

CHAPTER 2. PROCEDURES FOR PREPARING LETTERS

- 2-1. **GENERAL GUIDELINES.** This chapter provides guidelines for preparing correspondence for the signature of the Director, Assistant Secretary, Deputy Secretary, and Secretary.
- a. Correspondence will be thoroughly reviewed by the Assistant Directors' offices **before** forwarding to the Correspondence Control Unit (CCU). A correspondence checklist for use by typists and reviewers is located at Appendix A.
 - b. The following references will be used for the preparation of correspondence:
 1. Fish and Wildlife Service Correspondence Handbook
 2. Secretarial Correspondence Bulletins
 3. Government Printing Office *Style Manual*
 4. *The Gregg Reference Manual*
 5. Dictionary
 - c. Acronyms (INITIALS) will be kept to a minimum. Spell out the Department of the Interior and thereafter refer to the Department; spell out the Fish and Wildlife Service and thereafter refer to the Service; spell out the Environmental Protection Agency and thereafter refer to EPA (because it is well known). Be aware of to whom the letter is addressed and use common sense when writing about the Department/Service and its programs. If use of Service causes confusion, e.g., referring to Fish and Wildlife Service and National Marine Fisheries Service in the same document, refer to FWS and NMFS after first spelling them out.
 - d. Contractions will **not** be used in correspondence.
 - e. Generally, use "I" and "me" for letters prepared for the signature of the Secretary. Use "we" and "us" for letters prepared for the signature of the Assistant Secretary. Use "the Service" and "we" for letters prepared for the signature of the Director, Assistant and Regional Directors. Avoid statements, such as "I have reviewed" or "I know," that would put the official signing the correspondence in the position of being personally familiar with a level of detail not appropriate for his/her office.
 - f. Capitalize "Region" and "Regional Office" when referring to Service Regions.
 - g. Correspondence requiring correction, revision, or additional surnames will be returned to the appropriate Assistant Director. Correspondence requiring revision/correction will be returned for surname/signature within 2 working days. The original version with the requested revisions and any notes will be attached to the left side of the folder when the folder is returned to CCU for signature or surname. If a minor revision is made to the original, the revision can be noted in pen on the copies.
 - h. If an 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 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.** Every effort will be made to provide a full and complete response to incoming correspondence by the due dates established, especially those controlled by ExecSec. When circumstances dictate that a full response cannot be provided by the assigned due date, an interim letter will be prepared **immediately**. Accompanying the interim will be a note to reviewers explaining the reason(s) for the delay. Use this approach for highly controversial or major policy issues that will not be resolved before the assigned due date. When obligating the office for a final response, be sure to allow time for the completion of the required action, and the surname and signature process. Remember, this due date is when the response should be delivered to the person who signed the incoming **not** when it is going forward to ExecSec for review and signature.

- a. Interim/Partial Response. This interim will (1) state we are unable to provide all the requested information within the desired timeframe, (2) include the information gathered to date, and (3) advise as to when the remaining information will follow. The date indicated 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. This new due date should allow time for the completion of the required action, and the surname and signature process.
- b. Interim. This interim will state (1) we are unable to respond within the desired time frame, (2) the reason(s) for the delay, and (3) when we will be able to respond. The date indicated 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. This new due date should allow time for the completion of the required action, and the surname and signature process.

When an interim is prepared for CCU controlled correspondence, **do not forward** with the yellow or blue ETP sheet on the front of the folder. Make a copy of the ETP sheet, indicate this is an interim, and place the copy on the front of the folder. The yellow or blue ETP sheet will be used **only** for the final response.

- c. Interim Signature Levels. As designated in the following, the signature level for the interim will be determined by who is signing 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.** Correspondence will be written in a clear, direct style, and will fully respond to the incoming correspondence or inquiry. For Secretary/Deputy Secretary signature level, lengthy, detailed, controversial, or technical information will be contained as an enclosure to a short transmittal letter.
- a. The opening paragraph will be short and to the point. It will display a courteous/positive attitude and attempt to establish rapport with the addressee (see Figure 2-2). When applicable, the date of the incoming correspondence will be included in the opening sentence.

