FOREWORD

        The purpose of the Departmental Correspondence Handbook is to provide specific guidelines to: (1) assist in responding as quickly and efficiently as possible to correspondence that the Department of Housing and Urban Development receives from a variety of federal, state, and local government officials and other parties, including private citizens; and (2) assist in preparing memoranda and other internal correspondence.

        Being responsive to the needs of correspondence received from the outside is central to the Department's mission, and those responses must be timely and in plain English. All employees are required to use this handbook in the preparation of correspondence, both in responding to external correspondence and in drafting internal correspondence.

        By following the guidance outlined in this handbook, the correspondence process will be expedited. Suggestions on improvement of the process are welcome and may be submitted via the Executive Secretariat website, http://hudatwork.hud.gov/po/es/, for consideration.

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CHAPTER I. PREPARING CORRESPONDENCE

1-1   Purpose.

        This chapter contains information on departmental policy and standards for how letters
        and memorandums -- including general, secretarial, White House, and congressional
        correspondence -- are prepared.

        A.   For details on preparing letters, see Chapter II.

        B.   For details on preparing memorandums, see Chapter III.

        C.   For details on preparing secretarial correspondence (other than congressional
                correspondence), see Chapter IV.

        D.   For details on preparing White House correspondence, see Chapter V.

        E.   For details on preparing congressional correspondence, see Chapter VI.

1-2   Use.

        Use of this handbook is mandatory departmentwide. All prior versions are obsolete.

        A.   This handbook presents departmental policies and procedures for preparing
                correspondence. Correspondence may not be prepared contrary to the procedures
                set forth herein.

                The originator and concurring/reviewing officials of correspondence may not
                impose their personal style preferences over the handbook standards nor return
                correspondence for retyping to reflect personal preferences.

1-3   Policies for Originators.

        A.   Answer informally as much incoming correspondence as possible. Use the
                telephone or email to save time and reduce the document preparation workload.
                Keep telephone calls and emails short, courteous, and to the point.

                Note: Do not use the telephone or email to answer incoming correspondence
                that: (a) would affect proposed or existing HUD policies, (b) must be reviewed
                by, or coordinated with, other offices, or (c) when office protocol requires the
                preparation of a more formal response.

        B.   Form Letter. Develop and use form letters to respond to requests for publications,
                blank forms, or other printed material when the same information is frequently
                requested. (See Exhibit 1-1 for sample form letter.)

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C.   If the information requested is available on the Internet, refer the customer to the website. Send only hud.gov website links or other public website addresses. When referring to a <u>website address</u> in the body of a letter or email response, underline the <u>website address</u>. Do not set the address out in any other way; for example, in boldface or in parentheses.

D.   <u>Types of Responses to Controlled Correspondence</u>.

      1.   <u>Acknowledgment Letter</u>: Lets the sender know that their letter was received and will be answered soon. Prepare an acknowledgment when no information can be obtained by the deadline.

      2.   <u>Interim Letter</u>: A partial response prepared when some, but not all, of the information is available by the deadline.

      3.   <u>Final Letter</u>: A full response, or the final response following an interim letter.

E.   <u>Multiple Addressees</u>.

Prepare letters using one of the following:

      1.   An original for each addressee;

      2.   In response to incoming correspondence with multiple signatures, a single reply addressed to the first person who signed the letter. In the first paragraph, state that the reply is also intended for the other addressees; or

      3.   In response to petitions or resolutions, a single reply addressed to the person who submitted the petition or resolution, or to the first person who signed it. In the body of the letter, mention the other addressees as a group.

F.   <u>Congressional Correspondence</u>.

      1.   <u>Congressional Constituent Correspondence</u>. When a constituent writes to HUD as well as to a Member of Congress on the same subject, and the Member refers their letter to HUD:

            a.   Ensure that the responses to the constituent and to the Member of Congress convey the same information;

            b.   Reference the constituent's letter to HUD in the response to the Member of Congress; and

            c.   Do not reference the correspondence that was forwarded by the Member of Congress in the response to the constituent.

2.   Congressional Correspondence With Multiple Addressees.

    a.   When initiating a letter to more than one Member of Congress, prepare an original for each addressee.

    b.   When responding to an incoming letter signed by more than one Member of Congress, prepare an original of the response, addressed individually, to each Member.

G.   <u>Opening Text of Letters</u>. Opening sentences influence the tone of correspondence, which should display a courteous attitude and attempt to establish rapport with the recipient of the correspondence.

Good examples of frequently used opening text are provided below.

1.   "Thank you for your letter of [date], [concerning…]; [expressing…]; [supporting…]; [on behalf of…]." The date of the incoming letter should be included in the opening sentence to establish clear timelines.

2.   For undated correspondence, use "Thank you for your letter, which was received on [date], [concerning…]; [expressing…]; [supporting…]; [on behalf of…]."

3.   "This is in further response to your letter of [date], [concerning…]; [expressing…]; [supporting…]; [on behalf of...]."

4.   For correspondence addressed to the Secretary or Deputy Secretary and referred for direct reply, use: "On behalf of [Secretary] [Deputy Secretary] [last name], thank you for your letter of [date], [concerning…]; [expressing…]; [supporting…]; [on behalf of…]."

5.   For White House correspondence, see Chapter V for opening text examples.

6.   For correspondence addressed to the Secretary or Deputy Secretary and controlled for the signature of the Assistant Secretary for Congressional and Intergovernmental Relations, use: "On behalf of [Secretary] [Deputy Secretary] [last name], thank you for your letter of [date], [concerning…]; [expressing…]; [supporting…]; [on behalf of…]."

7.   When a member of Congress requests that HUD reply directly to the constituent use: "[Senator] [Representative] [full name] has asked the Department of Housing and Urban Development to reply to your letter of [date], [concerning…]; [expressing…]; [supporting…]; [on behalf of…]."

