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Office of Privacy and Open Government
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[FOIAonline website](#),

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UNITED STATES DEPARTMENT OF COMMERCE
Chief Financial Officer and
Assistant Secretary for Administration
Washington, D.C. 20230

May 23, 2022

RE: FOIA request DOC-IOS-2021-001542

This letter is in response to your request for information submitted to the U.S. Department of Commerce's (Department's) Freedom of Information Act (FOIA) Office via FOIAonline. According to our records, we received your request on May 24, 2021, and assigned to it tracking number DOC-IOS-2021-001542. We are responding under the FOIA to your request for:

“...A copy of the DOC Executive Secretariat Correspondence Manual...”

After a search of the Agency records, we are providing you with the results of our search. One record constituting 24 pages have been found and are now being released to you under the FOIA.

Portions of the records are being withheld pursuant to 5 U.S.C. § 552, (b)(5).

Exemption 5 states “no agency shall disclose any record which is contained in a system of records by any means of communication to any person, or to another agency, except pursuant to a written request by, or with the prior written consent of, the individual to whom the record pertains.”

I trust that this fully satisfies your request. If you need any further assistance or would like to discuss any aspect of your request, please do not hesitate to contact the FOIA Public Liaison:

Nicholas J. Cormier
Deputy Program Director
Office of Privacy and Open Government
Email: eFOIA@doc.gov

Please refer to your FOIA request tracking number, DOC-IOS-2021-001542, when contacting us.

In addition, you may contact the Office of Government Information Services (OGIS) at the National Archives and Records Administration to inquire about the FOIA mediation services they offer. The contact information for OGIS is as follows:

Office of Government Information Services
National Archives and Records Administration
8601 Adelphi Road-OGIS
College Park, Maryland 20740-6001
e-mail at ogis@nara.gov
Telephone at 202741-5770; toll free at 1 877-684-6448; facsimile at 202-741-5769

You have the right to appeal this FOIA determination. An appeal must be received within 90 calendar days of the date of this response letter.

Address your appeal to the following office:

Assistant General Counsel for Employment, Litigation, and Information
U.S. Department of Commerce
Office of the General Counsel, Room 5896
1401 Constitution Ave., NW
Washington, D.C. 20230


An appeal may also be sent by e-mail to FOIAAppeals@doc.gov or by FOIAonline, if you have an account in FOIAonline, at <https://foiaonline.regulations.gov/foia/action/public/home#>. The appeal should include a copy of the original request and initial denial, if any. All appeals should include a statement of the reasons why you are appealing the determination.

The appeal letter, the envelope, and the e-mail subject line should be clearly marked "Freedom of Information Act Appeal." The e-mail, FOIAonline, and office mail are monitored only on working days during normal business hours (8:30 a.m. to 5:00 p.m., Eastern Time, Monday through Friday). FOIA appeals posted to the e-mail box, FOIAonline, or the office after normal business hours will be deemed received on the next normal business day. If the 90th calendar day for submitting an appeal falls on a Saturday, Sunday or legal public holiday, an appeal received by 5:00 p.m., Eastern Time, the next business day will be deemed timely.

Thank you for your cooperation and patience.

Sincerely,

**ROBERTA
PARSONS**

 Digitally signed by
ROBERTA PARSONS
Date: 2022.05.23 09:53:07
-04'00'

Bobbie Parsons
FOIA Officer, Immediate Office of the Secretary
Office of Privacy and Open Government



ExecSec Guide

for Writing Correspondence

March 15, 2021

Subject: Executive Secretariat (ExecSec) Guide for Writing Correspondence

References: (a) Government Printing Office Style Manual, latest edition
(b) Webster's Collegiate Dictionary, latest edition