The standard opening sentence preferred by the Department of the Interior is:

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 such as “As you probably know” or “As you are aware”

If the incoming is addressed to someone other than the person signing the response, this will be indicated in the opening sentence:

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

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

Opening sentence for a response to be signed by an Assistant or Regional Director to an incoming addressed to the Director:

Director (name) has 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.** An identical letter will be sent to each person signing the incoming letter (prepare only one set of copies). The opening sentences will

mention the other signatories and indicate that letters are being sent to them. See the following examples. (This rule applies to ALL signature levels).

Thank you for your letter of (date), signed by (name(s)), concerning/ regarding _____. An identical letter is being sent to each signatory. (Use for 2-3 individuals.)

Thank you for your letter of (date), also cosigned by 50 others, concerning/ regarding _____. An identical letter is being sent to each signatory. (Use for more than 3 individuals.)

- c. If the response is late, it is permissible to say 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 serves as a transition from the main body to the complimentary close, thus eliminating abrupt or impersonal endings. An offer to provide additional information or assistance will often serve this purpose. If it is necessary to refer the addressee to someone else, exercise judgment when identifying subordinate staff members. Base this decision upon the addressee, the subject matter, and the signature level.

Standard closing sentences for the Department of the Interior are:

If I can be of further assistance, please feel free to contact me.

(FW) If we can be of further assistance, please feel free to contact us.

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.

2-4. STATIONERY.

- a. Letterhead. The first page of a letter will be typed on the appropriate letterhead based upon the signature level as follows:

SIGNATURE LEVEL	LETTERHEAD
Director	Fish and Wildlife Service
Assistant Director	Fish and Wildlife Service
Regional Director	Fish and Wildlife Service (Regional Office)
Assistant Secretary	Office of the Secretary
Deputy Secretary	Office of the Deputy Secretary
Secretary	Secretary of the Interior

- b. Continuation pages. The second and succeeding pages will be typed on plain white paper.

- c. Copies. The FWS surname file copy will be on plain yellow paper. The yellow surname ladder will be provided for all correspondence for the signature of the Assistant Secretary and above. Reproduced letterhead (white) will be used for all remaining copies.
- d. Envelopes. Envelopes for letters will have the same office name and return address as identified on the letterhead (with the exception of the Deputy Secretary; use Office of the Secretary envelope for the Deputy Secretary). Above the return address on the envelope, type the appropriate office and mail stop based upon the signature level as follows:

SIGNATURE LEVEL

Director	FWS/CCU 3238 MIB
Regional Director	Regional Instructions
Assistant Secretary/FW	OS/FW 3156 MIB
Deputy Secretary	OES 7229 MIB
Secretary	OES 7229 MIB

2-5. FORMAT.

- a. Margins. Allow at least one inch for the left and right margins. The bottom margin will be at least one inch; top margin on the second page will be one inch. For short letters, margins should be adjusted so that the document is framed on the page. The typed document should be pleasing to the eye. A justified right margin is acceptable **only** if there is balanced spacing between words.
- b. Date. Do not type the date; it will be inserted after signature.
- c. Font. The Department requires that correspondence be printed using Times Roman (or a derivative) in 12 or 11 point (12 point is preferred).
- d. Reference Block. Immediately below the Department seal, flush with the left margin, type "In Reply Refer To:" followed by "FWS/preparing office acronym [initials]/control number." This applies to correspondence to be signed in the Service only:

In Reply Refer To:
FWS/AFHC/005678

In Reply Refer To:
FWS/R-6/AFHC/004567

No other identifying information will be included in the reference block. If additional information is necessary, it will be included on copies; e.g., ExecSec control number.

- e. Address. The inside address will be typed flush with the left margin at least four to five lines below the reference block. 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. The address should be limited 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. The street address and/or post office box

can be omitted on the letter. However, the full address must be typed on the envelope. The zip code is typed two spaces after the name of the State.

(Address on the letter)

Mr. F. Alex Maddox, Jr.
Vice-Chairman, The Wildlife Legislative
Fund of America and The Wildlife
Conservation Fund of America
Columbus, Ohio 43229 [two spaces between State/zip code]

(Address on the envelope)

(FWS/CCU-3238-MIB)
UNITED STATES
DEPARTMENT OF THE INTERIOR
FISH AND WILDLIFE SERVICE
WASHINGTON, D.C. 20240

OFFICIAL BUSINESS
PENALTY FOR PRIVATE USE, \$300

Mr. F. Alex Maddox, Jr.
Vice-Chairman, The Wildlife Legislative
Fund of America and The Wildlife
Conservation Fund of America
801 Kingsmill Parkway
Columbus, OH 43229 [one space between State/zip code]

