's signature. Omit the date; it will be entered after signature.

Type the first line of the address five lines below the Department seal. Adjustments can be made to balance the letter on the page. Limit the address to five lines, and no line should be longer than 4 inches. Type attention lines on the envelope, but not on the letter.

Type the salutation on the second line below the last line of the address. Do not use first names. Use a colon after the name; e.g., "Dear Mr. Jones:."

The body of the letter begins flush with the left margin, two lines below the salutation and is single spaced, regardless of length. Paragraphs begin flush with the left margin; double space between paragraphs.

Type the complimentary close on the second line below the last line of the text of the letter to the right of the page's center (4.25 inches from the left edge of the page). Type the signature block on the fifth line below the complimentary close. Type any Enclosure notation on the second line below the signature title, flush with the right margin.

Sincerely,

Assistant Secretary for Fish
and Wildlife and Parks

Enclosure

FIGURE 2-10. LETTER FORMAT FOR ASSISTANT SECRETARY'S SIGNATURE



United States Department of the Interior

OFFICE OF THE SECRETARY
Washington, D.C. 20240

Mr. John Smith
President, Ducks Unlimited
2345 Branch Street
Vienna, Virginia 22181

Dear Mr. Smith:

Thank you for your February 15, 2007, letter concerning wetlands.

To answer your questions in the most expeditious manner, Secretary Kempthorne asked the U.S. Fish and Wildlife Service to coordinate with other Department offices and gather the information you requested. The Service anticipates the material will be available within the next 3 weeks, at which time the Secretary will provide you with a full response.

In the meantime, please contact us if we can be of further assistance.

Sincerely,

Assistant Secretary for Fish
and Wildlife and Parks

**FIGURE 2-11. INTERIM LETTER FOR SIGNATURE OF THE
ASSISTANT SECRETARY FOR FISH AND WILDLIFE AND PARKS**



United States Department of the Interior

OFFICE OF THE SECRETARY
Washington, D.C. 20240

The Honorable Nick J. Rahall, II
Chairman
Committee on Natural Resources
House of Representatives
Washington, D.C. 20515

Dear Mr. Chairman:

Thank you for your letter of November 4, 2007, to Secretary of the Interior Dirk Kempthorne concerning the Committee's review of the effects of the Endangered Species Act. To accommodate that review, you requested records from June 1 to November 4, 2007, within the Office of the Secretary, Office of the Assistant Secretary for Fish and Wildlife and Parks, the U.S. Fish and Wildlife Service, and the Department's Appraisal Service that relate to and include:

- Communications regarding concerns or complaints related to section 6 grants provided under the Cooperative Endangered Species Conservation Fund, or
- How the program is administered.

We initiated a search for responsive records that is ongoing. At this time, we are enclosing the records from the headquarters offices of the U.S. Fish and Wildlife Service. My Chief of Staff contacted your staff on November 16 to discuss the request and the timing for us to produce other documents. As we indicated to your staff, we will provide the remainder of the responsive records on a rolling basis as they become available.

Because the documents are important to the United States in ongoing transactions, we advise you that, although we are making documents available for the Committee staff review, 1) we do not waive any litigation privileges or exemptions from disclosure that are attached to them; 2) we are making them available because of the Committee's request; and 3) we are making them available at this time only to the Committee for use by the Committee for its legitimate legislative functions. We identified those documents to which these litigation privileges or exemptions apply, and we expect that Committee staff will treat information as confidential and take all reasonable steps to ensure preservation of the government's litigation privileges.

If we can be of further assistance in this matter, you may contact my Chief of Staff at 208-0000.

Sincerely,

Assistant Secretary for Fish
and Wildlife and Parks

Enclosures

**FIGURE 2-12. EXAMPLE OF AN INTERIM RESPONSE FOR THE SIGNATURE OF
THE ASSISTANT SECRETARY FOR FISH AND WILDLIFE AND PARKS**



United States Department of the Interior

OFFICE OF THE SECRETARY
Washington, D.C. 20240

Mr. John Michaels
Secretary
Kansas Department of Wildlife and Parks
900 Jackson Street, Suite 502
Topeka, Kansas 66612-1220

Dear Mr. Michaels:

Thank you for your letter of February 28, 2007, to former Secretary Gale Norton concerning the zone/split guidelines for duck hunting. I have been asked to respond to you directly and apologize for the delay.

The guidelines for zone/split duck hunting season options were first established in 1991. However, the development of these guidelines for duck seasons has a long history of cooperation and open communication between the Flyway Councils, States, and the U.S. Fish and Wildlife Service (Service).

By 1996, 49 States used 97 zones coupled with 47 split seasons, for a total of 144 total regular duck seasons. In 2001, the number of seasons selected by States was essentially unchanged, with States selecting 141 seasons in 94 zones.

The original intent of the 1991 guidelines was to provide a framework for managing the use of zones and splits for duck hunting. In response, guidelines were established that limited the frequency of changes in these zone/split configurations. More specifically, changes were limited to 5-year intervals in order to minimize impacts, reduce complexity in the regulations process, and enhance the ability to monitor regulatory effects. In the 15 years following implementation, we believe the original objectives have been achieved and maintained. The guidelines have been cooperatively reviewed prior to each open season.

Each open season, groups of hunters in many States ask for special consideration to establish a unique hunting season in a particular area. We acknowledge that our ability to evaluate the impact of one additional zone or split season in a State or at the Flyway level is poor, even though the anticipated impact may be small. However, the larger question is that of the cumulative impacts that could result from proposed modifications to the current guidelines and the resulting regular duck seasons.

FIGURE 2-13. LETTER FOR SIGNATURE OF ASSISTANT SECRETARY

We believe that the current guidelines have achieved their original objectives and should continue to be used until we cooperatively agree to further expand duck hunting opportunity by increasing the number of zones and split seasons, while balancing each State's desire to meet the demands of hunters. We will continue to offer States an opportunity to change their State's zones and splits configuration every 5 years. The Service has also announced its intent to develop an environmental impact statement on migratory bird hunting to supplement the previous programmatic EIS. This effort will occur over the next several years and would be an opportunity to explore the issues of split seasons and zones.

Thank you for your continued interest in and support of our migratory bird resource. If you have any further questions, please contact me or Service Director Dale Hall at (202) 208-4717.

Sincerely,

Assistant Secretary for Fish
and Wildlife and Parks

FIGURE 2-13. SECOND PAGE OF A LETTER FOR SIGNATURE OF ASSISTANT SECRETARY



United States Department of the Interior

OFFICE OF THE DEPUTY SECRETARY
Washington, D.C. 20240

DO NOT USE "In Reply Refer To:"

**USE THIS LETTERHEAD FOR
DEPUTY SECRETARY SIGNATURE *ONLY***

SIGNATURE BLOCK

Sincerely,

P. Lynn Scarlett

USE OFFICE OF THE SECRETARY ENVELOPE:

<p>UNITED STATES DEPARTMENT OF THE INTERIOR OFFICE OF THE SECRETARY WASHINGTON, D.C. 20240</p> <hr/> <p>OFFICIAL BUSINESS PENALTY FOR PRIVATE USE, \$300</p>
--

FIGURE 2-14. THE DEPUTY SECRETARY STATIONERY



United States Department of the Interior

OFFICE OF THE DEPUTY SECRETARY
Washington, D.C. 20240

Ms. Frances Brush
Commissioner
Texas Department of Agriculture
P.O. Box 12847
Austin, Texas 78711

Dear Ms. Brush:

Thank you for your letter of February 1, 2007, concerning the transmittal of the pilot recovery credit system for endangered species.

The draft proposal developed by your working group is well thought out and identifies collaborative concepts that should be of great benefit to our natural resources. The U.S. Fish and Wildlife Service (Service) is glad to have played a role in developing an additional “tool” for the conservation toolbox that will allow the Service to work collaboratively with both the public and private sector to achieve on-the-ground benefits for species conservation and recovery.

The Department of the Interior’s Office of the Solicitor has reviewed the concepts proposed and will complete its legal review once the pilot is implemented during Endangered Species Act consultation with the Department of Defense (Fort Hood).

The Service is enthusiastic about this opportunity to assist the Department of Defense to continue their beneficial conservation actions on Fort Hood and off post. The recovery credit system will allow Fort Hood to accrue recovery credits for their beneficial conservation actions and to use those accrued recovery credits, in consultation with the Service, to carry out projects that require incidental take of listed species. The Service expects Fort Hood to provide a proposed action and specific project plan later this month that will serve as a pilot project for the recovery credit system. The Service then plans to develop policy and guidance for using the recovery credit system nation-wide, with the pilot project in Texas serving as a template.

If you have any further questions, please contact me or Dale Hall, the Service’s Director, at (202) 208-4717.