H.   <u>Plural Pronouns</u>. Use "the Department" or "HUD" instead of "we," "our," or "us." (e.g., "The <u>Department</u> has intensified <u>its</u> focus on monitoring and program

compliance." instead of "<u>We</u> have intensified <u>our</u> focus on monitoring and program compliance.")

I.   <u>Abbreviations/Acronyms</u>. Abbreviations and acronyms are good shorthand devices; however, avoid overusing them. An abbreviation or acronym must be spelled out the first time it is used (e.g., Office of Management and Budget (OMB)).

       Exception: Never put the acronym HUD in parentheses after referring to the Department of Housing and Urban Development. The use of HUD, the Department of Housing and Urban Development, or the Department is appropriate throughout the letter.

J.   <u>Correspondence More Than 60 Days Old</u>. If the correspondence is more than 60 days old, do not refer to it as a "recent letter." Instead, use "letter."

K.   <u>Gender-Biased Language</u>. Avoid using gender-biased language. Use the gender-neutral references "one," "person," "individual," or the plural "their" in place of gender specific nouns and pronouns when making a general reference.

L.   <u>Enclosures</u>. In the text of letters, identify any accompanying material as an enclosure. Multiple enclosures should be tabbed for easy reference. An enclosure too bulky to accompany the letter may be sent as a separate package. State in the text that it is being sent under separate cover.

M.   <u>Attachments</u>. In the text of memorandums, identify any accompanying material as an attachment. Multiple attachments should be tabbed for easy reference.

N.   <u>Closing Text of Letters</u>. Closing sentences are influential in establishing good rapport. Good examples of frequently used closing text are provided below.

       1.   "Thank you for your interest in the Department's programs."

       2.   "I hope the information provided is helpful."

       3.   "I appreciate your interest in (name of program)."

       4.   "I hope this information is helpful in responding to your constituent." (for congressional correspondence)

       5.   When appropriate, in the last paragraph, include the name, area code, telephone number, and extension, as well as the email address, of someone who can answer questions about the content. **Note**: Do not identify program staff as the point of contact in congressional letters signed by Office of Congressional and Intergovernmental Relations officials.

O.   <u>Content</u>. Outgoing correspondence must:

1.   Ensure that the concerns expressed in the incoming correspondence are thoroughly addressed and that questions are adequately answered;

2.   Be concise and to the point;

3.   Be written in plain English, not technical jargon;

4.   Accurately state the Department's policies;

5.   Give a good impression of HUD;

6.   Present negative information in a tactful way; and

7.   Be error free.

1-4   Control of Correspondence.

The Department uses an official correspondence tracking system (CTS) to control all correspondence. HUD staff in each program and field office must use CTS to document the status of controlled correspondence in their office.

A.   Correspondence Unit Chiefs/Points of Contact. Each HUD Headquarters program office, and regional and field office, must have a designated correspondence unit chief or a point of contact for correspondence matters.

B.   CTS Control. The CTS control is an official record that:

1.   Establishes the information and/or action needed to appropriately manage incoming correspondence; and

2.   Documents correspondence and actions initiated within departmental offices.

C.   Freedom of Information Act and Privacy Act. Special requirements apply for responding to Freedom of Information Act (FOIA) requests and Privacy Act requests. All FOIA requests received in Headquarters must be forwarded immediately to the FOIA division in the Executive Secretariat for appropriate handling. FOIA requests received in a regional or field office must be forwarded immediately to the regional or field office FOIA Liaison for appropriate handling.

All Privacy Act requests received by the Department, including requests seeking information contained in personnel records, must be forwarded immediately to the Department's Privacy Act Officer for appropriate handling. All Privacy Act requests received in a regional or field office must be forwarded immediately to the regional or field office Privacy Act Officer for appropriate handling.

1-5   <u>Questions</u>. If this handbook does not answer your questions, contact your program office's correspondence unit or point of contact for correspondence. The correspondence unit or point of contact for correspondence will contact the Executive Secretariat if they cannot answer your questions.

CHAPTER I Exhibit: Preparing Correspondence

Exhibit 1-1   Sample of a Form Letter

EXHIBIT 1-1

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
WASHINGTON, DC 20410-3000

OFFICE OF THE ASSISTANT SECRETARY
FOR HOUSING-FEDERAL HOUSING COMMISSIONER

[Date]

[Insert Inside Address]

Dear Sir or Madam:

Thank you for your inquiry requesting information on HUD's programs. The following information is enclosed:

___	Guide to Single Family Home Mortgage Insurance
___	Rehab a Home with HUD's Section 203(k)
___	100 Q&As About Buying a New Home
___	Home Equity Conversion Mortgage (HECM) - Reverse Mortgage
_X_	Title I Property Improvement Loans
___	Title I Manufactured Housing Fact Sheet
___	_____

A HUD-approved housing counseling agency may be able to assist you in evaluating the local housing market and determining which alternatives would best suit your needs. The counseling services are usually provided without cost to the client. You may call 1-800-XXX-XXXX or TTY 1-800-XXX-XXXX, both toll-free numbers, or send a message to an email address for assistance.

I hope this information will be helpful to you.

Sincerely,

[Insert Name], Director,
Housing Communication and Marketing Division

This letter is typed in Times New Roman, 11-pitch type for this handbook exhibit only.

_____

CHAPTER II. LETTERS

2-1   Purpose.

This chapter explains how to prepare letters for signature by departmental officials and includes information on the concurrence and dispatch processes.

A.   For information on how letters and memorandums are written, see Chapter I.

B.   For details on preparing memorandums, see Chapter III.

C.   For details on preparing secretarial correspondence (other than congressional correspondence), see Chapter IV.

D.   For details on preparing White House correspondence, see Chapter V.

E.   For details on preparing congressional correspondence, see Chapter VI.

2-2   Use.

The letter format is used:

A.   For formal correspondence with the public and government agencies when telephone or other informal communications are not appropriate; and

B.   To convey awards, commendations, congratulations, condolences, etc.

2-3   Stationery and Printer Requirements.