Spell out the name of the State. Do not use abbreviations in the address, except for the abbreviations for D.C., St. or Ste. (Saint), Mr., Mrs., Ms., Dr., Jr., Sr., 2d, II, III, N.E., N.W., S.E., and S.W. See Appendix D for forms of address, salutation, and complimentary close. Spell out avenue and boulevard as part of the address. Post office box can be abbreviated as P.O. [no space between initials] Box with the number in the address. Example:

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]

NOTE: The abbreviations listed above are the preference of the Department of the Interior. If a program office uses the U.S. Postal Service State abbreviations for internal documents, the zip code is typed one space after the initials of the State.

Example:

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]

Mr., Mrs., or Ms. will precede the name unless a title is used; e.g., M.D., Ph.D., D.D.S.

Examples:

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

- f. Salutation. Use a formal salutation; do not use first names. Most of the time, letters are not signed by the person to whom the incoming is addressed. A colon will be typed after the name.
- g. Body. The text of the letter will begin two lines below the salutation, flush with the left margin. Each main paragraph will begin flush with the left margin; subparagraphs will be indented ½ inch. All letters will be single spaced, regardless of length; double space between paragraphs.

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. If a second page is necessary, the name of the addressee, exactly as it is shown on the first page, is typed one inch from the top of page, flush with the left margin. The page number is typed on the same line, flush with the right margin. The text continues two lines below the name of the addressee. A minimum of two full lines of text will be carried over. (Figure 2-3)
- i. Complimentary Close. The complimentary close “Sincerely,” is typed two lines below the last line of the text to the right of center. The complimentary close “Respectfully,” is used for letters addressed to the President.
- j. Signature Block. The signature block is typed on the sixth line below the complimentary close.

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, and
Counselor to the Secretary

Deputy Secretary

(Name)

Secretary

(Name)

If more than one person is signing a letter, “Sincerely,” is centered. The first signature block is typed flush with the right margin. The second signature block is typed 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 more appropriate to answer a letter with the Assistant Secretary’s or Director’s signature rather than the Secretary’s. There may be a number of reasons for such a substitution, such as a highly technical issue or longstanding dialogue with the writer. When a signature substitution is desired, contact CCU and provide a written justification that can be submitted to ExecSec to obtain permission for the signature level downgrade.

- k. Enclosure Notation. If material accompanies a letter, the notation “Enclosure” or “Enclosures” will be typed two lines below the signature block, flush with the left margin. All enclosures will be fully identified in the body of the letter.

NOTE: When a previously signed letter is used as an enclosure, it will be a blind or clean copy; i.e., no surname, copies furnished, or identification of preparing office notations will be shown.

- 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:1/2/02:208-0000:DCN001234/ES301234

Revisions/retypes will be indicated as follows:

- 2-6. **SIGNATURE LEVELS.** The following general guidelines will be followed in determining signature levels. If a change in signature level is believed necessary, the Assistant/Regional Director's office will contact CCU.
- a. Unless signature authority is otherwise delegated, the Director or Deputy Director will sign:
 - 1. All requests and directives to the Regions that are national in scope and pertain to more than one Region.
 - 2. New or revised policy statements.
 - 3. All 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 Director's counterparts in Interior 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. When such correspondence pertains to the operations of a single Region or existing policy, the Regional Director will sign.
 - 7. Most responses to correspondence addressed specifically to the Director, particularly if the correspondence concerns a final commitment on a national issue or policy.
 - b. Regional Directors will sign correspondence related to specific Regional issues or existing Service policies.

2-7. **COPY REQUIREMENTS**

- a. A copy of all (controlled and noncontrolled) outgoing correspondence prepared for the signature/surname of the Director will be provided to CCU. If a document is controlled to an Assistant or Regional Director for signature, a copy of the signed correspondence will be forwarded to CCU.
- b. Note the offices to be copied (cc's) and the originating office on all copies (Service and Department) provided to the Washington and Regional Offices.
- c. The Office of Congressional and Legislative Affairs (CLA) will be furnished a copy of all congressional responses and correspondence on legislative issues.
- d. The Assistant Director - External Affairs (AEA) will be furnished a copy of correspondence to State fish and wildlife agencies and national conservation

organizations. In addition, AEA will be furnished a copy of correspondence that is not controlled by CCU but is signed by Assistant and Regional Directors if it concerns Service or Regional policy and/or major or potentially major issues.