Sincerely,

P. Lynn Scarlett

FIGURE 2-15. LETTER FOR SIGNATURE OF THE DEPUTY SECRETARY



THE SECRETARY OF THE INTERIOR
WASHINGTON

DO NOT USE “In Reply Refer To:”

**USE THIS LETTERHEAD FOR
SECRETARY SIGNATURE *ONLY***

SIGNATURE BLOCK

Sincerely,

DIRK KEMPTHORNE

USE SECRETARY OF THE INTERIOR ENVELOPE

THE SECRETARY OF THE INTERIOR
WASHINGTON, D. C. 20240

FIGURE 2-16. THE SECRETARY OF THE INTERIOR STATIONERY



THE SECRETARY OF THE INTERIOR
WASHINGTON

Ms. Theresa Houston
Vice President
The Land Trust Alliance
1331 H Street, NW., Suite 400
Washington, D.C. 20005

Dear Ms. Houston:

It is my pleasure to appoint you to the North American Wetlands Conservation Council representing a charitable non-profit organization actively involved in carrying out wetlands conservation projects. Your term will last until March 31, 2011. Your broad range of experience in wetland habitat conservation will be an asset to this important advisory body.

This Council has an important role internationally in leading and encouraging public-private partnerships to conserve North America's wetland ecosystems and other habitats for migrating birds and other fish and wildlife. It is also a vital part of fulfilling President Bush's commitment to the stewardship of America's natural resources. David Smith, Council Coordinator, will provide information on Council activities. If you have any questions, Mr. Smith can be reached at (703) 358-0000.

I look forward to your valuable participation on the Council and appreciate your willingness to serve in this capacity.

Sincerely,

DIRK KEMPTHORNE

FIGURE 2-17. LETTER FOR SIGNATURE OF THE SECRETARY

CHAPTER 3 - CONGRESSIONAL CORRESPONDENCE

3-1. CONGRESSIONAL CORRESPONDENCE GUIDELINES.

This chapter provides guidelines for preparing correspondence to Members of Congress. See Chapter 2 for specific guidance on preparing correspondence based on the signature level.

3-2. STYLE.

Write replies to congressional correspondence in a clear, direct style, and be sure to fully respond to the incoming correspondence.

a. Suggested opening and closing paragraphs:

Constituent Referral for Director's signature (See Figure 3-1)

Thank you for your letter of (date) on behalf of [name(s) of constituent(s)] regarding/concerning/supporting/opposing/requesting _____.

Again, thank you for the opportunity to be of service. Please let us know if we can provide any further assistance.

Constituent Referral for Regional Director's/CNO Manager's signature

Director (name) asked me to respond to your letter of (date) on behalf of [name(s) of constituent(s)] regarding/concerning/supporting/opposing/requesting _____.

Please let me know if I can be of further assistance.

Issue Mail for Director's signature (See Figure 3-2)

Thank you for your letter of (date) concerning/supporting/opposing/requesting _____.

Again, thank you for your interest in this/these important issue(s). Please contact me or Assistant/Regional Director [name] at [phone no.] if you have further questions/concerns.

Secretarial correspondence (See Figures 3-3 and 3-5)

See Chapter 2, Procedures for Preparing Letters, for opening and closing sentences, format, preparing an interim (see Figure 3-4), and surname requirements.

b. See Appendix B for models of address you should use for correspondence to Members of Congress. Pay close attention to the salutation or signature on the incoming letter, the status of the Member who is being addressed, and the capacity in which the Member has requested a response from the Department of the Interior.

1. When a Member is writing in his/her capacity as chairman of a committee or subcommittee, address the response to the Member as chairman of his/her committee or subcommittee address.

You **MUST** send a courtesy copy to the Ranking Minority Member **unless** the correspondence is about a hearing, a witness, or testimony.

2. Use Dear Mr. Chairman, Dear Chairman, or Dear Madam Chairman as the salutation.
3. When a Member is writing on behalf of a constituent, address the response to him/her as a Member of the House or Senate.

NOTE: If the Member of Congress requests the response be sent directly to the constituent, prepare a copy for the Member. You should copy the Member as follows:

cc: The Honorable (first and last name)

- c. When several Members sign an incoming, prepare an original, individually addressed response for each Member. Do not make file copies for each addressee. Instead, make one set of file copies and indicate on the copies to whom you sent identical letters.

Example:

Identical letters sent to:

The Honorable Chuck Hagel
The Honorable Ben Nelson
The Honorable Adrian Smith

Indicate in the first paragraph that you are sending an identical letter to each signatory.

- d. For correspondence to be signed by the Director or Assistant Secretary, **ALWAYS** use a formal salutation.
- e. Use attention lines only on envelopes.
- f. For responses you send to Members of Congress at their Washington, D.C., address, do not use building names or room numbers in the inside address or on the envelope. The address is **ALWAYS** three lines only! (See Figure 3-2)
- g. If correspondence is addressed to a Member's district office, note on the original that you also sent a copy to his/her Washington Office:

“Copy to your Washington, D.C., office”

3-3. **COPY REQUIREMENTS.**

- a. Copy requirements for congressional letters are the same as for other letters and are based on the signature level. If we are requesting committee or subcommittee approval of a proposed action (e.g., land exchange, hatchery transfer, or other activity for which a procedure of request or notification has been established by a committee),

the originating office maintains a copy of the signed letter transmitted to each committee or subcommittee. Copies with stamped signatures or a copy indicating that a “similar” or “identical” letter was sent to another committee/subcommittee is not sufficient to establish a record of transmittal.

- b. When transmitting reports to a chairman of a committee or subcommittee, send a letter and copy of the report to the Ranking Minority Member. Do not use courtesy copies (cc:) for this type of action (See Figure 3-5).

3-4. **SPECIAL INSTRUCTIONS/HANDLING.**

Check the incoming for any special instructions. Also, check the DTS or ExecSec control slips for special instructions or handling. If the originating office has special instructions for processing, these instructions must be in clear view. Use a Note to Reviewers or tape special instructions to the clear plastic Executive Correspondence cover to convey the instructions; for example:

- Return original(s) for mailing;
- Enclosure(s) to be added after the letter(s) is/are signed;
- Do not mail—letters must be hand-carried to the Hill;
- Chairman/Senator/Congressman has requested information by COB on Friday.

When special handling is required, you must provide a point of contact and a phone number. In case the contact is on travel or leave, list a backup person and phone number. This information will eliminate unnecessary delays and will expedite the delivery of document(s) to the proper individual(s).



United States Department of the Interior

FISH AND WILDLIFE SERVICE

Washington, D.C. 20240



In Reply Refer To:
FWS/AFHC/022936

The Honorable John W. Warner
United States Senator
4900 World Trade Center
Norfolk, Virginia 23510

The Honorable Jo Ann S. Davis
Member, United States House
of Representatives
P.O. Box 3106
Tappahannock, Virginia 22401

Dear Ms. Davis:

Dear Senator Warner:

Thank you for your letter of August 23, 2007, on behalf of Mr. Thomas Rallston regarding Unit VA-45 in Heathsville, Virginia, of the John H. Chafee Coastal Barrier Resources System (System).

The Coastal Barrier Resources Act (CBRA) of 1982 established the System, which is a defined set of geographic units along the Atlantic and Gulf of Mexico coasts. Congress enacted the CBRA to minimize the loss of human life, reduce wasteful Federal expenditures, and minimize the damage to natural resources associated with coastal barriers. Most new Federal expenditures and financial assistance that have the effect of encouraging development, including Federal flood insurance, are prohibited within the System. CBRA does not prevent development, rather, it removes Federal subsidies that encourage development of coastal barriers designated within the System. CBRA was amended in 1990 with the passage of the Coastal Barrier Improvement Act (CBIA). Unit VA-45 was designated as a System unit by the CBIA in 1990.

On October 18, 2007, our Coastal Barriers Coordinator met with Mr. Rallston and his surveyor, Mr. Ronald Terra. In order to fully understand the issues in the Unit VA-45 situation, we will review the administrative record, the geomorphology of the area, the historical development status of the area, and the materials you sent us from Mr. Rallston. We will provide the results of our review to you and your staff as soon as it is complete.

We appreciate the opportunity to look into this matter. Please let us know if we can be of further assistance.

Sincerely,

DIRECTOR

Copy to your Washington, D.C., office

FIGURE 3-1. LETTER TO DISTRICT OFFICE--CONSTITUENT MAIL



United States Department of the Interior
FISH AND WILDLIFE SERVICE
Washington, D.C. 20240



In Reply Refer To:
FWS/AES/024321

The Honorable Mike Crapo
United States Senate
Washington, D.C. 20510

The Honorable Jo Ann Emerson
House of Representatives
Washington, D.C. 20515

Dear Ms. Emerson:

Dear Senator Crapo:

Thank you for your letter of September 21, 2007, expressing concern about the ongoing review of Federal authority and policies regarding the conditioning of road access permits in a manner that may affect logging activities on private property accessed by crossing U.S. Forest Service land.

In response to a request for policy review by agency regional executives in the Pacific Northwest, the Washington office staffs of the Forest Service, the National Marine Fisheries Service, the Bureau of Land Management, and the U.S. Fish and Wildlife Service are now reviewing agency authorities and responsibilities. They are reviewing the laws—the Alaska National Interests Lands Conservation Act, the Federal Land Policy and Management Act, and the Endangered Species Act—that protect public resources, including threatened and endangered species, while ensuring the rights of private property owners to use and enjoyment of their lands.

