

CHAPTER 5 - MEMORANDA

5-1. **GUIDELINES FOR MEMORANDA.** This chapter provides guidance on the preparation of memoranda. A memorandum is used for all official correspondence with individuals or organizations inside the Department of the Interior.

5-2. **STATIONERY.** The first page of a memorandum will be typed on the appropriate letterhead based upon the signature level as follows:

SIGNATURE LEVEL
(Determined by "From" line)

STATIONERY

Director/Deputy Director
Assistant Director
Regional Director
Assistant Secretary

Fish and Wildlife Service (Washington Office)
Fish and Wildlife Service (Washington Office)
Fish and Wildlife Service (Regional Office)
Office of the Secretary

5-3. **FORMAT.** See examples at the end of the Chapter.

- a. Reference Block. Immediately below the Department seal, flush with the left margin, type "In Reply Refer To:" followed by "FWS/preparing office acronym/control number." This applies to memoranda to be signed in the Service only. The reference block is omitted on memoranda addressed to the Secretary or Deputy Secretary.

In Reply Refer To:
FWS/AES/007890

In Reply Refer To:
FWS/R3/CNWR/007891

- b. "Memorandum" Line. As a general rule, the title "Memorandum" is typed flush with the left margin and **at least 4-5 lines** below the reference block or Departmental seal. The number of lines can vary between the reference block and the memorandum line in order to frame the document on the page.
- c. "To" Line. Typed flush with the left margin, two lines below the title "Memorandum." The title of the addressee begins directly under the last 'm' in Memorandum. The complete title of the addressee is used whenever possible. Multiple addresses are listed vertically with each title beginning a new line. Carry-over titles are indented two spaces.
- d. "Attention" Line. When applicable, the "Attention" line is considered part of the "To" line and is typed immediately below the title of the addressee.
- e. "Through" Line. When applicable, the "Through" line is typed flush with the left margin, two lines below the "To" line. The information on the "Through" line is indented to line up with the last 'm' in Memorandum. The complete title of the reviewing official is used whenever possible. Do not type in the individual's name. As a general rule, all memoranda to officials in the Department will be routed through the Assistant Secretary for Fish and Wildlife and Parks.

- f. “From” Line. Typed flush with the left margin, two lines below the “To” or “Through” line. The complete title of the signatory is indented to line up with the last ‘m’ in Memorandum. Do not type the individual’s name.
- g. “Subject” Line. Typed flush with the left margin, two lines below the “From” line. Lined up with the last ‘m’ in Memorandum, in bullet format, describe the main issue to be addressed 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. Memoranda to the Regions or Assistant Directors requesting information by a certain date will have the due date highlighted in the subject line using a bold font.
 - 2. Memorandums responding to requests for information will clearly reference that request in the first line of the body of the memorandum.
- h. Decision Memoranda. All Decision Memoranda requiring the signature of the Secretary must have the appropriate Departmental surnames. The program office will obtain the Departmental surnames.
 - 1. “Discussion” - In several paragraphs, briefly analyzes the issue and provides the necessary background for an informed opinion or decision.
 - 2. “Prepared By” Line - Designates originator of the memorandum. The name and telephone number of the person to be contacted should questions arise will be typed flush with the left margin at the bottom of the first page.

EXCEPTION: These lines are not typed on memoranda to be used as an enclosure for Secretarial correspondence.

- i. 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), a short cover memorandum will be prepared to briefly explain the reason for the letter and to recommend or request secretarial signature. No approval/disapproval signature blocks will be included. The Secretary’s signature or refusal to sign demonstrates approval/disapproval.

NOTE: Memoranda from Regional Directors to the Secretary need a “Through” line for the Director **and** a “Through” line for the Assistant Secretary for Fish and Wildlife and Parks. Memorandums 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. Subparagraphs may be numbered or lettered for clarity.
REMINDER: You cannot use an “a” without a “b” or a “1” without a “2.” Subtopics are divisions of the topic above them, and you cannot divide anything into fewer than two parts.
- k. **Continuation Pages.** The page number is typed 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.** Material that accompanies a memorandum will be identified in the body of the memorandum as an attachment. The notation “Attachment” or “Attachments” will be typed 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 (make a decision) by signature, the approve and disapprove signature blocks are required. If the memorandum contains an attachment, the approval/disapproval lines will begin two lines below the “Attachment” notation. A “Date” line is required 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, Departmental surnames are required from the Solicitor’s Office (SOL), Assistant Secretary-Policy, Management and Budget (PMB), and the Office of Congressional and Legislative Affairs (OCL), as a general rule. When the document is initiated by the Service, the program office will obtain the simultaneous surnames. If it is controlled by ExecSec, CCU will obtain the Departmental surnames. (See Chapter 2-9.)

Surname packages are taken simultaneously to the following offices:

SOL: Room 2328 MIB (contact: Terrie Musgrove; telephone 202/208-6503)

PMB: Room 1420 MIB (contact: Dawn Boswell; telephone 202/208-3652)

OCL: Room 6248 MIB (contact: Michael Sadie; telephone 202/208-7693)

5-5. COPY REQUIREMENTS. Copy requirements for memorandums are the same as for letters. See Chapter 2, Procedures for Preparing Letters, for specific guidelines.

NOTE: When a memorandum is prepared for the signature of the Assistant Secretary to someone outside the Service, a yellow surname ladder WILL be provided. This document becomes part of the Secretary's Official Files.

5-6. PAPER WASTE REDUCTION.

- a. Memorandums ready for the signature of the **Director** will be prepared with a yellow surname copy and at least three letterhead 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.

- b. Memoranda ready for the signature or surname of the **Assistant 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.



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: December 31, 2002**)

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

On 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. The reference block is not typed on memorandums that will be signed by the Assistant Secretary or other officials within the Department. Four to five lines between the reference block and "Memorandum" is the rule. Adjustments can be made to balance the memorandum on the page.

The due date, if applicable, is contained in the subject line. Attachments will be fully identified in the body of the memorandum. Memoranda should be limited to one page if possible.

Margins can be adjusted so that the memorandum is balanced on the page. At least one inch is allowed 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
Chief, 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: Division of Personnel Management

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
From: Director
Subject: Request for Comments on Secretarial Correspondence Manual
(Response Due: December 31, 2003)

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 AGENCY**



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 National Marine Fisheries Service 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 will request the Secretary's signature on the attached document and provide information about the document to support the Secretary's signature. A contact person and telephone number should be included in the memorandum.

The document the Secretary will sign is considered to be the attachment to this memorandum. Assembly of this type of memorandum 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



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: Recreational Fisheries Policy - Request for Secretarial Action

DISCUSSION: The section will provide the necessary information for the Secretary to make a decision. The last sentence in the discussion section will recommend a specific action such as approval or disapproval. Approve/Disapprove signature blocks will be typed only when a Secretarial decision is required. The blocks will not be typed on memoranda for the Secretary's information or on memoranda requesting the Secretary's signature on correspondence.

Name and telephone number of the person to be contacted should questions arise will be typed on the bottom left of the first page of the memorandum.

Attachment

APPROVE _____

DISAPPROVE _____

Date _____

Date _____

Prepared by: John Smith
Extension: 208-1000

FIGURE 5-8. DECISION MEMORANDUM FOR THE SECRETARY