A.   Stationery.

1.   Department letterhead is available in Microsoft Word in HUDDocs. To access HUDDocs, click on "File," click on "New," click on "My Templates," click on "HUDDocs," and select the appropriate letterhead.

2.   When using HUDDocs, plain white stock suitable for laser printers is acceptable as an original because HUDDocs prints the letterhead. For continuation pages, use plain white paper of equal quality.

3.   See Section IV-4 for stationery requirements for correspondence that is for signature by the Secretary or Deputy Secretary.

B.   Printer. Use a laser printer for all letters.

2-4   Type Style.

Always use Times New Roman font, 12-pitch type.

2-5   Margins.

    A.   Standard Letter. The standard margins are one inch on the left, right, and bottom. The top margin is automatically set in HUDDocs.

    B.   Short Letter. The margins may be adjusted for balance on the page. Set the margins at 1.25 inches and hit "Tab" five times for the signature block.

2-6   Date.

In HUDDocs, the cursor will be at the date line; however, the date may be added after the letter has been signed.

2-7   Addressing a Letter.

(See Appendix A for models of address and general rules.)

    A.   Placement. (See Exhibit 2-1.)

    B.   Spacing.

        1.   Single-space the address and arrange it in block style.

        2.   Limit the address to five lines or less on the letter.

        3.   Limit each line to 3 inches or less.

        4.   Indent run-over lines two spaces by hitting the spacebar two times

        5.   If more than five lines are needed to ensure delivery, type the complete address on the envelope.

    C.   Multiple Addressees. Prepare letters by using one of the following:

        1.   Prepare an original for each addressee;

        2.   In response to incoming correspondence with multiple signatures, prepare a single reply to the first person who signed the letter. In the first paragraph, state that the reply is also intended for the other addressees; or

        3.   In response to petitions or resolutions, prepare a single reply addressed to the person who submitted the petition or resolution or to the first person who signed it. In the body of the letter, mention the other addressees as a group.

    D.   State and Territory Abbreviations Table. (See Appendix B.)

E. ZIP Code. All ZIP Codes should consist of nine digits (ZIP Code + 4). To find a ZIP Code + 4 when a street or postal address is available, go to the United States Postal Service website at www.usps.com and click on "Look Up a ZIP Code."

F. Attention Line. Attention lines are not necessary unless required by the incoming letter. If one is necessary, insert it as the first line of the inside address – with or without the word "Attention". (**Exception:** Attention lines on replies to Members of Congress are placed on the Envelope only.)

2-8 Salutation.

(See Exhibit 2-1.) Do not personalize the salutation. The signer will personalize the salutation on the original, if necessary.

2-9 Body of a Letter.

A. Placement and Spacing. (See Exhibit 2-1.)

B. Paragraphs. (See Exhibit 2-1.)

C. Subparagraphs. (See Appendix C.)

D. Quotations. (See Appendix D to incorporate quotations into the body of a letter.)

E. Multiple-Page Letter. Do not begin a paragraph near the end of a page, unless there is room for at least two lines. Do not continue a paragraph on the next page, unless at least three lines can be carried over.

In HUDDocs, the cursor will be on the correct line for the page number. Number continuation pages at the top right margin and continue typing the letter three lines below.

2-10 Complimentary Close. (See Exhibit 2-1 and Appendix A.)

2-11 Signature Element. (See Exhibit 2-1.)

A. One Signature. (See Exhibit 2-1.) The signature element includes:

1. The signer's name;

2. The signer's title; and

3. The signer's office name. Use only enough to identify the office. For example, if the signer is a Division Director or Branch Chief, use the name of the division or branch only. Indent run-over lines two spaces by hitting the spacebar two times. Omit the office name when the title alone clearly identifies the signer.

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B. Joint Signatures. (See Exhibit 2-2.)

2-12   Enclosure Notation.

(See Exhibit 2-1.) If the letter has an enclosure, type an enclosure notation.

2-13   Courtesy Copy Notation.

(See Exhibit 2-1.) If the originator wants the addressee to know that someone else will receive a copy of the letter, type a "cc" (courtesy copy) notation:

cc:

2-14   Proofreading.

Read the letter(s), (envelope(s), or label(s)) carefully to ensure there are no errors.

2-15   Concurrence/Clearance/Dispatch.

Follow concurrence, clearance, and dispatch procedures used by your program office's correspondence unit or point of contact for correspondence, to ensure accordance with current departmental policies and standards.

2-16   Accommodating Persons with Disabilities and Persons with Limited English Proficiency.

The Department is committed to ensuring that its correspondence is effectively communicated with its employees, applicants, participants, personnel of other federal entities, and members of the public who have disabilities. Accordingly, your office should endeavor to provide correspondence in alternative formats when necessary to effectively communicate with persons with disabilities. For example, where the Department provides informal correspondence by telephone, the appropriate offices will attempt to make available telecommunication devices for deaf persons (TDDs), placing calls using telephone or video relay services or some equally effective communication system when it is necessary to effectively communicate with persons who are deaf or hard of hearing and, where the Department provides written correspondence, the appropriate offices will endeavor to provide the content of the written correspondence in an appropriate, alternative format (large print, electronic format such as email or MS Word document, or Braille) when it is necessary to effectively communicate with persons who are blind or have low vision. The person with a disability is generally in the best position to determine which means of communication will be effective given that individual's disability; communication skill; and the length, nature, complexity, and content of the communication (e.g., use of legal or technical terms).

The Department is also committed to ensuring that its correspondence is effectively communicated with persons who have limited English proficiency (LEP). Questions about providing correspondence in translated formats for persons who have LEP should be directed to the Office of Fair Housing and Equal Opportunity.