1. Purpose. This guide serves as a go-to reference for correspondence preparation within the Department of Commerce (DOC).
2. Applicability. This guide applies to all drafters and administrative support professionals who prepare correspondence or briefing materials for the Secretary and Deputy Secretary of Commerce.
3. ExecSec Staff Responsibilities
 - a. Overarching Mission of ExecSec: (1) provide the Department with an effective, efficient process for correspondence management; and (2) ensure timely, accurate, and meaningful information for the Secretary and Deputy Secretary as well as response to external audiences such as the President, Congress, other government agencies, and business leaders.
 - b. Director, ExecSec: (1) oversees the assignment, development, tracking, distribution and archive of position papers, policy statements, and correspondence on critical policy and program issues such as the maximization of DOC resources, functions, and programs; and (2) serves as a channel of communication with ranking officials of the White House, its constituent elements, and other agencies.
 - c. Correspondence Management Specialists: (1) process incoming correspondence; (2) distribute signed correspondence; (3) act as conduit of correspondence for classified documents from the National Security Council; and (4) ensure the storing, arranging, and indexing of classified and unclassified materials for the Immediate Office of the Secretary and Deputy Secretary.
 - d. Correspondence Analysts: (1) administer all facets of DataByDesign; (2) assign staff actions to appropriate bureau; (3) obtain clearance from bureaus and appropriate clearing officials; (4) track statuses of correspondence; and (5) create hard copy clearance packages and track them until completion.
 - e. Editors: (1) ensure correspondence is clear, complete, concise, courteous, correct, and compelling; (2) serve as points of contact for drafters with editorial questions or concerns; (3) promulgate editorial guidance and correspondence templates to the bureaus; and (4) serve as a reviewer of briefing memos and information memos for placement into the Secretary's Briefing Book.

f. Records Manager: (1) archives signed correspondence; and (2) processes all Freedom of Information Act (FOIA) requests and Fee Estimates received from the FOIA Officer.

4. Summary. This guide explains ExecSec editorial guidance and general preferences within the Department, offers various correspondence template guidelines, and provides the latest ExecSec organizational chart.

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ENCLOSURE A

EDITORIAL GUIDANCE

1. Introduction. This enclosure addresses general editorial practices within the Department and is for use in conjunction with References (a) and (b). It covers common areas of concern but is not an all-inclusive statement of standards and conventions to be followed in preparing DOC actions. Specific usages of notation, punctuation, capitalization, and abbreviation have their origins not only in standard published authorities but also in DOC practice and the preferences of decision makers.

2. Punctuation. Refer to References (a) and (b) for punctuation guidance. Also remember:

a. Spacing. There are TWO spaces after a period and colon, not ONE.

b. Commas

(1) Use to set off other text. Examples follow:

(a) “The April 15, 2020, plan described the Department’s strategy.”

Yet, “The April 2020 plan described the Department’s strategy.”

(b) “A Pittsburgh, Pennsylvania, company won the contract.”

(c) “Mr. Howard Jones, Jr., led the team.”

(d) “The bureau bought the widgets from Alpha, Inc., in August.”

(2) Avoid overuse. One function of a comma is to set off two independent clauses. Commas are not needed before conjunctions between dependent clauses. These examples are correct:

(a) The committee has reviewed possible threat expansion and wants to finalize its plan before launching a public affairs campaign.

(b) The agency is funding sustainment costs for the system elements and ensuring continuous operation of the program to prevent creation of competition.

NOTE: Placing a comma before “and” in (a) and (b) would be incorrect.

(3) Place a comma before “and” when listing three or more items. For example, “The company sold tomatoes, potatoes, and lemons.”

c. En Dash. Use this to mark a sudden break or abrupt change in thought, not an em dash. For example, he said – and no one contradicted him – “The program costs too much.” NOT he said—and no one contradicted him—“The program costs too much.”

d. Ordinal Numbers. Do not use the superscript. For example, type 1st, 2nd, and 3rd, NOT 1st, 2nd, and 3rd.

e. Percentages. Use the symbol: 20%, not 20 percent, in all correspondence.

f. Quotation Marks. Quotation marks typically go outside the punctuation, not inside. For example, the broker said, “Sell the stock!”

g. Telephone Number Format. Use the “(202) 555-1212” format, NOT “202-555-1212.”