Our multi-agency group has attempted to identify the geographic areas where this issue may be of concern, and we are now examining the policies of Federal agencies in view of legal authorities. The next step is to determine whether policies need to be clarified and, if so, the multi-agency group will provide clarification through guidance. We expect the process to take several months. If new guidance is required, the Service and the other agencies will notify interested Members of Congress and comply with all applicable requirements for public notice and comment.

Please be assured that the Service is not seeking to deny private landowners adequate access to and use of their land, but rather to ensure that we and the other Federal agencies are complying with applicable Federal laws.

Again, thank you for your interest. Please contact us if you have further questions.

Sincerely,

DIRECTOR

FIGURE 3-2. RESPONSE TO MEMBER OF CONGRESS--ISSUE MAIL



THE SECRETARY OF THE INTERIOR
WASHINGTON

The Honorable Greg Walden
House of Representatives
Washington, D.C. 20515

Dear Mr. Walden:

Thank you for your letter of July 14, 2007, proposing a summit on issues in the Klamath River Basin.

My colleagues and I appreciate your longstanding efforts to help resolve the many challenges facing the Basin. We also concur with your assessment that the problem “cannot be solved with any single action—the solution lies in a comprehensive, long-term approach.” We need to maintain the strong efforts already underway in the upper Basin and continue building relationships and action plans in the lower Basin. This includes making further progress to implement the recommendations contained in the 2004 National Academy of Sciences report.

To establish clear commitments requires further exchanges of ideas. High-level discussions may facilitate coordination and encourage additional actions to address Basin issues. Accordingly, we suggest an approach to facilitate the exchange of ideas and explore future policy directions. We understand that senior Interior officials discussed this approach with you and Congressman Doolittle on July 25, 2006.

As you know, Interior, Commerce, Agriculture, the Council on Environmental Quality, and the Environmental Protection Agency have announced several upcoming listening sessions focused on promoting cooperative conservation and environmental partnerships. Two sessions (in Redmond, Oregon, and Redding, California) are close to the Basin. These sessions should provide excellent opportunities to raise issues concerning specific activities in the Klamath Basin and suggest potential future courses of action.

Other ongoing opportunities include discussions among agencies, the private sector, and the public regarding issues such as the Federal Energy Regulatory Commission (FERC) relicensing process for PacifiCorp’s Klamath River facilities in Oregon and California. Several key milestones in FERC’s process will likely occur over the next few months, including its issuance of a Draft Environmental Impact Statement for public comment.

After evaluating the ideas presented at the cooperative conservation listening sessions and with the additional information on key issues available to us this fall, we propose scheduling a meeting of senior policy officials in Oregon later this year. This meeting would provide an

FIGURE 3-3. LETTER PREPARED FOR SECRETARY’S SIGNATURE

opportunity to consider improvements to current management coordination frameworks and on-the-ground actions, helping to ensure a commitment to comprehensive long-term solutions to the Basin's multi-faceted problems.

I thank you for your interest and efforts to seek a fair resolution of the Klamath Basin's complex issues.

Sincerely,

DIRK KEMTHORNE

cc: The Honorable Carlos Gutierrez, Secretary of Commerce
The Honorable Mike Johanns, Secretary of Agriculture
James L. Connaughton, Chairman, Council on Environmental Quality

FIGURE 3-3. SECOND PAGE OF LETTER FOR SIGNATURE OF SECRETARY



United States Department of the Interior

OFFICE OF THE SECRETARY
Washington, D.C. 20240

The Honorable Nick J. Rahall, II
Chairman, Committee on Natural Resources
House of Representatives
Washington, D.C. 20510

Dear Mr. Chairman:

Thank you for your letter of September 15, 2007, to Secretary Kempthorne regarding the proposed revisions to the Federal Manual for Identifying and Delineating Jurisdictional Wetlands.

We had hoped 2 weeks would be sufficient to provide for the necessary coordination among the National Park Service, the Fish and Wildlife Service, the Bureau of Reclamation, the Bureau of Indian Affairs, and the Bureau of Land Management in order to respond to your questions. However, we have not been able to meet this time frame. Due to the number of bureaus involved, requirement for regional input and Department processing, we now anticipate responding to your request by December 16.

Thank you for your continuing interest in the Department of the Interior. If we can be of further assistance, please feel free to contact me.

Sincerely,

Matt Eames
Director of Congressional and
Legislative Affairs

FIGURE 3-4. CONGRESSIONAL INTERIM LETTER



THE SECRETARY OF THE INTERIOR
WASHINGTON

The Honorable James M. Inhofe
Ranking Minority Member
Committee on Environment and Public Works
United States Senate
Washington, D.C. 20510

Dear Mr. Inhofe:

As required by Public Law 100-478, I am pleased to enclose the annual report compiled by the U.S. Fish and Wildlife Service on reasonably identifiable expenditures for the conservation of endangered and threatened species by Federal and State agencies.

Sincerely,

DIRK KEMPTHORNE

Enclosure

The Honorable Don Young
Ranking Minority Member
Committee on Natural Resources
House of Representatives
Washington, D.C. 20515

Dear Mr. Young:

**FIGURE 3-5. LETTERS TO RANKING MINORITY MEMBERS/
HOUSE AND SENATE**

**ADDRESSES FOR CORRESPONDENCE TO THE INTERIOR APPROPRIATIONS
SUBCOMMITTEES:**

The House of Representatives' address is:

The Honorable Norman D. Dicks
Chairman, Subcommittee on Interior, Environment
and Related Agencies
Committee on Appropriations
House of Representatives
Washington, D.C. 20515

Dear Mr. Chairman:

Always send an original letter to the Ranking Minority Member:

The Honorable Todd Tiaht
Ranking Minority Member

Dear Mr. Tiaht:

The Senate's address is:

The Honorable Dianne Feinstein
Chairman, Subcommittee on Interior
and Related Agencies
Committee on Appropriations
United States Senate
Washington, D.C. 20510

Dear Madam Chairman:

Always send an original letter to the Ranking Minority Member:

The Honorable
Ranking Minority Member

Dear Senator :

In the last paragraph on each original letter, write a similar letter is being sent to the other three Members.

**FIGURE 3-6. ADDRESSES FOR APPROPRIATION COMMITTEES
AND THE RANKING MINORITY MEMBERS**

CHAPTER 4 - WHITE HOUSE REFERRALS

4-1. **GUIDANCE FOR PREPARING AND PROCESSING RESPONSES TO WHITE HOUSE REFERRALS.** White House Referrals are letters we receive that were originally sent to the President and Vice President of the United States, and the First Lady. The White House sends the letters to the Department of the Interior through ExecSec for response, for appropriate action, or for information. ExecSec assigns the signature level and due date (9 working days from receipt in ExecSec per the White House).

4-2. **INTERIM REPLIES.** You may send interims for White House Referrals. See Chapter 2, Procedures for Preparing Letters, for specific guidance and signature levels.

ExecSec **MUST** receive two sets of the interim response. A set consists of copies of the interim, ExecSec tasking profile, and the White House Referral with the incoming letter.

ExecSec sends one copy of the interim to the White House and retains one copy for their file. They use copies to update their records and assign the new due date. If we do not provide copies of interims to ExecSec, the controlled correspondence goes on the White House and ExecSec's overdue lists.

4-3. **PAPER WASTE REDUCTION.** The following breakdown shows the minimum copies required for a letter ready for signature:

Director	Original, enclosure(s) ExecSec (2 sets) Service surname copy
Regional Director/ CNO Manager	As established by Region/CNO ExecSec (2 sets) CCU
Assistant Secretary	Original, enclosure(s) Yellow surname ladder ExecSec (2 sets) Service surname copy
Secretary	Original, enclosure(s) Yellow surname ladder ExecSec (2 sets) Service surname copy

4-4. **OPENING SENTENCE.** The opening sentence must say that we are responding on behalf of the President, Vice President, or First Lady. These examples are based on the signature level as follows:

Director or Regional Director/CNO Manager:

President [name] asked the U.S. Fish and Wildlife Service to respond to your letter of (date) regarding _____.

Thank you for your letter of (date) to President [name] supporting _____.

Your letter dated ____ to President [name] concerning ____ has been referred to the U.S. Fish and Wildlife Service for a response.

When an identical letter has been sent to the President and the Secretary (or the Director):

Your letters dated ____ to President [name] and Secretary [name] have been referred to the U.S. Fish and Wildlife Service for response.

Assistant Secretary:

President [name] asked the Department of the Interior to respond to your letter of (date) opposing _____ .

Thank you for your letter of (date) to President [name] concerning _____.

Your letter dated ____ to President [name] supporting ____ has been referred to the Department of the Interior for a response.

When an identical letter has been sent to the President and the Secretary (or the Assistant Secretary):

President [name] and Secretary [name] asked me to respond to your letters of (date) regarding _____.

Secretary:

President [name] asked me to respond to your letter of (date) concerning _____.

When an identical letter has been sent to the President and the Secretary:

Thank you for your letters of (date) to President [name] and me regarding _____.