CHAPTER II: Exhibits of Letters

EXHIBIT 2-1

Structural Elements of a Letter

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
WASHINGTON, DC 20410-3000

OFFICE OF ADMINISTRATION

(Date)

Mr. Ari Zona
123 Desert Lane
Sun City, AZ 77054-7777

Dear Mr. Zona:

The following guidelines address structural elements of a HUD letter. Access Microsoft Word. Click on "File," "New," and "HUDDocs," select the appropriate letterhead. Make certain the font is Times New Roman, 12-pitch type. The cursor will be at the date line; however, most of the time the date will be added <u>after</u> the letter has been signed.

Hit "Enter" four times and type the inside address. Hit the spacebar two times between the state code and the ZIP Code. Hit "Enter" two times, type Dear, the professional or courtesy title, last name, and a colon. Hit "Enter" two times and hit "Tab" one time to begin typing the body of the letter.

Hit the spacebar two times after each sentence. For standard and short letters, single-space within each paragraph and double-space between paragraphs. Hit "Tab" one time before typing each paragraph. Hit "Enter" two times at the end of the last paragraph. Hit "Tab" six times and type Sincerely,. Hit "Enter" five times, hit "Tab" six times, and type the signer's name. Hit "Enter" one time, hit "Tab" six times, and type the title, aligned directly under the signer's name. Hit the spacebar two times to indent run-over lines. If there is an enclosure(s), hit "Enter" two times and type Enclosure(s). If a cc will be sent, hit "Enter" two times after typing the signer's title (or enclosure notation, if any) and type cc:. Hit "Enter" one time and type the recipient's name. List additional names single-spaced.

Sincerely,

Nevada Smith
Deputy Assistant Secretary
 for Handbook Regulations

Enclosure(s)   (if required)

cc: (if required)
Silvah Bells

This letter is typed in Times New Roman, 10-pitch type for this handbook exhibit only.

EXHIBIT 2-2

Letter with Joint Signatures

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
WASHINGTON, DC 20410

(Date)

Mr. Ari Zona
123 Desert Lane
Sun City, AZ 77054-7777

Dear Mr. Zona:

Use the standard letter format as shown in Exhibit 2-1. For joint signatures, use general departmental letterhead (available in HUDDocs, "Generic HUD.dot") if the officials are in different primary organizations. Hit "Enter" two times after the last paragraph.

Hit "Tab" six times and type Sincerely,. Hit "Enter" five times, type the name of the first signer. Hit "Tab" five or six times (depending on the length of the names) and type the name of the second signer.

Single-space the title of each signer below and flush with their names. Limit signature elements to four lines or less. Indent run-over lines two spaces by hitting the spacebar two times.

Sincerely,

Barry Blanco   Amarillo T. Rose
Assistant Secretary for Housing-Federal   Chief Human Capital Officer
 Housing Commissioner

Enclosure(s)   (if required)

cc: (if required)
Silvah Bells

This letter is typed in Times New Roman, 10-pitch type for this handbook exhibit only.

CHAPTER III. MEMORANDUMS

3**-**1   <u>Purpose</u>.

This chapter explains how to prepare memorandums for signature by departmental officials and includes information on the concurrence and clearance process.

A.   For details on policies for originating and controlling correspondence, see Chapter I.

B.   For details on preparing letters, see Chapter II.

C.   For details on preparing action or information memorandums to or from the Secretary or the Deputy Secretary, see Chapter IV.

D.   For details on preparing White House correspondence, see Chapter V.

E.   For details on preparing congressional correspondence, see Chapter VI.

3**-**2   <u>Use</u>.

The memorandum format is used for official internal correspondence; that is, with individuals or organizations within the Department.

3**-**3   <u>Stationery and Printer Requirements</u>.

A.   <u>Stationery</u>.

1.   Department letterhead is available in Microsoft Word in HUDDocs. To access HUDDocs, click on "File," click on "New," click on "My Templates," click on "HUDDocs," and select the appropriate letterhead.

2.   When using HUDDocs, plain white stock suitable for laser printers is acceptable as an original because HUDDocs prints the letterhead.

3.   For continuation pages, use plain white paper of equal quality.

B.   <u>Printer</u>. Use a laser printer for all memorandums.

3**-**4   <u>Type Style</u>. Always use Times New Roman font, 12**-**pitch type.

3**-**5   <u>Margins</u>.

A.   <u>Standard Memorandum</u>. The standard margins are one inch on the left, right, and bottom. The top margin is automatically set in HUDDocs.

B.   <u>Short Memorandum</u>. The margins may be adjusted for balance on the page. Set the margins at 1.25 inches.

_____

3-6   Date.

        In HUDDocs, the cursor will be at the date line; however, the date may be added after the
        memorandum has been signed.

3-7   Memorandum For Line.

        A.   Placement. (See Exhibit 3-1.)

        B.   Spacing. Single-space the addressee line(s). Limit each line to 3 inches or less.
                Indent run-over lines two spaces by hitting the spacebar two times.

        C.   Multiple Addressees. Prepare memorandums using one of the following:

                1.   (See Exhibit 3-2.) List addressees at the top when there are four or fewer;

                2.   (See Exhibit 3-3.) List addressees at the bottom when there are five or
                        more, and they can be listed together at the bottom of the memorandum; or

                3.   (See Exhibit 3-4.) Attach a list of addressees when there are too many to
                        be listed at the bottom of the memorandum.

3-8   Attention Line. (See Figure 3-1.) Use when directing the memorandum to the attention
        of someone within the addressee's office. After typing the office code of the addressee,
        hit "Enter" two times and type ATTENTION:. Then hit "Tab" three times and type the
        name, title, office (if appropriate), and office code of the person whose attention is
        required. Indent run-over lines two spaces by hitting the spacebar two times.

+--+
| Figure 3-1 |
| |
| MEMORANDUM FOR: Amarillo T. Rose, Chief Human Capital Officer, A |
| |
| ATTENTION: Rolando Rivers, Special Assistant, Office of the |
| Chief Human Capital Officer, A |
| |
| FROM: Barry Blanco, Assistant Secretary for Housing--Federal |
| Housing Commissioner, H |
| |
| SUBJECT: Assignment of Office Codes - Your |
| Memorandum Dated February 8, 20xx |
| |
+--+

3-9   Through Line. (See Figure 3-2.) Use when sending a memorandum through an intermediate office. After typing the office code of the last addressee (or the office code in the attention line), hit "Enter" two times and type THROUGH:. Hit "Tab" three times and type the name, title, office (if appropriate), and office code of the intermediate official. Indent run-over lines two spaces by hitting the spacebar two times.