3. Other Guidance

a. Acronyms. Introduce an acronym or abbreviation in parentheses after the first reference: International Trade Administration (ITA). Do not include the acronym if you are not going to use the acronym or abbreviation later in the correspondence. Avoid when used only once or twice (repeat the name instead). Note, regarding the article “the”, if the acronym can be pronounced (NIST), do not use an article. If the acronym is spelled out in speech, use an article (the NTIA).

b. Congressional Letters. There is no need to include the name of the building, but remember to include two spaces before the zip code. Also, DC and state abbreviations do not contain periods. Note, when writing about a Member of Congress in memos to the Secretary, place the Member’s political party and state in parentheses on first reference. For example, ... Senator John Barrasso (R-WY)

For Senators:

The Honorable John Doe
United States Senate
Washington, DC 20510

Dear Senator Doe:

For Representatives:

The Honorable Jane Smith
U.S. House of Representatives
Washington, DC 20515

Dear Representative Smith:

c. Responding to Letters Signed by More Than One Person

(1) Less than 10 Response Letters. Bureaus are required to produce one response letter in Word and place the names, titles, and addresses of the remaining addressees on a separate page(s). The ExecSec Editing Team will copy/paste and prepare the remaining letters.

(2) 10 or More Response Letters. Bureaus must provide all letters in Word format, complete with page breaks between letters.

d. Department of Commerce. Use “Department of Commerce” on first reference. There is no need to set up a second reference using parentheses. On the second reference, use “the Department” – not DOC. For letters to other countries, use the “U.S. Department of Commerce” on first reference and “the Department” on second reference.

e. DataByDesign (DBD) Reminders

- (1) Place all letters into a single Word document.
- (2) Upload all letters, memos, attachments, and reports as Word documents.
- (3) Send DBD actions to ExecSec before the due date.

f. “More than” or “Over.” “More than” is preferable. For example, “The bureau saved more than \$400,000 using Lean Six Sigma concepts.”

g. Names

(1) Congressional – as they appear in a letter signed by the person or on congress.gov.

(2) Corporate – as the trademark line appears, usually at the bottom of the company’s home page.

h. Nominalization. Avoid turning verbs into nouns. Examples:

Use – We will investigate the program.
Not – We will conduct an investigation of the program.

Use – ITA reviewed the plan.
Not – ITA completed a review of the plan.

i. Numbers – Spell Out or Not? Spell out numbers one through nine. Use figures for numbers for 10 and above. However, when writing about measurements, time, or money, figures are the norm. For example, “the 5-inch blade,” “3-year period,” or “\$6 billion-plus jet.”

j. Page Numbers on Memorandums and Letters. For memorandums and letters, the first page is not numbered, but all subsequent pages are numbered. Page numbers are placed at the bottom-middle of the page on a memorandum, and on the top-left of the page on letters. For classified packages, the page number is placed above the classification.

k. Party Affiliation. When introducing a Member of Congress in a cover memorandum, place the individual’s party and state in parenthesis. For example, “Response to Senator John Barrasso (R-WY)”

1. Pronouns and Gender Reference. Pronouns are the most common source of irrelevant gender reference. Writers of DOC actions should avoid unwarranted use of terms that denote or imply gender. Basic guidance and methods of reducing references to gender are noted below:

(1) Basic Guidance

(a) Gender-oriented terms may be used when required by the topic. (For example, a report on recruiting requirements might need to address factors that affect males and females in a specific way.) Even then, gender-oriented terms should be used sparingly and only if absolutely necessary.

(b) In all correspondence, gender-neutral terms should be used whenever they are compatible with clear, accurate communication of thought.

(c) Whenever possible, the practices below should be used to avoid nonessential gender references.

(2) Titles

(a) Plural Approach. Gender reference frequently can be avoided by phrasing information in the plural instead of the singular. Substitute, as feasible, plural pronouns (“they,” “them,” “their”) for masculine or feminine singular pronouns. Example: “Reviewers will submit **their** comments by November 2, 2019.”

(b) Repeat the Title. Using short or abbreviated titles instead of pronouns can promote clarity while avoiding gender reference. Example: “~~His~~ USD(IT)’s appraisal is on the mark.”