4-5. **FINAL MAILING.** Following are instructions for mailing the signed response:

- a. Washington Office. CCU will send the original, enclosure (if any), envelope, and ExecSec copies (2) to ExecSec for mailing. The original White House Referral (blue) and incoming **MUST** be included in one set.
- b. Regional Office/CNO. Responses signed at the Regional/CNO level CAN be mailed. CCU will hold the original White House Referral (blue) and incoming until the signed response has been sent to CCU through the DTS. CCU will then provide the necessary copies to ExecSec to send to the White House.

4-6. **DRAFT FOR SIGNATURE OF WHITE HOUSE STAFF.** When the White House requests a draft for White House staff to sign, the White House decides who and if the letter will be signed. We type the draft response on plain white paper with the text double spaced. Regions/CNO may need to provide a draft to the Washington Office.

THESE REQUESTS CANNOT BE SIGNED BY REGIONAL DIRECTORS OR THE CNO MANAGER.

The draft response will respond for the President and not on behalf of the Service or the Department of the Interior.

- a. Transmittal Memorandum. You write a memorandum to send the draft response to the White House from the Director through the Assistant Secretary. This memorandum does not require Department surnames. Following is a sample transmittal memorandum.

Memorandum

To: [Name], Agency Liaison
The White House

Through: Assistant Secretary for Fish and Wildlife and Parks

From: Director

Subject: White House Referral # ____ from ____ regarding ____.

NOTE: The format above is based on the signature of the Director. You may adjust this format according to the signature level required. See appropriate chapter according to the required signature level.

All drafts provided to the White House for signature **MUST** go through the Assistant Secretary for Fish and Wildlife and Parks.

- b. Body of Memorandum. The text of the memorandum should be short, simple, and to the point.

Following is sample text:

The subject White House Referral requested a draft response be prepared for the signature of White House staff. The attached draft was prepared by the Fish and Wildlife Service for your use. Also attached is the subject Referral including the original incoming.

If you have any questions, please feel free to contact me or [_____] at 202/208-____.

- c. Attachments. Attach the draft response, the White House Referral (blue), and the original incoming to the original memorandum.

- d. Copy Requirements. Copy requirements are the same as outlined in Chapter 5 Memoranda. The exception is as follows:

Provide two complete sets to ExecSec. Each set should include a copy of the transmittal memorandum, ExecSec tasking profile, and the White House Referral with incoming letter. **NOTE:** This instruction is noted on every ExecSec tasking profile for White House Referrals.

NOTE: For White House referrals, ExecSec requires two complete sets. A set includes:

- A copy of original signed response,
- ExecSec Tasking Profile,
- Original White House Referral, and
- Incoming.

- e. ExecSec Action. After the Director and the Assistant Secretary sign the memorandum, CCU sends the original and two copies to ExecSec. ExecSec sends the original to the White House. **WASHINGTON OFFICE ONLY!**

NOTE: Do not send correspondence directly to the White House. These **MUST** go through ExecSec.

CHAPTER 5 - MEMORANDA

- 5-1. **GUIDELINES FOR MEMORANDA.** This chapter provides guidance on preparing memoranda. Use a memorandum for all official correspondence with individuals or organizations inside the Department of the Interior.
- 5-2. **STATIONERY.** Type the first page of a memorandum on the appropriate letterhead based on the following signature levels:

SIGNATURE LEVEL (Determined by "From" line)	STATIONERY
Director/Deputy Director	Fish and Wildlife Service (Washington Office)
Assistant Director	Fish and Wildlife Service (Washington Office)
Regional Director/CNO Manager	Fish and Wildlife Service (Regional Office)
Assistant Secretary	Office of the Secretary

- 5-3. **FORMAT.** See Figures 5-1 through 5-7 at the end of the Chapter.
- a. **Reference Block.** For memoranda to be signed by someone in the Service, immediately below the Department seal, flush with the left margin, type "In Reply Refer To:" followed by "FWS/preparing office acronym/DTS control number." Omit the reference block on memoranda addressed to the Secretary or Deputy Secretary.
- | | |
|--------------------------------------|--|
| In Reply Refer To:
FWS/AES/034578 | In Reply Refer To:
FWS/R3/ANRS/034579 |
|--------------------------------------|--|
- b. **"Memorandum" Line.** Type the title "Memorandum" flush with the left margin and **at least 4-5 lines** below the reference block or Department seal. The number of lines may vary between the reference block and the memorandum line in order to frame the document on the page.
- c. **"To" Line.** Type "To" flush with the left margin, two lines below the title "Memorandum." The title of the addressee begins directly under the last 'm' in Memorandum. Use the complete title of the addressee whenever possible. List multiple addresses vertically with each title beginning a new line. Indent carry-over titles two spaces.
- d. **"Attention" Line.** When applicable, the "Attention" line is part of the "To" line, and you type it immediately below the title of the addressee (see Figure 5-3).
- e. **"Through" Line.** When applicable, type the "Through" line flush with the left margin, two lines below the "To" line (see Figure 5-5). Also indent the title so it lines up with the last 'm' in Memorandum. Use the complete title of the reviewing official whenever possible. Do not use the person's name. Route all memoranda to officials in the Department through the Assistant Secretary for Fish and Wildlife and Parks.

- f. **“From” Line.** Type “From” flush with the left margin, two lines below the “To” or “Through” line. Use the complete title of the signatory. Do not use the individual’s name.
- g. **“Subject” Line.** Type “Subject” flush with the left margin, two lines below the “From” line. Describe the main issue and the requested action, if any . Do not use punctuation or capitalize articles (a, an, it, etc.). Examples:

Subject: Kesterson National Wildlife Refuge—Update

Subject: Recreational Fisheries Policy—Request for Secretarial Approval

- 1. For memoranda to the Regions/CNO or Assistant Directors requesting information within a specific time period, be sure to put the number of days the addressee(s) have to respond in parentheses in the subject line. Highlight it using a bold font. (See Figure 5-4.) Allow at least 30 days from date of the memorandum unless urgent circumstances dictate otherwise. Explain the circumstances in the Note to Reviewers.
 - 2. If a memorandum is a response to a request for information, clearly reference that request in the first line of the body of the memorandum.
- h. **Cover Memoranda (also Transmittal Memoranda).** When a letter is initiated for the signature of the Secretary (i.e., not in response to an incoming letter that is controlled by ExecSec), prepare a short cover memorandum to briefly explain the reason for the letter and to recommend or request secretarial signature. Do not include approval/disapproval signature blocks. The Secretary’s signature or refusal to sign demonstrates approval/disapproval.

NOTE: Memoranda from Regional Directors or the CNO Manager to the Secretary need a “Through” line for the Director **and** a “Through” line for the Assistant Secretary for Fish and Wildlife and Parks. Memoranda to the Assistant Secretary for Fish and Wildlife and Parks need a “Through” line for the Director.

- j. **Body of Memorandum.** The body of the memorandum begins two lines below the “Subject” line. You may number or letter subparagraphs for clarity. You cannot use an “a” without a “b” or a “1” without a “2.”
- k. **Continuation Pages.** Type the second and subsequent page numbers 1 inch from the top of the page, flush with the right margin. The text continues two lines below the page number, flush with the left margin.
- l. **Attachments.** Be sure to describe any material that accompanies a memorandum in the body of the memorandum as an attachment. Type “Attachment” or “Attachments” seven lines below the last line of the text, flush with the left margin.
- m. **Approval/Disapproval Line.** When the memorandum requests the approval of a specific action by signature, unless the memorandum is addressed to the Secretary (see section h. above), use approval and disapproval signature blocks. If the memorandum contains an attachment, begin the approval/disapproval lines two

lines below the “Attachment” notation. Be sure to include a “Date” line to show when the decision was made (see Figure 5-8 for example).

5-4. **SURNAME REQUIREMENT FOR SIGNATURE LEVELS HIGHER THAN DIRECTOR.** If the memorandum requires the signature or a decision by the Secretary, Department surnames are required from the:

- Solicitor’s Office (SOL),
- Assistant Secretary-Policy, Management and Budget (PMB), and
- Office of Congressional and Legislative Affairs (OCL).

When the document is initiated by the Service, the program office obtains the simultaneous surnames. If it is controlled by ExecSec, CCU obtains the Departmental surnames. (See Chapter 2-9.)

Surname packages are taken simultaneously to the following offices:

SOL: Room 2328 MIB (contact: Claudette Clark; telephone 202/208-6503)

PMB: Room 120 SIB (contact: Kashioka Ivey; telephone 202/208-3652)

OCL: Room 6248 MIB (contact: Carrie Richardson; telephone 202/208-7693)

5-5. **COPY REQUIREMENTS.** You have to make the same number of copies for memoranda as you do for letters. See Chapter 2, Procedures for Preparing Letters, for specific guidelines.

NOTE: When you prepare a memorandum for the signature of the Assistant Secretary to someone outside the Service, you must use a yellow surname ladder. This document becomes part of the Secretary's Official Files.