- e. The Assistant Director - International Affairs (AIA) will be furnished a copy of correspondence related to international issues and international travel by Service employees.
- f. The Assistant Director - Budget, Planning and Human Resources (ABHR) will be furnished a copy of correspondence concerning full-time equivalent resources (personnel), management control reviews of concern to the Department, and Freedom of Information Act (FOIA) denials.
- g. The Chief, Division of Budget (DB) will be furnished a copy of correspondence concerning budgetary issues.

The following copies are required for correspondence signed by the **Director** or other officials of the Service:

h. For correspondence controlled by the Executive Secretariat:

7229-MIB-ES (set includes letterhead copy, copy of Tasking Profile and incoming letter)
1420-MIB-PMB (if indicated on Tasking Profile)
7040-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
3038-MIB-FWS/CLA (if to a Member of Congress; also applies to congressionals received directly and responded to by Regional Directors)
3238-MIB-FWS/CCU
3238-MIB-FWS/Directorate Reading File (do not include enclosures)
Initiating office copies

NOTE: For White House Referrals, ExecSec requires two complete sets. A set includes copy of original signed response, ExecSec Tasking Profile, original White House Referral and incoming.

i. 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
3238-MIB-FWS/Directorate Reading File (do not include enclosures)

3038-MIB-FWS/CLA (if to a Member of Congress; also applies to congressionals received directly and responded to by Regional Directors)
Appropriate RDs/ADs
Initiating office copies

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

cc: 7229-MIB-ES (1) 3238-MIB-AEA
3038-MIB-AEA/CLA 6242-MIB-OCL
3238-MIB-FWS/CCU 3238-MIB-FWS/Directorate Reading File
AD/RD Originating Office copies

FWS/DB:JSmith:hgf:1/2/02:208-7000:DCN001234:ES301234
REVISED:FWS/ABHR:BDoe:jap:1/6/02:208-8000
REVISED:SOL:EBannister:1/9/02:208-4000

- j. Paper Waste Reduction. Correspondence ready for the signature of the Director will be prepared with a yellow surname copy and at least three file copies. When the original is signed, the copies stamped and dated, CCU will pull the CCU and the Directorate Reading copies, return the original, surname and third file copy to the initiating office for reproduction and distribution. It will be the responsibility of the program office to mail the original and distribute all file copies.

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

- k. For correspondence controlled by ExecSec.

7229-MIB-ExecSec(1) (set includes letterhead copy, copy of Tasking Profile and incoming letter)
1414-MIB-PMO Secretary's Files (yellow surname ladder)
1414-MIB-PMO Secretary's Reading (2) (white letterhead copy with enclosure(s))
1420-MIB-PMB (if indicated on Tasking Profile)
7040-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 originating office)
Appropriate RDs/ADs
3038-MIB-FWS/CLA (if to a Member of Congress)
3238-MIB-FWS/CCU
3238-MIB-FWS/Directorate Reading File (do not include enclosures)
Initiating office copies

NOTE: Those being copied above will receive a complete set of the following documents: a copy of the incoming letter and the ExecSec Tasking Profile. Do not make copies for the Secretary's immediate offices or ES/PM.

Do not send the Secretary's Files and Secretary's Reading File copies to ExecSec. Send them directly to 1414 MIB-PMO.

1. For Service controlled or initiated correspondence requiring the signature of the Assistant Secretary, Deputy Secretary, or Secretary:

1414-MIB-PMO Secretary's Files (yellow surname ladder)
1414-MIB-PMO Secretary's Reading File (2) (white letterhead copy with enclosure(s))
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 originating office)
3038-MIB-FWS/CLA (if to a Member of Congress)
3238-MIB-FWS/CCU
3238-MIB-FWS/Directorate Reading File (do not include enclosures)
Appropriate ADs/RDs
Initiating office copies

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

cc:	7229-MIB-ES (1)	1414-MIB-PMO Secretary's Reading File (2)
	1414-MIB-PMO Secretary's File	6242-MIB-OCL
	1420-MIB-PMB	7040-MIB-SOL
	3156-MIB-FW	3038-MIB-FWS/CLA
	3238-MIB-FWS/CCU	3238-MIB-FWS/Directorate Reading File
	Originating Office Copies	AD/RD