(c) Neutral Pronouns. The indefinite pronouns “one” and “one’s” may be useful in some cases.

(d) Substitute Terms. The following partial list indicates how gratuitous gender reference may be avoided:

<u>Use This</u>	<u>Instead of</u>
20-member team	20-man team
staffed	manned
spokesperson	spokesman
firefighter	fireman

m. Word Agreement

(a) Subject-verb agreement. For example, “The widgets of the company on the edge of the bankruptcy were (not was) old and inaccurate.”

(b) Pronoun-antecedent agreement. For example, “The Department of Energy wanted DOC coordination on its (not “their”) report to Congress.”

n. Which, That. Use the pronoun “which” in **descriptive** clauses and “that” as the pronoun in defining clauses to promote accuracy and readability. Excessive use of “which” moves writing away from natural, easy English to stiff prose.

(a) Which. A descriptive clause adds information about the preceding word or group of words and is not essential to identification. Commas set off descriptive clauses. Example: “The Good Writing Treaty, **which** is to take effect January 1, 2021, prohibits bad writing.”

(b) That. A defining clause identifies the person or thing meant. Commas do not set off a defining clause. Example: “The directive **that** implemented the Public Law is the subject of this study.” (To test whether a clause is defining, mentally omit the clause. If its omission changes the meaning or results in a statement that does not make sense or is incomplete, it is a defining clause.)

o. Words to Remember

(1) Data. Usually plural (“data are”).

(2) Email. Not e-mail.

(3) Federal, State. Capitalize Federal in all cases. Capitalize state depending upon context, for example: The state will hold a hearing. The State of New York will participate.

(4) Forums. Not fora.

(5) Government. Capitalize Government when referring to a specific government, for example: The Federal Government will work with... The Government of India decided

(6) Nation. Capitalize nation when referring to the United States; e.g., our Nation is strong in this area.

(7) Under Secretary. Two words and followed by “for” and the area of interest. Correct title is “Under Secretary for Industry and Security,” not “Under Secretary of Industry and Security.”

(8) U.S. and United States. Use U.S. as an adjective (e.g., U.S. policy), but spell out United States as a noun. Also, spell out United States in all cases when it begins a sentence.

(9) United States Trade Representative. This is the proper title, not U.S. Trade Representative.

(10) Washington, DC. There are no periods in DC, and there are no periods in NW, SW, NE, and SE Washington, DC, street addresses.

p. Years in Documents. Placing the year in a date is not necessary when referring to the current year. Still, keeping the year in for clarity is fine, especially when a previous or future year is mentioned. For example, “The meeting on May 2 will cover the program cost.” With the year, the sentence would read, “The May 2, 2020, meeting will cover the program cost.” Note, there is a comma after the year.

ENCLOSURE B

DEPARTMENT OF COMMERCE PREFERENCES

1. General Preferences

a. Tone

(1) Write in a natural conversational tone, avoiding the use of words such as “utilize” and “promulgate.” Use everyday words.

(2) Letters from the Secretary are typically sent to her peers, other senior-level officials. The tone should reflect this peer-to-peer communication.

(3) Be sparing in the use of the word “I.” A better approach is to use words that describe the team nature of the work done in the Department.

b. Style

(1) Be concise. Avoid long sentences and paragraphs. A one-page memorandum is preferred. If more information is needed, consider an attachment.

(2) Delete unnecessary words. Examples:

Use – soon
Not – in the near future

Use – because
Not – as a result of

(3) Do not repeat the same word or construction in the same sentence or paragraph. For example, “The study is highly beneficial, and I appreciate its many ~~benefits~~ insights.”

(4) Strive to be positive even when saying no. Type: “Although I would enjoy ...,” or “Because this matter is within the purview of the Secretary of the Treasury”

(5) Within reason, avoid acronyms.

(6) Do not use slang. Do not use Latin words or phrases without a special purpose.

(7) Avoid using passive voice.

ACTIVE: The company fired the employees.

PASSIVE: The employees were fired by the company.