Figure 3-2

MEMORANDUM FOR: Rock N. Robin, Director, Office of Policy, Planning, and Training, AHC

THROUGH: Peter Gunn, Director, Employee and Labor Relations and Performance Management Division, AHED

FROM: Sampson DeLila, Director, Budget and Services Division, AHFB

SUBJECT: OPM's Proposed Classification Review of Headquarters Positions

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3-10   From Line.

A.   One Signature. (See Exhibit 3-1.) The FROM line includes:

1.   The signer's name;

2.   The signer's title;

3.   The name of the signer's office. Use only enough to identify the signer. For example, if the signer is a Branch Chief or Division Director, use the name of that Branch or Division only. Indent run-over lines two spaces by hitting the spacebar two times. Omit the office name when the title alone clearly identifies the signer; and

4.   The signer's office code, which can be found on the hud@work website, at http://www5.hud.gov:63001/po/i/netlocator/, the employee directory.

B.   Joint Signatures. (See Exhibit 3-5.)

3-11   Subject Line.

(See Exhibit 3-1.) The subject line briefly states the content of the memorandum.

3-12   Body of a Memorandum.

A.   Placement and Spacing. (See Exhibit 3-1.)

B.   Paragraphs. (See Exhibit 3-1.)

C.   Subparagraphs. (See Appendix C.)

D.   Quotations. (See Appendix D to incorporate quotations into the body of a memorandum.)

E.   Multiple-Page Memorandum. Do not begin a paragraph near the end of a page unless there is room for at least two lines. Do not continue a paragraph on the next page unless at least three lines can be carried over.

In HUDDocs, the cursor will be on the correct line for the page number. Number continuation pages at the top right margin and continue typing the memorandum three lines below.

3-13   Attachment Notation.

(See Exhibit 3-1.) If the memorandum has an attachment, type an attachment notation.

3-14   Courtesy Copy Notation.

(See Exhibit 3-1.) If the originator wants the addressee to know that someone else will receive a copy of the memorandum, type a cc (courtesy copy) notation.

3-15   Approval Block.

(See Figure 3-3.) Use an approval block to obtain the addressee's written approval, if necessary. Hit "Enter" two times after the body (attachment or cc notation, if any) and type the approval block.

Figure 3-3
_____   _____   _____ Approve   Disapprove   Date _____ Comments

3-16   Concurrence Block.

(See Figure 3-4.) Use a concurrence block to obtain the addressee's written concurrence, if necessary. Hit "Enter" two times after the body (attachment or "cc" notation, if any) and type the concurrence block.

Figure 3-4

_____ _____ _____
Concur   Nonconcur   Date

_____
Comments

3-17 <u>Proofreading</u>. Read the memorandum carefully to ensure there are no errors.

3-18 Follow concurrence, clearance, and dispatch procedures used by your program office's correspondence unit or point of contact for correspondence, to ensure accordance with current departmental policies and standards.

CHAPTER III: Exhibits of Memorandums

EXHIBIT 3-1

Structural Elements of a Memorandum

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
WASHINGTON, DC 20410-3000

ASSISTANT SECRETARY FOR
ADMINISTRATION/CHIEF INFORMATION OFFICER

(Date)

MEMORANDUM FOR: Barry Blanco, Assistant Secretary for Housing--Federal
                  Housing Commissioner, H

FROM: Amarillo T. Rose, Chief Human Capital Officer, A

SUBJECT: (Type the Subject of the Memorandum)

          The following guidelines address structural elements of a HUD memorandum. Access Microsoft Word. Click on "File," "New," and "HUDDocs," select the appropriate letterhead. Make certain the font is Times New Roman, 12-pitch type. The cursor will be at the date line; however, most of the time the date will be added <u>after</u> the memorandum has been signed.

          Hit "Enter" four times and type MEMORANDUM FOR:. Hit "Tab" one time and type the addressee's name, title, office (if appropriate), and office code. After typing the office code of the last addressee name in the memorandum for line (or attention or through lines, if used), hit "Enter" two times and type FROM:. Hit "Tab" three times and type the signer's name, title, office (if appropriate), and office code. After typing the office code of the signer, hit "Enter" two times and type SUBJECT:. Hit "Tab" three times and type the subject. Capitalize the first letter of the first word in the subject line and each subsequent word except for articles, prepositions, and pronouns. Indent run-over lines two spaces by hitting the spacebar two times. Hit "Enter" three times and hit "Tab" one time to begin typing the body of the memorandum.

          Hit the spacebar two times after each sentence. For standard and short memorandums, single-space within each paragraph and double-space between paragraphs. Hit "Tab" one time before typing each paragraph. If there is an attachment(s), hit "Enter" two times at the end of the last paragraph and type Attachment(s). If a cc will be sent, hit "Enter" two times at the end of the last paragraph (or attachment notation, if any) and type cc:. Hit "Enter" one time and type the recipient's name, title, office (if appropriate), and office code. Indent run-over lines two spaces by hitting the spacebar two times. List additional names single-spaced.

Attachment(s)   (if required)

cc: (if required)
Silvah Bells, Deputy Chief Human Capital Officer, A

     This memorandum is typed in Times New Roman, 10-pitch type for this handbook exhibit only.