5-6. **PAPER WASTE REDUCTION.**

- When memoranda are ready for the **Director** to sign, prepare a yellow surname copy. When the original is signed and the copies stamped and dated, CCU will upload the original to DTS. If the memorandum is addressed to Service Directorate, Regional Directors and CNO, or the Washington Office Directorate, CCU will distribute the memorandum through DTS. CCU will return the original and surname copy to the initiating office for filing.
- When memoranda are ready for the **Assistant Secretary** to sign or surname, prepare an original, a yellow ladder, a yellow surname copy, and at least one white letterhead file copy. When the original is signed and the package returned, CCU will upload the original to the DTS, and return the surname copy and remaining copy(ies) to the initiating office for reproduction and distribution. It is the program offices’ responsibility to distribute the remaining file copies.



United States Department of the Interior

FISH AND WILDLIFE SERVICE
Washington, D.C. 20240



In Reply Refer To:
FWS/CCU/001234

Memorandum

To: Service Directorate

From: Director

Subject: Correspondence Procedures (**Response due 30 days from date of this memorandum**)

This is an example of a memorandum prepared for the Director's signature.

For memoranda to be signed within the Service, immediately below the Departmental seal type "In Reply Refer To:" followed by "FWS/Preparing Office Acronym/DCN Number" on the next line. Do not type a reference block on memoranda that will be signed by the Assistant Secretary or other officials within the Department. Skip four to five lines between the reference block and "Memorandum." You may make adjustments to the number of lines to balance the memorandum on the page.

Put the due date, if applicable, in the subject line in **bold**. Make sure you fully describe attachments in the body of the memorandum. Limit memoranda to one page if possible.

Adjust margins to balance the memorandum on the page. Allow at least 1 inch for the left, right, and bottom margins.

Do not type a date on correspondence. It will be entered after signature.

Attachment(s)

FIGURE 5-1. MEMORANDUM FORMAT FOR THE DIRECTOR'S SIGNATURE



United States Department of the Interior

FISH AND WILDLIFE SERVICE

Washington, D.C. 20240



In Reply Refer To:
FWS/CCU/001235

Memorandum

To: Regional Directors, Regions 1 and 4
Assistant Director - Fisheries and Habitat Conservation
Assistant Director - National Wildlife Refuge System

From: Director

Subject: Correspondence

FIGURE 5-2. MEMORANDUM WITH MULTIPLE ADDRESSES



United States Department of the Interior

FISH AND WILDLIFE SERVICE

Washington, D.C. 20240



In Reply Refer To:
FWS/AFHC/001236

Memorandum

To: Assistant Director - Budget, Planning and Human Resources
Attention: Chief, Division of Human Resources

From: Assistant Director - Fisheries and Habitat Conservation

Subject: Detail of Employee

FIGURE 5-3. MEMORANDUM WITH AN ATTENTION LINE



United States Department of the Interior

FISH AND WILDLIFE SERVICE
Washington, D.C. 20240



In Reply Refer To:
FWS/CCU/001239

Memorandum

To: Regional Directors, Regions 1-7
Manager, California/Nevada Operations Office

From: Director

Subject: Request for Comments on Secretarial Correspondence Manual
(Response due 30 days from date of this memorandum)

FIGURE 5-4. MEMORANDUM WITH A DUE DATE



United States Department of the Interior

FISH AND WILDLIFE SERVICE
Washington, D.C. 20240



Memorandum

To: Secretary

Through: Assistant Secretary for Fish and Wildlife and Parks

From: Director

Subject: Spotted Owl

FIGURE 5-5. MEMORANDUM WITH A THROUGH LINE



United States Department of the Interior

FISH AND WILDLIFE SERVICE

Washington, D.C. 20240



In Reply Refer To:
FWS/AFHC/001237

Memorandum

To: Director, National Park Service
From: Director
Subject: Request for Input Regarding the Use of Lead Weights

**FIGURE 5-6. MEMORANDUM FROM THE DIRECTOR OF THE SERVICE
TO THE DIRECTOR OF ANOTHER DEPARTMENT BUREAU**



United States Department of the Interior

FISH AND WILDLIFE SERVICE
Washington, D.C. 20240



Memorandum

To: Secretary

Through: Assistant Secretary for Fish and Wildlife and Parks

From: Director

Subject: Memorandum of Agreement Between the NOAA-Fisheries and the Department of the Interior - Request for Signature

This is an example of a transmittal memorandum to the Secretary requesting his/her signature on a document.

The body of the transmittal memorandum requests the Secretary's signature on the attached document and provides information about the document to support the Secretary's signature. Be sure to include a contact name and telephone number in the memorandum.

The document the Secretary will sign is the attachment to this memorandum. Assembly of this type of memorandum in a surname package is slightly different, however. The memorandum, with surname and copies, complete with background information as appropriate, is assembled on the left side of the folder. The letter or document for the Secretary's signature, complete with surname and copies, as appropriate, is assembled on the right side of the folder.

Attachment

FIGURE 5-7. MEMORANDUM TO THE SECRETARY REQUESTING SECRETARIAL SIGNATURE

CHAPTER 6 - BRIEFING PAPERS

- 6-1. **GUIDELINES FOR BRIEFING PAPERS.** This chapter provides guidance for preparing briefing papers. Briefing papers move information quickly to the requesting office/official. There are mandatory formats for briefing statements and scheduling requests for the Secretary. You can find detailed instructions and samples in the Briefing Paper Handbook.
- 6.2 **STATIONERY.** Use plain white paper.
- 6-3. **FORMAT.** Set the top and bottom margins at 1 inch, and the left and right margins at 1.25 inches. Use 12 point Times New Roman font.

a. Requests for Briefing Information and Decisions

There are different formats for INFORMATION and DECISION materials for the Secretary and Deputy Secretary. **We also use these forms for briefing papers we send to the Director and Assistant Secretary for Fish and Wildlife and Parks.**

Use the **INFORMATION** memorandum format (Figure 6-1) to transmit facts to the Secretary/Deputy Secretary/Assistant Secretary/Director about an issue when you do not need a decision. Limit INFORMATION memoranda to 1 page.

Use the **DECISION** memorandum format (Figure 6-2) to provide background materials and an analysis of options when you need the Secretary/Deputy Secretary/Assistant Secretary/Director to make a decision.

The following guidelines apply to both types of briefing memoranda:

- Upload all information and decision memoranda for the Secretary, Deputy Secretary, Assistant Secretary, or Director *electronically* in Microsoft Word in the Briefing Paper Database in the Data Tracking System (DTS). Assign it to the Correspondence Control Unit (CCU) for 2-Appropriate Action.
- Information and decision memoranda for the Secretary and Deputy Secretary must be from the Director (Dale Hall). List the Regional Directors/CNO Manager/Assistant Directors as the preparer (name and date prepared).
- The Regional Directors/CNO Manager/Assistant Directors must surname all information or decision memorandum their Region or Program offices develop.
- You **must** send information memoranda related to a scheduled meeting for the Secretary or Deputy Secretary to the Director's office through CCU and the appropriate Assistant Director by 9 a.m. ET *3 days before the scheduled meeting*. Upload the information memorandum *electronically* in Microsoft Word in the Briefing Paper Database in DTS. Assign it to CCU for 2-Appropriate Action. It is important that you meet this deadline because CCU must meet the Department's requirement to send these materials to the Deputy Chief of Staff by 9 a.m. the day before the meeting.

- If you require a decision from an official above the Director, you must upload the decision memorandum to the Briefing Paper Database in DTS and route it to CCU 2 weeks before you need the decision. CCU will route it to the Director's office. The Director's office may request additional information or schedule a briefing on the issue and will coordinate the Assistant Secretary's surname.
- Do not submit large briefing books for the Secretary unless you are asked to.
- Be concise and proofread your work.

(DATE)

INFORMATION MEMORANDUM FOR THE SECRETARY

FROM:

TELEPHONE #:

SUBJECT:

I. SUMMARY

(Three (3) sentences or less)

II. DISCUSSION

(Please be concise)

PREPARED BY: _____ **DATE:** _____

(Information Memoranda should not raise issues for decision)

FIGURE 6-1. INFORMATION MEMORANDUM FORMAT

(DATE)

DECISION MEMORANDUM FOR THE SECRETARY

FROM:

TELEPHONE #:

SUBJECT:

I. STATEMENT OF THE ISSUE

II. BACKGROUND

(Please be concise)

III. OPTIONS

(Must include at least two (2) options)

IV. PRO/CON ANALYSIS

(Include a discussion of key constraints)

V. RECOMMENDATION

VI. SECRETARIAL DECISION

Option 1 ____ Option 2 ____ Further Discussion ____

PREPARED BY: _____ **DATE:** _____
(See 301 DM 1 for further information)

FIGURE 6-2. DECISION MEMORANDUM FORMAT

b. Requests for Secretarial Attendance at a Meeting or Event

There are several requirements when you request the Secretary, Deputy Secretary, Assistant Secretary, and Director to attend meetings and events. Upload scheduling requests and meeting information *electronically* in Microsoft Word format in DTS. Route it to CCU.

Use the **PROPOSED EVENT/MEETING** format (Figure 6-3) to request time on the Secretary or Deputy Secretary's calendar for a meeting or an event.