FWS/CCU:MBNash:mbn:3/20/02:202-208-7535:DCN006789:ES313333

Revised:FWS/D:MPJones:3/22/02

- m. Paper Waste Reduction. Correspondence ready for the signature of the Assistant Secretary, Deputy Secretary or Secretary will be prepared with an original, a yellow ladder, yellow surname copy and at least four letterhead file copies. When the original is signed and the package returned, CCU will pull the CCU file copy and Directorate Reading File copy, and return the surname copy and remaining copy(ies) to the initiating office for reproduction and distribution. It will be the responsibility of the program office to distribute the remaining file 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.

- 2-8. **SURNAMES.** The following guidelines apply to the Washington Offices. The Regional Offices are responsible for their own clearance process.
- a. To facilitate the surname process, surnames by subordinate staff will be kept to a minimum. Management surnames will include their last name, office/division acronym and the date on the surname file copy.
 - b. A simultaneous surnaming system will be used by CCU for ExecSec controlled correspondence.

Exceptions: (1) For correspondence controlled by ExecSec for signature of the Secretary, Deputy Secretary, or Assistant Secretary, CCU will obtain necessary **Department** surnames. (2) For *Federal Register* notices and companion documents, all Service and Solicitor surnames will be secured before documents are forwarded to CCU.

- c. Assistant Directors will surname correspondence promptly.
- d. When a letter (final or draft) has been revised, draw a line corner-to-corner 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. **Reviewers should be surnaming 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 will surname the old version. The plain yellow surname copy is the **official FWS file copy** that is filed in the originating office and as such should have the surnames written on the final version.
- f. Documents requiring the signature of an Assistant Secretary must have an Office of the Secretary's yellow ladder surname. The **only** person that is authorized to surname on the Office of the Secretary's ladder surname copy is the Bureau head (Director or designated acting).
- g. Correspondence initiated by the Service for the signature of the Secretary or Deputy Secretary, as a general rule ExecSec requires the surname of the Solicitor (SOL), the Office of Congressional and Legislative Affairs (OCL), and the Assistant Secretary for Policy, Management and Budget (PMB). FW must surname all correspondence for these signature levels. If the subject matter overlaps another Departmental bureau, that bureau's Assistant Secretary must surname. This includes surnames for annual and statutory reports.

CCU should be contacted if there are any questions about which Departmental surnames will be required.

- h. In determining surname requirements, the following general guidelines will be used in addition to procedures established by other offices (e.g., ExecSec):

The **Director, Deputy Director** or their designee will surname all correspondence prepared for the signature of the Assistant Secretary and above.

The **Assistant Director - External Affairs** will surname all congressional correspondence and all correspondence discussing legislative issues; correspondence involving national meetings and conferences, press related issues, audio-visual, publications, ceremonies, and public outreach policies. Any correspondence controlled by ExecSec requiring a surname by the Office of Congressional and Legislative Affairs must also have an AEA surname.

The **Assistant Director - International Affairs** will surname all correspondence related to international issues and foreign travel by Service employees.

The **Assistant Director - Budget, Planning and Human Resources** will surname responses to inquiries and directives from the Senate or House Appropriations Committees; responses to Freedom of Information Act requests; all written communications related to a current or future commitment of money, appropriations and budgetary matters; full-time equivalent resources. This includes formal recommendations to reprogram funds, request supplementals, and obligate funds involving cross-functional/Regional resources.

The **Solicitor's Office** will surname correspondence discussing significant legal and litigation related issues, or referencing Solicitor or Regional Solicitor's opinions. For correspondence to be signed in the Region, the Regional Solicitor will advise if additional review is required by the Washington Solicitor's Office. The following *Federal Register* documents will be surnamed by the Washington Solicitor's Office, Division of Parks and Wildlife:

- International or multi-regional species listing rules;
- Critical habitat rules and associated economic documents;
- Experimental population rules;
- Special rules and others, when requested.

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

- 2-9. **SIMULTANEOUS SURNAMES.** ExecSec controlled correspondence for the Assistant Secretary, Deputy Secretary, and Secretary's signature requires surnames from the Department. The procedure for preparing replies follows:
- a. Prepare the plain yellow FWS surname copy and the Secretary's yellow ladder.
 - b. Include in the package the Tasking Profile and original incoming, plus four copies.