EXHIBIT 3-2

Memorandum with Addressee List at the Top

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
WASHINGTON, DC 20410-3000

ASSISTANT SECRETARY FOR
ADMINISTRATION/CHIEF INFORMATION OFFICER

(Date)

MEMORANDUM FOR: Barry Blanco, Assistant Secretary for Housing-Federal
  Housing Commissioner, H
Harpo Winfrey, Assistant Secretary for Community
  Planning and Development, D
James Bond, Inspector General, G
Martha Vineyard, Director, Executive Secretariat, AHFD

FROM: Amarillo T. Rose, Chief Human Capital Officer, A

SUBJECT: (Type the Subject of the Memorandum)

This is a standard memorandum format with the individuals receiving the memorandum listed at the top of the memorandum. The same preparation instructions apply as outlined in Exhibit 3-1.

List addressees at the top when there are four or fewer. After MEMORANDUM FOR:, hit "Tab" one time and list the addressees on separate lines, single-spaced. For each, type the name, title, office (if appropriate), and office code. Indent run-over lines two spaces by hitting the spacebar two times.

Use group designations when appropriate. After MEMORANDUM FOR:, hit "Tab" one time and type the group designation name, e.g., Principal Staff, Regional Directors, or HUD Staff. When using several group designations, list each on a separate line, single-spaced.

Attachment(s)   (if required)

cc: (if required)
Silvah Bells, Deputy Chief Human Capital Officer, A

This memorandum is typed in Times New Roman, 10-pitch type for this handbook exhibit only.

EXHIBIT 3-3

Memorandum with Addressee List at the Bottom

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
WASHINGTON, DC 20410-8000

ASSISTANT SECRETARY FOR HOUSING-
FEDERAL HOUSING COMMISSIONER

(Date)

MEMORANDUM FOR: SEE LIST BELOW

FROM: Barry Blanco, Assistant Secretary for Housing-Federal
                                    Housing Commissioner, H

SUBJECT: (Type the Subject of the Memorandum)

      This is a standard memorandum format with the individuals receiving the memorandum listed at the bottom of the memorandum. The same preparation instructions apply as outlined in Exhibit 3-1.

      List addressees at the bottom when there are five or more and they will fit together after the last paragraph (or attachment or cc notation, if any).

      After MEMORANDUM FOR:, hit "Tab" one time and type SEE LIST BELOW. Hit "Enter" two times at the end of the last paragraph (or attachment or cc notation, if any) and type ADDRESSEES:. Hit "Enter" one time and list the addressees on separate lines, single-spaced. For each, type the name, title, office (if appropriate), and office code. Indent run-over lines two spaces by hitting the spacebar two times.

Attachment(s)   (if required)

cc: (if required)
Silvah Bells, Deputy Chief Human Capital Officer, A

ADDRESSEES:
LillieFlowers, General Deputy Assistant Secretary for
  Housing, H
Joseph Pheen, Deputy Assistant Secretary for Policy,
  Financial Management and Administration, HP
Linda Hand, Deputy Assistant Secretary for Single Family
  Housing, HS
Chris Kringle, Deputy Assistant Secretary for Multifamily
  Housing, HM
Ida Claire, Director, Transitional Housing, HT

This memorandum is typed in Times New Roman, 10-pitch type for this handbook exhibit only.

_____

EXHIBIT 3-4

Memorandum with Addressee List Attached

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
WASHINGTON, DC 20410-7000

ASSISTANT SECRETARY FOR
COMMUNITY PLANNING AND DEVELOPMENT

(Date)

MEMORANDUM FOR: SEE LIST ATTACHED

FROM: Harpo Winfrey, Assistant Secretary for Community
                                       Planning and Development, D

SUBJECT: [Type the Subject of the Memorandum)

        This is a standard memorandum format with the addressee list attached. The addressee list will always be on a separate page, be the last page of the memorandum, and contain only the list of addressees.

        List addressees on a separate page when there are too many to be listed together at the bottom of the memorandum. After MEMORANDUM FOR:, hit "Tab" one time and type SEE LIST ATTACHED.

        At the end of the last paragraph (or attachment or cc notation, if any) insert a page break. The cursor will be on the correct line for the page number. Number the page at the top right margin. Three lines below, at the left margin, type ADDRESSEES:. Hit "Enter" one time and list the addressees on separate lines single-spaced. For each addressee, type the name, title, office (if appropriate), and office code. Indent run-over lines two spaces by hitting the spacebar two times.

Attachment(s)   (if required)

cc: (if required)
Silvah Bells, Deputy Chief Human Capital Officer, A

This memorandum is typed in Times New Roman, 10-pitch type for this handbook exhibit only.

EXHIBIT 3-4
(continued)

ADDRESSEES:
Amarillo T. Rose, Chief Human Capital Officer, A
Barry Blanco, Assistant Secretary for Housing--Federal Housing Commissioner, H
Jaycee Lyons, Assistant Secretary for Public and Indian Housing, P
Sunny Day, Assistant Secretary for Fair Housing and Equal Opportunity, E
Wolff Hunter, Assistant Secretary for Policy Development and Research, R
Frederick E. West, Director for Field Policy and Management, M

This memorandum is typed in Times New Roman, 10-pitch type for this handbook exhibit only.

EXHIBIT 3-5

Memorandum with Joint Signatures

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
WASHINGTON, DC 20410

(Date)

MEMORANDUM FOR: Principal Staff

SUBJECT: (Type the Subject of the Memorandum)

      Use the standard memorandum format as shown in Exhibit 3-1. However, there will be no FROM line. For joint signatures, use general Departmental letterhead (available in HUDDocs, "Generic HUD.dot") if the officials are in different primary organizations. Hit "Enter" five times at the end of the last paragraph and type the name of the first signer. Then hit "Tab" five or six times (depending on the length of the names) and type the name of the second signer.

      Single-space the title of each signer below and flush with their names. Limit signature elements to four lines or less. Indent run-over lines two spaces by hitting the spacebar two times.

Barry Blanco   Amarillo T. Rose
Assistant Secretary for Housing-Federal   Chief Human Capital Officer, A
 Housing Commissioner, H

Attachment(s)   (if required)

cc: (if required)
Silvah Bells, Deputy Chief Human Capital Officer, A

This memorandum is typed in Times New Roman, 10-pitch type for this handbook exhibit only.