(8) Use pronouns in moderation.

(9) Avoid split infinitives, except when splitting the infinitive sounds more natural. Otherwise, rewrite the sentence.

AWKWARD: I want you to consider *carefully* the proposal.

BETTER: I want you to *carefully* consider the proposal.

(10) Avoid using gender-specific words when other words would suffice.

2. Writing for the Secretary

a. Be DIRECT. Determine the question or issue in the tasker. Identify audience wants and needs. Research and coordinate. Establish a logical organization pattern. Create concise and professional documents. Tell the bottom line up front.

b. Writing Letters on Behalf of a Superior. When an Under Secretary responds to correspondence addressed to the Secretary, the introductory paragraph should be similar to the following:

“Thank you for your letter to the Secretary of Commerce concerning {issue}. I am responding on her behalf.”

c. Backdoor Taskings. Sometimes Bureaus would like to inform the Secretary’s addressee in letters or memorandums that they will perform a task. Remember, when writing for the Secretary, the Secretary does not need to ask a subordinate bureau to accomplish a task.

Do Not Use – “I have asked the Director, National Technical Information Service, to brief your staff on {issue}.”

Use – “The Director, National Technical Information Service, will brief your staff on {issue}.”

d. Keep it Simple. Instead of telling the addressee mundane details of upcoming meetings, events, tasks, etc., try using, “Our staffs can work out the details.”

e. Delete Unnecessary Adverbs. For example, “The system was ~~incredibly~~ successful in showcasing DOC capabilities,” or “We have ~~carefully~~ reviewed the arguments.”

f. Mea Culpa Language. When submitting correspondence for the Secretary’s signature that is extremely late, add something such as the following at the end of the introductory paragraph. “Thank you for your letter concerning widgets. I apologize for the delay in the response. In the future, you will receive a more prompt reply.”

ENCLOSURE C

CORRESPONDENCE TEMPLATE GUIDELINES

Please conform to the following guidelines (Figures C-1 through C-7) when drafting correspondence. ExecSec sends templates to each bureau's correspondence points of contact whenever there are updates.

Figure C-1 – Cover Memo

Figure C-2 – Decision Memo

Figure C-3 – Information Memo

Figure C-4 – Briefing Memo

Figure C-5 – One-Page Letter

Figure C-6 – Two-Page Letter

Figure C-7 – Personal Letter

Figure C-1

Cover Memo

Month Date, Year

MEMORANDUM FOR THE SECRETARY

FROM: Joe Smith, title, organization

SUBJECT: Response to Senator Mark Warner (D-VA) regarding ...

Text goes here. Text goes here.

Text goes here. Text goes here.

Prepared by: Ms. Kathleen Drafter, title, organization, x2-xxxx

RECOMMENDATION:

I recommend that you sign the response to Senator Warner.

Attachment(s)

EXECUTIVE SECRETARIAT CLEARANCE:

Executive Secretariat

Date

Figure C-2

Decision Memo

Month Date, Year

DECISION MEMORANDUM FOR SECRETARY RAIMONDO

FROM: John Smith, Special Advisor, (202) 482-0000

RE: Concise subject

The Office of Legislative and Intergovernmental Affairs (OLIA) proposes the attached letter as a response to the Senate Subcommittee on Commerce, Justice, Science, and Related Agencies. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here.

Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here.

Prepared by: Ms. Kathleen Drafter, title, organization, x2-1234

RECOMMENDATION:

I recommend that you approve the proposed letter for signature and release by OLIA.

Attachment(s)

EXECUTIVE SECRETARIAT CLEARANCE:

Executive Secretariat _____ Date _____

Tracking Number: _____

DECISION FOR THE SECRETARY

Approval of the content in the proposed OLIA response

_____ I approve the content in the proposed OLIA response.

_____ I do not approve the content in the proposed OLIA response.

_____ I approve as amended the content in the proposed OLIA response.

_____ I would like to discuss this issue.

Figure C-3

Information Memo

Month Date, Year

INFORMATION MEMORANDUM FOR SECRETARY RAIMONDO

FROM: John Smith, Special Advisor, (202) 482-0000

RE: Concise subject

A few sentences or one paragraph overview of the issue and the reason for providing the update. Note any upcoming meetings or timing the Secretary needs to be aware of, especially if this is in relation to upcoming remarks or a speech she will deliver. Refer to the Secretary in the second person using “you.”