- Never confirm the Secretary or Deputy Secretary's attendance at a meeting without a direct response from the Department's Scheduling Office or the Secretary's personal assistant.
- The Director's office will review and approve all scheduling requests for the Secretary and Deputy Secretary.
- Regional Directors, CNO Manager, and Assistant Directors must surname all scheduling requests submitted by their Region/CNO or Program.
- Write a general overview of the proposed meeting or event.
- When you are requesting participation by the Secretary or Deputy Secretary, the request memorandum must be from the Director.
- DO NOT identify a Department of the Interior point of contact (POC) (*leave blank*).
- Identify *two* Organization/Scheduling POCs:
 - ▶ 1) The Assistant Director, Regional Director, or CNO Manager, and
 - ▶ 2) An individual who the Department can contact directly for information about the meeting or event.
- If available, identify an Event Location POC. This should be someone who will be at the event site or can answer specific questions about the venue.
- It is important to identify people in the Department who could step in as substitutes when proposing a meeting or event. Provide courtesy copies of the requests to the Offices of the Deputy Secretary or other Department officials you name as potential substitutes.
- Provide as much information as possible about the sequence of events.
- Upload your proposed event/meeting *electronically* in Microsoft Word in the Briefing Paper Database in DTS. Route it to CCU.

DOI SECRETARIAL EVENT or MEETING PROPOSAL

TODAY'S DATE:

TO: Scheduler to the Secretary

FROM: *Your name*
Your phone number: (office, cell and home)
Your email
Your organization

REQUEST: *Title of Event and the Secretary's role*

OFFICIAL OR POLITICAL (Please Underline and Bold what type of event this is)

PURPOSE: *What is the purpose of the Secretary's participation? Please include a short history of DOI involvement (if any) and a brief background of the group requesting Secretarial participation.*

RECOMMENDATION: *To be completed by DOI officials only: Please state your name, title, and whether you recommend that the Secretary participate in this event*

EVENT DATE: *Month, Day, Year*

EVENT TIME: *Start time – End time*

Proposed time of Secretarial participation:

If this time does not work for the Secretary, are there any options?

LOCATION: *The building name, address, room number, city, county, state*

If the event is outside of the Washington DC area:

What is the closest airport?

How far is the airport from the event location?

In whose Congressional District will the meeting take place? Who are the U.S. Senators?

REMARKS: *If the Secretary is expected to give prepared remarks:*

Topic of remarks:

Length of remarks:

Who is the audience:

FIGURE 6-3. PROPOSED EVENT/MEETING FORM

ATTENDEES: *Number of people expected to attend the event*

PARTICIPANTS: *List the names and titles of the people participating in the meeting with the Secretary. Include the names of any other speakers and DOI officials that are asked to participate.*

EVENT OUTLINE: *Please provide the sequence of events. For example: 15 minutes of briefing for the Secretary, 10 minutes of Q&A and 3 minutes for a photo.*

PRESS: *Indicate Open or Closed to Press; Live or Taped; Local, Regional or National media. TV, Radio, Type of print. Is anyone asking for interviews?*

POSSIBLE SURROGATE: *If the Secretary is unavailable, is there another DOI official whom you would like to have attend?*

EVENT CONTACT: *Persons responsible for answering policy and logistics questions about the meeting.*

Department of the Interior POC

office:

cell:

e-mail:

Organization / Scheduling POC

office:

cell:

e-mail:

Event Location POC

office:

cell:

e-mail:

NOTES:

FIGURE 6-3. CONTINUED

FOR THE OFFICE OF SCHEDULING AND ADVANCE TRACKING PURPOSES ONLY:

___ ACCEPT ___ REGRET ___ PENDING

IF CONFIRMED, DATE AND TIME: _____

Briefing Officer _____ Photographer Needed _____

Briefing Paper Due _____ Advanced Assigned _____

Speechwriter Assigned _____ Approved Event Form Sent _____

Speech Due for Comments _____ Approved Event Form Received _____

Recommendation:

Surrogated to:

ACTION ITEMS:

FIGURE 6-3. CONTINUED

- c. Use the **MEETING** form (Figure 6-4) or the **APPROVED EVENT** form (Figure 6-5) to provide information about the requested meeting or event.
- Each time slot scheduled on the Secretary's schedule must have a **MEETING** form.
 - The **MEETING** form should clearly state the purpose of the meeting, who will be in attendance, and provide complete up-to-date information on the issue or topic.
 - Please be sure to include information about the other people who will be attending Secretarial meetings, briefings, and events. If you do not know who will be there, contact the meeting or event organizer and find out so that you can include it.
 - If necessary, your office(s) may be asked to *update* the **MEETING** and **APPROVED EVENT** information.

To meet the Department's short timetables for submitting all documentation once a meeting or event is scheduled, prepare and upload to DTS both the **PROPOSED MEETING/EVENT** request and the **MEETING** and **APPROVED EVENT** forms *electronically* in Microsoft Word. Route them to CCU.

HEADING

(DATE)
(LOCATION)
(TIME)

FROM:

I. PURPOSE

II. BACKGROUND

(Briefly state relevant context in which meeting arises, issues of special concern to parties, as appropriate, etc.)

III. PARTICIPANTS

(List)

IV. PRESS PLAN

(Specify press coverage, photo opportunity, no coverage, etc.)

V. SEQUENCE OF EVENTS

(Outline meeting agenda)

VI. MESSAGES AND ANSWERS

(Include messages the Secretary should convey; provide Q&As that the Secretary should anticipate)

PREPARED BY: _____ **DATE:** _____

FIGURE 6-4. MEETING FORM

Approved Event Information Form

Please provide the following information and return this form by email to the Office of Scheduling & Advance. Thank you!

PLEASE NOTE: All materials that use the Secretary's name and all press releases/media advisories must be approved by the Department of the Interior in advance.

TODAY'S DATE:

DATE OF EVENT:

FROM: *Your name*
 Your organization
 Your phone number: (office, cell and home)
 Your email

EVENT: *What is the title of the event?*
 What is the date and time of the event?

EVENT SPONSORS:

LOCATION DETAILS:

Please list the physical address, telephone number, and fax number of the event site, as well as the name of the room in which the event will be held.

County?

What is the best entrance to the event site? Is this the same entrance the public is using? If so, is there another option available?

Who will be meeting/greeting the Secretary upon his/her arrival and where exactly will he/she be met (escorted from the curb, meeting escort at concierge desk, etc)?

Is there a holding/prep room for him/her to wait in or use if necessary before appearing at the event? Is there a restroom in it, or where is the nearest?

FIGURE 6-5. APPROVED EVENT FORM

ROOM DETAILS:

Is there a podium? Yes/No.

Is there a microphone? Yes/No.

Will there be a stage? Yes/No.

Describe the backdrop: Will there be any logos on the stage, behind the stage, or on the podium? If so, what are they?

What is the set up of the room? Round tables, Conference style, etc. Do you have any pictures or diagrams of the room that you could send in advance?

Where will the Secretary be seated?

REMARKS:

Are you requesting the Secretary to speak? Yes/No.

If so, how long should the remarks be and what topic should they be on?

Who is the audience?

Will the Secretary need a speech or just talking points?

Who is the best point of contact should our speechwriter have any questions?

PERSON INTRODUCING THE SECRETARY:

Name of person introducing the Secretary

*Does the above person hold **any** official position or designation within a political party? If so, please list. If not, write, "This individual holds no position." If biography is available, please forward it as well.*

OTHER PARTICIPANTS IN THE PROGRAM:

List all other speakers, emcees, awardees, participants, etc., involved in the program with their titles.

Are any other DOI officials invited or participating? If so, please list with titles.

TABLE LIST:

If the Secretary will be staying for a meal, please list all individuals who will be seated with the Secretary. Please include official positions and titles. If biographies are available, please forward them as well.

FIGURE 6-5. CONTINUED

ATTENDEES:

How many people are expected?

Do you have a list of VIPs who will be in attendance?

How many people are confirmed guests?

When will a solid number be available?

What is the max capacity of the room?

EVENT LINE-BY-LINE:

(Program with timing)

ATTIRE:

Formal, business, casual, outdoors, etc.

COST OF MEAL, ETC:

List the value of the meals, the price of the event ticket, or value of any memorabilia, etc., that will be presented to the Secretary. No gifts or honorariums, please, due to ethics restrictions. Consider all expenditures that the solicitor/ethics office may need to review.

PRESS POINT OF CONTACT:

Is this an open or closed press event?

Is there a PR firm for the event, or a press point of contact?

What is their phone number/fax number/email?

PRESS CONFERENCE:

Is there a press conference scheduled? If so, what time?

Is it in the same room as the event? If not, where is it?

What is the backdrop? Logos, banners, flags, etc?

Is there a podium sign or seal? If so what is it?

Will a multi-feed audio box be available for the media? Yes/No

Is there sufficient lighting in the room? Yes/No

FIGURE 6-5. CONTINUED

SECURITY POC:

Who should the Secretary's security detail contact if they have any questions?