CHAPTER IV. SECRETARIAL CORRESPONDENCE

4-1   Purpose.

The term secretarial correspondence refers to the Secretary's and Deputy Secretary's correspondence. This chapter explains how to prepare letters and memorandums for their signatures, as well as memorandums for their action or information. Use Chapter VI for guidelines on preparation of secretarial correspondence to Members of Congress.

A.   For information on how letters and memorandums are written, see Chapter I.

B.   For details on preparing letters, see Chapter II.

C.   For details on preparing memorandums, see Chapter III.

D.   For details on preparing White House correspondence, see Chapter V.

E.   For details on preparing congressional correspondence, see Chapter VI.

4-2   Use.

A.   The letter format is used for formal correspondence with the public and government agencies and to convey awards, commendations, congratulations, condolences, etc.

B.   The memorandum format is used for official, internal correspondence with individuals or organizations within the Department.

4-3   Stationery and Printer Requirements.

A.   Stationery for Letters and Memorandums for the Secretary's or Deputy Secretary's signature. Department letterhead is available in Microsoft Word in HUDDocs.

1.   To access HUDDocs, click on "File," click on "New," click on "My Templates," click on "HUDDocs," and select the appropriate letterhead.

2.   As a rule, when preparing correspondence for the Secretary's or Deputy Secretary's signature use:

a.   "The Secretary" 8-1/2" x 11" ivory stationery with the eagle logo. In HUDDocs, select "SecIvory 306" for the proper format. For continuation pages, use the matching blank ivory stock;

b. "The Deputy Secretary" HUDDocs template, "DepSec 306". When using HUDDocs, plain white stock suitable for laser printers is acceptable as an original because HUDDocs prints the letterhead; and

c. For continuation pages, use plain white paper of equal quality.

B. Printer. Use a laser printer for all letters.

4-4 Type Style.

Always use Times New Roman font, 12-pitch type.

4-5 Margins.

A. Standard Letter. The standard margins are one inch on the left, right, and bottom. The top margin is automatically set in HUDDocs.

B. Short Letter. The margins may be adjusted for balance on the page. Set the margins at 1.25 inches. Hit "Tab" five times for the signature block on letters.

4-6 Date.

In HUDDocs, the cursor will be at the date line; however, most of the time the date will be added after signature.

4-7 Letter for the Secretary's or Deputy Secretary's Signature.

A. Addressing a Secretarial Letter. (See Appendix A for models of address and general rules.)

1. Placement. (See Exhibit 4-1 or 4-2.)

2. Spacing.

a. Single-space the address and arrange it in block style.

b. Limit the address to five lines or less on the letter.

c. Limit each line to 3 inches or less.

d. Indent run-over lines two spaces by hitting the spacebar two times.

e. If more than five lines are needed to ensure delivery, type the complete address on the envelope.

3.   <u>Multiple Addressees</u>. Prepare letters using one of the following:

    a.   Prepare an original for each addressee;

    b.   In response to incoming correspondence with multiple signatures, prepare a single reply to the first person who signed the letter. In the first paragraph, state that the reply is also intended for the other addressees; or

    c.   In response to petitions or resolutions, prepare a single reply addressed to the person who submitted the petition or resolution or to the first person who signed it. In the body of the letter, mention the other addressees as a group.

4.   <u>State and Territory Abbreviations Table</u>. (See Appendix B.)

5.   <u>ZIP Code</u>. All ZIP Codes should consist of nine digits (ZIP Code + 4). To find a ZIP Code + 4 when a street or postal address is available, go to the United States Postal Service website at <u>www.usps.com</u> and click on "Look Up a ZIP Code."

6.   <u>Attention Line</u>. Attention lines are not necessary unless required by the incoming letter. If one is necessary, insert it as the first line of the inside address – with or without the word "Attention".

B.   <u>Salutation</u>. (See Exhibit 4**-**1 or 4**-**2.) Do not personalize the salutation. The signer will personalize the salutation on the original, if necessary.

C.   <u>Body of a Secretarial Letter</u>.

1.   <u>Placement and Spacing</u>. (See Exhibit 4**-**1 or 4**-**2.)

2.   <u>Paragraphs</u>. (See Exhibit 4**-**1 or 4**-**2.)

3.   <u>Subparagraphs</u>. (See Appendix C.)

4.   <u>Quotations</u>. (See Appendix D to incorporate quotations into the body of a letter.)

5.   <u>Multiple**-**Page Letter</u>.

    a.   Do not begin a paragraph near the end of a page unless there is room for at least two lines.

    b.   Do not continue a paragraph on the next page unless at least three lines can be carried over.

c. In HUDDocs, the cursor will be on the correct line for the page number. Number continuation pages at the top right margin and continue typing the letter three lines below.

D. Complimentary Close. (See Exhibit 4-1 or 4-2 and Appendix A.)

E. Signature Element. (See Exhibit 4-1 or 4-2.)

F. Enclosure Notation. (See Exhibit 4-1 or 4-2.) If the letter has an enclosure, type an enclosure notation.

G. Courtesy Copy Notation. (See Exhibit 4-1 or 4-2.) If the originator wants the addressee to know that someone else will receive a copy of the letter, type a cc (courtesy copy) notation.

H. Envelope(s). Use "The Secretary" ivory envelopes or "The Deputy Secretary" white envelopes. Prepare envelope(s), or label(s) for large envelopes, for the original and any external copies using Times New Roman font, 12-pitch type.

I. Proofreading. Read the letter(s) and envelope(s) or label(s) carefully to ensure there are no errors.

J. Routing. Follow concurrence, clearance, and dispatch procedures used by your program office's correspondence unit or point of contact for correspondence, to ensure accordance with current departmental policies and standards.

(**Note:** You must send all letters prepared for the Secretary's or Deputy Secretary's signature to the Executive Secretariat for review, final clearances, and dispatch.)