Place the meat of the memo in this section, organized in a clear, concise way that explains the issues and why she is receiving the update at this time. The same style rules and good writing do’s and don’ts that apply to event/meeting memos apply here.

The purpose of an information memo is to provide the Secretary with important information that she needs to know but would not otherwise receive via a meeting/event briefing paper. The most common uses are to convey an important policy development or to update the Secretary on what is happening in a specific bureau or DOC team.[ES1]

IT IS NOT APPROPRIATE TO USE INFORMATION MEMORANDA TO SEEK SECRETARIAL INPUT OR DECISIONS.

PROPOSALS REQUIRING SECRETARIAL INPUT SHOULD BE PRESENTED IN DECISION MEMORANDA.

BACKGROUND:

Provide AS MUCH INFORMATION as possible with supporting figures, facts, background, and details. Vague generalities and broad statements are not sufficient for this section, extensive details are essential for the Secretary.

Note, there is a 5-page limit for information memos. Provide additional information in attachments, but remember this memorandum should be able to stand on its own. Ensure attachments are cited in the body text of the memo (e.g., **see Attachment 1 for Additional Information**).

ATTACHMENT(S):

1. Additional Information
2. Report with Detailed Information

Figure C-4

Briefing Memo

Month Date, Year

(Use plain paper; letterhead unnecessary. Include page numbers at the bottom of the page. Include CUI markings at the top as appropriate. Please use Microsoft Word.)

**BRIEFING PAPER FOR THE SECRETARY MEETING WITH ... (or
PHONE CALL TO ... or REMARKS TO ...)**

FROM: Name and title of most senior ITA Official who cleared (ex: U/S or Assistant Secretary), cell phone

PREPARED BY: List your name, title, cell phone

DATE: Day, Date, Year

LOCATION: Secretary's office, Under Secretary's office, Virtual (MS Teams with dial-in info, audio only conference), etc. ... (Indicate full address if not at the Department of Commerce.)

PHONE NUMBER: If the paper is for a phone call, the phone number should be included here, as well as who is placing the call. If the meeting is not a call you can remove this line. If it is a conference line, include the participant code.

PHOTO SPRAY: Yes OR No. Include details here. A photo spray may sometimes be associated with visits from foreign delegations. If not applicable, remove.

STAFF PARTICIPANTS: Include a complete list of DOC staff who will be present for the meeting.

Note that you may also change the heading of Photo Spray to GIFT or INTERPRETATION here and provide the relevant details if this is applicable.

THINGS YOU MUST KNOW:

(no spaces between bullets)

- Include the purpose and goals of the meeting/event.
- Include the principal's specific objective to be accomplished at the meeting/event.

BACKGROUND:

- If the principal will be meeting with a foreign counterpart, briefly describe the trade status between the United States and that particular country, including deficit/surplus information. See below example.
- **U.S.-India Trade:** The United States exported \$33.1 billion in goods to India in 2018. Annual bilateral trade in goods and services with India doubled over the last decade, from \$66 billion in 2008 to \$142 billion in 2018, while the deficit increased from \$10.6 billion to \$24.3 billion. From 2017 to 2018, U.S.-India total trade increased by almost \$16 billion and the deficit decreased by \$3 billion. The largest goods deficit sectors with India in 2018 included pharmaceuticals, jewelry, and textiles. Leading services deficit sectors in 2018 included computer services and other business services.
 - Specific topical background should be in bold followed by a “:” and should **not** go on to 2nd page. See example below.



For scripted events that are scheduled for several hours, it is okay to include more information.

PARTICIPANTS:

Department of Commerce

Participant name first, followed by title; avoid use of acronyms in titles. List key attendees and their titles; avoid using tables. Make sure all staff you list as participants are aware and have confirmed they will attend. Do not list participants as a courtesy or assume a senior official should attend by default.