Name

Organization

Phone number: (office, cell and home)

E-mail

FIGURE 6-5. CONTINUED

d. Requests for Telephone Calls by the Secretary

Use the **TELEPHONE CALL** form (Figure 6-6) in those instances where we recommend the Secretary place a call to an individual, group, organization, or Member of Congress, etc.

- Upload your request for the Secretary to conduct a telephone call *electronically* in Microsoft Word to DTS. Route it to CCU.

TELEPHONE CALL - Format

RECOMMENDED TELEPHONE CALL

- TO:** Name and telephone number of person you recommend be called.
(Brief identifying information when you suspect name will be unfamiliar to the Secretary.)
- DATE:** Date the Secretary should make the call.
- RECOMMENDED BY:** Your name and telephone number, and if recommendation has concurrence of another staff member, so state.
- PURPOSE:** Preferably one sentence; two at most.
- BACKGROUND:** Whatever background information you feel will be helpful to the Secretary. Usually 3-4 short sentences will suffice to set the stage and give substance to talking points. Also, make sure that no letter has been sent by Correspondence for same purpose as the call and so indicate by stating this in the background.
- TALKING POINTS:**
- 1.
 - 2.
 3. (The specific points you recommend be made during the conversation.)
 - 4.

PREPARED BY: _____ **DATE:** _____

ACTION: _____

FIGURE 6-6. TELEPHONE CALL FORM

APPENDIX A - CORRESPONDENCE CHECKLIST

1. Stationery. Is letter/memorandum prepared on the correct letterhead with appropriate envelope? (Chapters 2-5)
2. Reference Block. Is “In Reply Refer To” typed on letters or memoranda for the Director’s signature? Is it omitted on letters or memoranda for signature of the Assistant Secretary, Deputy Secretary, and Secretary? (Chapters 2 and 5)
3. Date. Is the date omitted? (Chapter 2).
4. Address. (Chapters 2-4 and Appendix B)
 - a. Are name, title, and address correct?
 - b. Is the address five lines or less?
 - c. Is the name of the State spelled out?
 - d. Is the zip code correct?
5. Salutation. Is the salutation correct? (Chapters 2-4 and Appendix B)
6. Body. (Chapter 2)
 - a. Is the letter written in a clear, concise manner and limited to one page?
 - b. Are needless words and information omitted?
 - c. Are grammar and punctuation correct?
 - d. Are margins correct?
 - e. If a second page is required, are at least two full lines of text carried over?
 - f. Are the name of the addressee and page number on the succeeding page(s)?
7. Complimentary Close. Is complimentary close correct and typed two lines below the last line of letter and to the right of the page’s center? (Chapter 2 and Appendix B)
8. Signature Block. Is the appropriate signature block used? (Chapter 2)
9. Enclosure/Attachment Notation. If an enclosure/attachment is identified in the text, is the enclosure/attachment notation typed on the letter or memorandum? “Enclosure” is used for a letter; “Attachment” for a memorandum. Is the notation placed correctly on the page? (Chapters 2-5)
10. Copies. Are the appropriate acronyms (office initials) and mail stops on the distribution list correct? Are the correct number of copies included (Paper Work Reduction)? Is a copy of the incoming and appropriate control sheet(s) included? (Chapters 2-5)
11. Identification of Preparing Office. Are office acronyms (initials), author’s name, typist’s initials, date typed, telephone number, DCN and ExecSec control numbers, if any, listed on copies? (Chapter 2)
12. Assembly. Is the signature package assembled correctly? (Chapter 2 and Appendix C)
13. Surnames. Have appropriate surnames been obtained? (Chapter 2)

14. Form Letter. Did you attach a copy of a signed and dated response to the left-hand side of folder?
15. Note to Reviewers. Did you provide special instructions or explanations with a Note to Reviewers? Is the note attached on top on the left side of the folder?

APPENDIX B. MODELS OF ADDRESS

These are the conventional models of address for the Federal Government. Use them as patterns for other addresses. They may be varied under certain circumstances. For example, “The Honorable” may be replaced by a title, such as “General,” “Dr.,” or “His Excellency,” as appropriate. All Presidential appointees and Federal and State elected officials are addressed as “The Honorable.” As a general rule, do not address county and city officials, except mayors, as “The Honorable.” People once entitled to the title “Governor,” “Judge,” “General,” “The Honorable,” “Senator,” “His Excellency,” or a similar distinctive title, may retain the title throughout their lifetimes.

Only titles for men are shown in the examples of salutations. When a woman occupies the position, the title “Madam” is substituted for “Mr.,” before such formal terms as “President,” “Vice President,” “Chairman,” “Secretary,” “Ambassador,” and “Minister.” Use the title “Senator” for a female Member of the Senate.

Observe the following general rules when addressing communications to individuals by name and/or title:

1. Spell out all titles in the address, except “Dr.,” “Mr.,” “Mrs.,” and “Ms.” Do not use two titles with the same meaning with one name. For example, do not use “Dr.” and “M.D.” with the same name.
2. When unsure if a female is “Miss” or “Mrs.,” use “Ms.”
3. If you do not know if the addressee is a man or woman, omit the title. For example, use “Leslie Doe” in the address line and “Dear Leslie:” as the salutation.
4. Use the courtesy title of Mr., Mrs., or Ms. in the address, unless otherwise indicated.

CORRECT

Mr. Lloyd White
President

Lloyd White, President

Dr. Paul White

Paul White, M.D.

The Honorable M. Jodi Rell
Governor of Connecticut
Hartford, Connecticut 06106

WRONG

Mr. Lloyd White, President

Dr. Paul White, M.D.

Honorable M. Jodi Rell
Governor of Connecticut
State Capitol
Hartford, Connecticut 06106

MODELS OF ADDRESS

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION AND COMPLIMENTARY CLOSE
The President	The President The White House Washington, DC 20500	Dear Mr. President: Respectfully,
Wife of the President	Ms. (full name) The White House Washington, DC 20500	Dear Ms. (surname): Sincerely,
Assistant to the President	The Honorable (full name) Assistant to the President The White House Washington, DC 20500	Dear Mr. (surname): Sincerely,
Former President	The Honorable (full name) (local address)	Dear President (surname): Sincerely,
The Vice President	Formal: The Vice President United States Senate Washington, DC 20510	Dear Mr. Vice President: Sincerely,
	Informal: The Honorable (full name) The Vice President of the United States	Dear Mr. Vice President: Sincerely,
The Chief Justice	The Chief Justice of the United States The Supreme Court of the United States Washington, DC 20543	Dear Mr. Chief Justice: Sincerely,
Associate Justice	Mr. Justice (surname) The Supreme Court of the United States Washington, DC 20543	Dear Mr. Justice: Sincerely,
President of the Senate	The Honorable (full name) President of the Senate Washington, DC 20510	Dear Mr. President: Sincerely,

ADDRESSEE

**ADDRESS ON LETTER
AND ENVELOPE**

**SALUTATION AND
COMPLIMENTARY CLOSE**

.....
United States Senator

The Honorable (full name)
United States Senate
Washington, DC 20510

Dear Senator (surname):
Sincerely,

Local Address:
The Honorable (full name)
United States Senator
(local address)

.....
United States Representative

The Honorable (full name)
House of Representatives
Washington, DC 20515

Dear Mr. (surname):
Sincerely,

Local Address:
The Honorable (full name)
Member, United States House
of Representatives
(local address)

(check to find out preferred
title for a Congresswoman)

.....
Committee Chairman

The Honorable (full name)
Chairman, Committee on (name)
United States Senate
Washington, DC 20510
OR
The Honorable (full name)
Chairman, Committee on (name)
House of Representatives
Washington, DC 20515

Dear Mr. Chairman:
Sincerely,

Dear Mr. Chairman:
Sincerely,

.....
Committee Chairwoman

The Honorable (full name)
Chairman, Committee on (name)
United States Senate
Washington, DC 20510
OR
The Honorable (full name)
Chairwoman, Committee on (name)
House of Representatives
Washington, DC 20515

Dear Madam Chair:
Sincerely,

Dear Madam Chair:
Sincerely,

ADDRESSEE

**ADDRESS ON LETTER
AND ENVELOPE**

**SALUTATION AND
COMPLIMENTARY CLOSE**

.....
Subcommittee Chairman

The Honorable (full name)
Chairman, Subcommittee on (name)
Committee on (name)
United States Senate
Washington, DC 20510

Dear Mr. Chairman:
Sincerely,

OR

The Honorable (full name)
Chairman, Subcommittee on (name)
Committee on (name)
House of Representatives
Washington, DC 20515

Dear Mr. Chairman:
Sincerely,

.....
Subcommittee Chairwoman

The Honorable (full name)
Chairwoman, Subcommittee on (name)
Committee on (name)
United States Senate
Washington, DC 20510

Dear Madam Chair:
Sincerely,

OR

The Honorable (full name)
Chairwoman, Subcommittee on (name)
Committee on (name)
House of Representatives
Washington, DC 20515

Dear Madam Chair:
Sincerely,

.....
Ranking Minority-
Full Committee

The Honorable (full name)
Committee on (name)
United States Senate
Washington, DC 20510

Dear Senator (surname):
Sincerely,

OR

The Honorable (full name)
Committee on (name)
House of Representatives
Washington, DC 20515

Dear Mr. (surname):
Sincerely,

.....
Ranking Minority-
Subcommittee

The Honorable (full name)
Subcommittee on (name)
Committee on (name)
United States Senate
Washington, DC 20510

Dear Senator (surname):
Sincerely,

OR

The Honorable (full name)
Subcommittee on (name)
Committee on (name)
House of Representatives
Washington, DC 20515

Dear Mr. (surname):
Sincerely,

ADDRESSEE

**ADDRESS ON LETTER
AND ENVELOPE**

**SALUTATION AND
COMPLIMENTARY CLOSE**

.....
Republican Vice Chairman-
Full Committee

The Honorable (full name)
Republican Vice Chairman
Committee on (name)
United State Senate
Washington, DC 20510
OR

Dear Mr. Vice Chairman:
Sincerely,

(Note: When incoming is signed
as Republican Vice Chairman,
rather than Ranking Minority
Member, these forms of address
will be used.)