- c. After surnames are obtained in the Service and the Assistant Secretary's office, CCU will prepare simultaneous surname folders, using the four copies, to obtain Departmental surnames as indicated on the Tasking Profile.
- d. When all surnames have been obtained from the Department, the response package will be returned to the Program office for final preparation.
- e. All surnames, obtained through the simultaneous surname process, will be typed or handwritten onto the yellow surname ladder. The original surnames will be attached to the yellow surname ladder.

NEVER THROW AWAY OFFICIAL SURNAMES EVEN IF DOCUMENT IS REVISED.

- f. For letters initiated by the Service (not in response to an incoming) for the signature of the Assistant Secretary, Deputy Secretary, and Secretary, the originating office is responsible for obtaining Department surnames. If there is doubt as to which Department surnames are required, contact CCU. The proposed correspondence will be hand-carried to Department offices simultaneously using the 48-hour surname rule to determine the date due.

2-10. **PACKAGE ASSEMBLY FOR LETTERS.** All correspondence ready for signature will be placed in a pocket folder (correspondence controlled by CCU will be placed in a **RED** pocket folder). Correspondence will be attached to the folder with binder clips.

For Director's signature:

- a. Outside - Cover of Folder
 - FWS Executive Tasking Profile. The ETP sheet will be stapled on top of the outside folder when correspondence is routed for processing.
- b. Inside - Left Side of Folder
 - 1. Note to Reviewers or special handling instructions, if any.
 - 2. Incoming correspondence and tasking profile, if controlled by ExecSec.
 - 3. Regional draft, and background or explanatory material, if any.
- c. Inside - Right Side of Folder
 - 1. Plastic cover (plastic cover encases 2-5 below)
 - 2. Original outgoing correspondence. Original correspondence to be signed should not be stapled.
 - 3. Signature tag. It is recommended that Redi-Tags be used. If not available, use blue signature tags. If the letter is one page, the signature tag will be attached to the plastic cover. For multiple letters, write the number of letters to be signed on a small Post-it note and place on plastic cover at bottom.

4. Enclosure(s), as appropriate.
5. Envelope with address face up.
6. Brown surname envelope with flap encasing 1-5 above.
7. FWS surname copy (plain yellow) with surname stamp in top right corner.
8. Three white letterhead copies with copy distribution listed.

For Assistant Secretary, Deputy Secretary, and Secretary's signature:

d. Outside - Cover of Folder

FWS Executive Tasking Profile. The ETP sheet will be stapled on top of the outside folder when correspondence is routed for processing.

e. Inside - Left Side of Folder

1. Note to Reviewers or special handling instructions, if any.
2. Incoming correspondence and tasking profile, if controlled by ExecSec.
3. Regional draft, and background or explanatory material, if any.

f. Inside - Right Side of Folder

1. Plastic cover (plastic cover encases 2-5 below)
2. Original outgoing correspondence. Original correspondence to be signed should not be stapled.
3. Signature tag. It is recommended that Redi-Tags be used. If not available, use blue signature tags. If the letter is one page, the signature tag will be attached to the plastic cover. For multiple letters, write the number of letters to be signed on a small Post-it note and place on plastic cover at bottom.
4. Enclosure(s), as appropriate.
5. Envelope with address face up.
6. Brown surname envelope with flap encasing 1-5 above.
7. Secretary's yellow ladder surname with all simultaneous surnames transposed onto the yellow ladder and all Departmental surnames attached.
8. FWS surname.

9. Four complete sets. A set includes letterhead copy of the outgoing with copy distribution listed, copies of the Secretary's ladder with Departmental surnames attached, the tasking profile and incoming letter.



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:

(FWS/CCU-3238-MIB)
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

DO NOT DATE

4 ↓
to
5 ↓

Ms. Jane Doe
1111 Blank Street
Alexandria, Virginia 22030

2 ↓
2 ↓

Dear Ms. Doe:

Thank you for your letter of January 2, 2002, requesting information on preparing correspondence for signature within the Fish and Wildlife Service. Enclosed is a copy of our correspondence handbook to assist you. This letter is an example of the correct format for signature of the Director. Letters are used when writing to individuals, organizations, and agencies outside the Department of the Interior; and also when writing to Service employees in cases of awards, retirements, condolences, charges, or reprimands.