Keep in mind that we try to ensure an equal number of participants. For example, if there are four company officials attending a meeting, then we prefer to limit the participation to four Department officials.

If there are more than eight participants, include them as a separate attachment.

Other (country, company, etc.)

PRESS PLAN:

- **Closed OR Open.** If open, identify expected press participants/scenario and whether there will be a question and answer session. Note that if the Press plan is Open, you will need to closely coordinate with OPA to share important logistical information.

ATTACHMENTS:

- (1) Talking Points (ideally limited to one page, with topic headers)
- (2) Sequence of Events
- (3) Additional Background
- (4) Biographies
- (5) Related Press Articles, Social Media Postings, Country Fact Sheets (optional)

NOTE: In terms of length, it is imperative that papers be concise; the Principal often has 10+ briefing papers per day. The Principal should be able to extract the key information for the meeting (Things You Must Know, Background, Participants, etc.) within the first two pages.

Each paper should ideally be no longer than 3 to 5 pages (including attachments). At times, it may be appropriate for the paper to be longer.

The e-copy of the briefing paper and the attachments should be submitted as ONE word file.

Figure C-5

One-Page Letter

FOUR BLANK LINES FROM TOP OF PAGE BEFORE DATE

Month Date, Year

THREE BLANK LINES AFTER DATE

Mr. Joe Smith
President and Chief Executive Officer
Gulf Correspondence
1234 Elmwood Street
Galveston, TX 70008

TWO SPACES BETWEEN STATE AND ZIP CODE

Dear Mr. Smith:

Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here.

Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here.

Sincerely, **3.5-INCH INDENT – 7 TABS**

THREE BLANK LINES FOR SIG BLOCK

Gina M. Raimondo

FORMATTING SUMMARY

Font: Times New Roman/Regular, 12 point
Always put date and proper vertical spacing for date.
Margins: 1-inch top, bottom, left, right
Two spaces between sentences
.5-inch indent for paragraph first lines

Figure C-6

Two-Page Letter

FOUR BLANK LINES BEFORE DATE

Month Date, Year

THREE BLANK LINES AFTER DATE

His Excellency
Joseph Jones
Minister of Correspondence
of the Republic of Indonesia
Jakarta

Dear Mr. Minister:

Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here.

Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here. Text goes here.

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PAGE BREAK, NOT SECTION BREAK

His Excellency Joseph Jones
Page 2

2 BLANK LINES AFTER PAGE NUMBER

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Sincerely, **3.5-INCH INDENT – 7 TABS**

THREE BLANK LINES FOR SIG BLOCK

Gina M. Raimondo

2 BLANK LINES PRECEDE “cc:” OR “Enclosure(s)” LINES, IF APPLICABLE

cc: Ambassador Budi Bowoleksono
Ambassador Joseph Donovan, Jr.

FORMATTING SUMMARY

Font: Times New Roman/Regular, 12 point

Always put date and proper vertical spacing for date

Margins: 1-inch top, bottom, left, right

Two spaces between sentences

.5-inch indent for paragraph first lines

Page break before next letter, not section break

Figure C-7

Personal Letter

SIX (NOT FOUR) BLANK LINES FROM TOP OF PAGE BEFORE DATE

Month Date, Year

THREE BLANK LINES AFTER DATE

His Excellency
John Doe
Ambassador of XXXXXXXX
Washington, DC 20008

Dear Mr. Ambassador:

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Sincerely, 3-INCH (NOT 3.5) INDENT – 6 TABS (NOT 7)

THREE BLANK LINES FOR SIG BLOCK

Gina M. Raimondo

FORMATTING SUMMARY

Font: Times New Roman/Regular, 11.5 point, not 12

Always put date and proper vertical spacing for date.

Margins: 1-inch top, bottom, left, right

Two spaces between sentences

.5-inch indent for paragraph first lines

NOTE: ExecSec Editors print on Executive (not Letter) Paper

ENCLOSURE D

EXECSEC ORGANIZATION CHART