The Honorable (full name)
Republican Vice Chairman
Subcommittee on (name)
Committee on (name)
House of Representatives
Washington, DC 20515

Dear Mr. Vice Chairman:
Sincerely,

.....
Speaker of the House
of Representatives

The Honorable (full name)
Speaker of the House
of Representatives
Washington, DC 20515

Dear Mr. Speaker:
Sincerely,

.....
Cabinet Members (Secretary)

The Honorable (full name)
Secretary of (name of the Department)
Washington, DC XXXXX

Dear Mr. Secretary:
Sincerely,

The Honorable (full name)
Postmaster General
Washington, DC 20260

Dear Mr. Postmaster General:
Sincerely,

The Honorable (full name)
Attorney General
Washington, DC 20530

Dear Mr. Attorney General:
Sincerely,

.....
Deputy Secretaries,
Under Secretaries
or Assistant Secretaries

The Honorable (full name)
Deputy Secretary of (name
of the Department)
Washington, DC XXXXX

Dear Mr. (surname):
Sincerely,

The Honorable (full name)
Under Secretary of (name
of the Department)
Washington, DC XXXXX

Dear Mr. (surname):
Sincerely,

The Honorable (full name)
Assistant Secretary of (name
of the Department)
Washington, DC XXXXX

Dear Mr. (surname):
Sincerely,

ADDRESSEE

**ADDRESS ON LETTER
AND ENVELOPE**

**SALUTATION AND
COMPLIMENTARY CLOSE**

.....
Heads of Independent Offices
and Agencies

The Honorable (full name)
Comptroller General of the
United States
General Accounting Office
Washington, DC 20548

Dear Mr. (surname):
Sincerely,

The Honorable (full name)
Chairman, (name of Commission)
Washington, DC XXXXX

Dear Mr. Chairman:
Sincerely,

The Honorable (full name)
Director, Office of Management
and Budget
Washington, DC 20503

Dear Mr. (surname):
Sincerely,

.....
Librarian of Congress

The Honorable (full name)
Librarian of Congress
Library of Congress
Washington, DC 20540

Dear Mr. (surname):
Sincerely,

.....
Public Printer

The Honorable (full name)
Public Printer
U.S. Government Printing Office
Washington, DC 20401

Dear Mr. (surname):
Sincerely,

.....
American Consul General or
American Consul

(Full name)
American Consul General (or
American Consul)
(City), (Country)

Dear Mr. (surname):
Sincerely,

.....
Foreign Ambassador in the
United States

His Excellency (full name)
Ambassador of (Country)
(local address)

Formal: Excellency:
Very truly yours,

Informal: Dear Mr. Ambassador:
Sincerely,

.....
United States Representative
to the United Nations or
Organization of American
States

The Honorable (full name)
United States Representative
to the United Nations (or
Organization of American
States)
(local address)

Formal: Sir:
Very truly yours,

Informal: Dear Mr. Ambassador:
Sincerely,

ADDRESSEE

**ADDRESS ON LETTER
AND ENVELOPE**

**SALUTATION AND
COMPLIMENTARY CLOSE**

.....
Governor of State

The Honorable (full name)
Governor of (name of State)
(City), (State) XXXXX

Dear Governor (surname):
Sincerely,

.....
Lieutenant Governor

The Honorable (full name)
Lieutenant Governor of (name of State)
(City), (State) XXXXX

Dear Mr. (surname):
Sincerely,

.....
State Senator

The Honorable (full name)
(name of State) Senate
(City), (State) XXXXX

Dear Mr. (surname):
Sincerely,

.....
State Representative,
Assemblyman,
or Delegate

The Honorable (full name)
(name of State) House of Representatives
(or Assembly or House of Delegates)
(City), (State) XXXXX

Dear Mr. (surname):
Sincerely,

.....
Member, State Fish
and Wildlife Agency

Mr. (full name)
Director, (name of Department)
(local address)

Dear Mr. (surname):
Sincerely,

(Note: Appropriate title should
be used—some States use
“Director,” “Secretary,”
“Executive Director”, etc.)

.....
Mayor

The Honorable (full name)
Mayor of (name of City)
(City), (State) XXXXX

Dear Mayor (surname):
Sincerely,

.....
President of a Board
of Commissioners

The Honorable (full name)
President, Board of Commissioners
of (name of City)
(City), (State) XXXXX

Dear Mr. (surname):
Sincerely,

.....
President of College
or University

Dr. (full name)
President, (name of institution)
(local address)

Dear Dr. (surname):
Sincerely,

.....
Dean of a School

Dean (full name)
School of (name)
(name of institution)
(local address)

Dear Dean (surname):
Sincerely,

ADDRESSEE	ADDRESS ON LETTER AND ENVELOPE	SALUTATION AND COMPLIMENTARY CLOSE
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..... Professor	Professor (full name) Department of (name) (name of institution) (local address)	Dear Professor (surname): Sincerely,
..... Physician	(full name), M.D. (local address)	Dear Dr. (surname): Sincerely,
..... Lawyer	Mr. (full name) Attorney at Law (local address)	Dear Mr. (surname): Sincerely,
..... Judge	Honorable (full name) (local address)	Dear Judge (surname): Sincerely,
..... Two or more Men	Mr. (full name) and Mr. (full name)* (local address)	Gentlemen: Sincerely,
..... Two or more Women	Ms. (full name) and Ms. (full name)* (local address)	Gentlewomen: Sincerely,
..... One Woman and One Man	Ms. (full name) and Mr. (full name)* (local address)	Dear Ms. (surname) and Mr. (surname): Sincerely,
..... Service Personnel	(Full grade, name, and abbreviation of service designation) (Retired is added if applicable) (title and organization) (local address)	Dear (grade) (surname): Sincerely,

.....
*You may address a letter to two or more people as illustrated, or you may choose to address the letter to only one of them when the other is mentioned by name in the opening paragraph or when the other is being furnished an identical letter.

APPENDIX C. QUICK REFERENCE FOR PACKAGE ASSEMBLY

LEFT SIDE	RIGHT SIDE
Director Signature	
Note to Reviewers, if necessary Original DOI tasking profile and incoming Original draft from Division or Region/CNO Background material, if any	Original FWS letterhead and envelope (include appropriate mailstop designation on envelope) FWS yellow surname copy 1 copy (consists of letterhead copy (list all cc's), DTS sheet, DOI tasking profile, and incoming)
ExecSec Drafts/Simultaneous Surname	
Note to Reviewers, if necessary Original DOI tasking profile and incoming Original draft from Division or Region/CNO Recent signed correspondence on same subject, if any	FWS yellow surname copy Secretary's yellow ladder surname (DO NOT STAPLE) 1 copy of DOI tasking profile and incoming
Finals - Secretary Signature	
Note to Reviewers, if necessary Original DOI tasking profile and incoming Original draft from Division or Region/CNO	Original Secretary of the Interior letterhead and envelope (include appropriate mailstop designation on envelope) Secretary's yellow ladder surname with surnames transposed (handwritten or typed), staple all original simultaneous surnames, and copy of enclosure FWS surname set (includes copies of ladder and simultaneous surnames, internal drafts, original draft, DTS sheet, DOI tasking profile and incoming) 1 copy original letterhead (list all cc's), Secretary's ladder and simultaneous surnames, DOI tasking profile and incoming
Finals - Assistant Secretary for Fish and Wildlife and Parks	
Note to Reviewers, if necessary Original DOI tasking profile and incoming Original draft from Division or Region/CNO	Original Office of the Secretary letterhead and envelope Secretary's yellow ladder surname with surnames transposed (handwritten or typed), staple all original simultaneous surnames and copy of enclosure FWS surname set (includes copies of ladder and simultaneous surnames, internal drafts, original draft, DTS control slip, DOI tasking profile and incoming) 1 copy original letterhead (list all cc's), Secretary's ladder and simultaneous surnames, DOI tasking profile and incoming
Outside/Top of Folder	
Original FWS Document Tracking Control Slip	