2 ↓

The first page is typed on letterhead stationery, and all succeeding pages will be on plain white paper. Use Times New Roman 12-point font for all correspondence. However, you may use 11-point (minimum) in order to fit a letter on one page. Margins can be adjusted so that the letter is balanced on the page. At least 1 inch will be allowed for the left and right margins.

On correspondence to be signed within the Service, immediately below the Departmental seal, type "In Reply Refer To:" followed by "FWS/preparing office acronym/control number." This block is not typed on correspondence to be signed by the Secretary, Deputy Secretary, Assistant Secretary, or other officials outside of the Service.

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

The first line of the address is typed 4-5 lines below the reference block. Adjustments can be made to balance the letter on the page. The address should be limited to five lines and no line should be longer than 4 inches. Attention lines are noted on the envelope, not the letter.

The salutation will be typed on the second line below the last line of the address. Do not use first names. A colon is typed after the name; e.g., "Dear Mr. Jones:."

The body of the letter begins flush with the left margin, two lines below the salutation. All letters will be single spaced regardless of length; double space between paragraphs.

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

Ms. Jane Doe

2

2 ↓

When more than one page is required, the name, exactly as shown in the address, will be typed flush with the left margin one inch from the top of the page; the page number will be typed 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). A minimum of two full lines of text will be carried to the second page. Leave at least a 1-inch margin at the bottom of multiple-page letters.

The complimentary close will be typed on the second line below the last line of the text of the letter to the right of center. The signature block will be typed on the sixth line below the complimentary close, as a general rule.

If material is enclosed with the letter, the enclosure notation will be typed two lines below the signature block, flush with the left margin. An enclosure will be fully identified 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
3238-MIB-Directorate Reading File
MailStop - FWS Yellow surname
MailStop - Your Files
RD/AD affected by/have an interest in subject matter

FWS/CCU:MBNash:mbn:3/15/02:202-208-7535:DCN001234

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

Mr. Michael J. Bean
Chairman, Wildlife Program
Environmental Defense
1875 Connecticut Avenue, N.W.
Washington, D.C. 20009

Dear Mr. Bean:

Thank you for your letter of May 20, 2002, enclosing a memorandum discussing needed changes to the Fish and Wildlife Service's regulations implementing the 1999 Safe Harbor Policy.

In order to provide you with the most accurate information, your letter is being reviewed by our program staff for a response. You can expect to receive a full reply to your letter July 1, 2002.

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/AMBS/007612

Honorable Bob Holden
Governor of Missouri
Jefferson City, Missouri 65101

Dear Governor Holden:

Thank you for your letter of April 16, 2002, in support of North American Wetlands Conservation Act grant funding for the "Lewis and Clark Floodplain Partnership" project. We are pleased to report that this project was approved for funding by the Migratory Bird Conservation Commission on March 14, 2002, and preparations are underway to issue the grant agreement to Wildlife Forever, the grant applicant.

It is notable that this project will result in the perpetual protection of over 11,800 acres of valuable floodplain habitat used by a variety of migratory birds, threatened and endangered wildlife, and many species of management concern. We are grateful for your commitment to wetlands conservation and the Act's grants program.

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/AMBS-FDSD/006235

Mr. Bob Dumaine
Sam Houston Duck Company
P.O. Box 820087
Houston, Texas 77282

Dear Mr. Dumaine:

Thank you for your kind remarks concerning the 2001 Federal Duck Stamp Contest. You are right, it was a challenge to pull off a viable contest, considering the climate of Washington, D.C., at the time, but we felt we rose to the occasion.

Regarding your suggestion that we permanently change the contest to a one duck format per year, your idea has some merit in that it makes for a simpler process for the judges and for us, but as with anything, there are also some problems. The experience of the Duck Stamp Office prior to the 2001 contest was that many artists were unable to find reference on the block scoter. They indicated through phone calls, email and letters that this would have been an exciting year to enter, with only one species eligible, but unfortunately, reference was hard to find. If we limit the contest to only one species each year, various artists will run into that problem every year and will have one more reason to, wrongly, suspect the outcome of the competition.

We do appreciate the fact that you care about the program and are looking at ways to improve it. The Federal Duck Stamp staff, and indeed all of us in the Fish and Wildlife Service, have the highest regard for the many ways you have promoted the program over the years.

Sincerely,

DIRECTOR

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