4-8 Memorandum for the Secretary's or Deputy Secretary's Signature.

A. Memorandum For Line.

1. Placement. (See Exhibit 4-3 or 4-4.)

2. Spacing. Single-space the addressee line(s). Limit each line to 3 inches or less. Indent run-over lines two spaces by hitting the spacebar two times.

3. Multiple Addressees. Prepare memorandums by using one of the following:

a. (See Exhibit 4-5.) List addressees at the top when there are four or fewer;

b. (See Exhibit 4-6.) List addressees at the bottom when there are five or more and can be listed together at the bottom of the memorandum; or

c.   (See Exhibit 4-7.) <u>Attach a list of addressees</u> when there are too many to be listed at the bottom of the memorandum.

B.   <u>Attention Line</u>. (See Figure 4-7.) Use when directing the memorandum to the attention of someone within the addressee's office.

After typing the office code of the addressee, hit "Enter" two times and type ATTENTION:. Then hit "Tab" three times and type the name, title, office (if appropriate), and office code of the person whose attention is required. Indent run-over lines two spaces by hitting the spacebar two times.

Figure 4-7

MEMORANDUM FOR: Amarillo T. Rose, Chief Human Capital Officer, A

ATTENTION: Roland Rivers, Special Assistant, Office of the Chief
    Human Capital Officer, A

FROM: (See Exhibit 4-4 or 4-5.)

SUBJECT: Assignment of Office Codes - Your
    Memorandum Dated February 4, 20XX

C.   <u>Through Line</u>. (See Figure 4-8.) Use when sending a memorandum through an intermediate office.

After typing the correspondence code of the last addressee (or the office code in the attention line), hit "Enter" two times and type THROUGH:. Hit "Tab" three times and type the name, title, office (if appropriate), and office code of the intermediate official. Indent run-over lines two spaces by hitting the spacebar two times.

Figure 4-8

MEMORANDUM FOR: Rock N. Robin, Director, Office of Personnel and
    Training, AP

THROUGH: Peter Green, Director, Management and Labor Relations
    Division, APR

FROM: (See Exhibit 4-3 or 4-4.)

SUBJECT: OPM's Proposed November Classification Review of
    Headquarters Positions

D.   From Line. (See Exhibit 4-3 or 4-4.)

E.   Subject Line. (See Exhibit 4-3 or 4-4.) The subject briefly states the content of the memorandum.

F.   Body of a Memorandum for the Secretary's or Deputy Secretary's Signature.

1.   Placement and Spacing. (See Exhibit 4-3 or 4-4.)

2.   Paragraphs. (See Exhibit 4-3 or 4-4.)

3.   Subparagraphs. (See Appendix C.)

4.   Quotations. (See Appendix D to incorporate quotations into the body of a memorandum.)

5.   Multiple-Page Memorandum.

a.   Do not begin a paragraph near the end of a page unless there is room for at least two lines.

b.   Do not continue a paragraph on the next page unless at least three lines can be carried over.

c.   In HUDDocs, the cursor will be on the correct line for the page number. Number continuation pages at the top right margin and continue typing the letter three lines below.

G.   Attachment Notation. (See Exhibit 4-3 or 4-4.) If the memorandum has an attachment, type an attachment notation.

H.   Courtesy Copy Notation. (See Exhibit 4-3 or 4-4.) If the originator wants the addressee to know that someone else will receive a copy of the memorandum, type a "cc" (courtesy copy) notation.

I.   Proofreading. Read the memorandum(s) carefully to ensure there are no errors.

J.   Follow concurrence, clearance, and dispatch procedures used by your program office's correspondence unit or point of contact for correspondence, to ensure accordance with current departmental policies and standards**.**

(**Note:** You must send all memorandums prepared for the Secretary's or Deputy Secretary's signature to the Executive Secretariat for review, final clearances, and dispatch.)

4-9   Action Memorandum to the Secretary or Deputy Secretary.

A.   Stationery. An action memorandum to the Secretary or Deputy Secretary is prepared on the letterhead of the appropriate program office.

1.   Departmental letterhead is available in Word in HUDDocs. To access HUDDocs, click on "File," click on "New," click on "My Templates," click on "HUDDocs," and select the appropriate letterhead.

2.   When using HUDDocs, plain white stock suitable for laser printers is acceptable as an original because HUDDocs prints the letterhead.

3.   For continuation pages, use plain white paper of equal quality.

B.   <u>Date</u>. In HUDDocs, the cursor will be at the date line; however, the date will be added after the memorandum has been signed.

C.   <u>Memorandum For Line</u>. (See Exhibit 4‑8 or 4‑9.)

D.   <u>Through Line</u>.

1.   All action memorandums for the Secretary are routed through the Deputy Secretary. (See Exhibit 4‑8.)

2.   An action memorandum for the Deputy Secretary that contains a THROUGH line is formatted as shown in Figure 4‑12.

     After typing The Deputy Secretary in the memorandum for line, hit "Enter" two times and type THROUGH:. Then hit "Tab" three times and type the name, title, office (if appropriate), and office code of the intermediate official. Indent run‑over lines two spaces by hitting the spacebar two times.

Figure 4‑12

MEMORANDUM FOR: The Deputy Secretary

THROUGH: Jon Jonson, Chief Financial Officer, F

FROM: Amarillo T. Rose, Chief Human Capital Officer, A

SUBJECT: ACTION—Fiscal Year Budget for the Office of Administration

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E.   <u>From Line</u>. (See Exhibit 4‑8 or 4‑9.) The FROM line includes:

1.   The signer's name;

2.   The signer's title;

3.   The name of the signer's office (if appropriate), using only enough to identify the signer. For example, if the signer is a Branch Chief or Division Director, use the name of that Branch or Division only. Indent run-over lines two spaces by hitting the spacebar two times. Omit the office name when the title alone clearly identifies the signer; and

4.   The signer's office code.

F.   <u>Subject Line</u>. (See Exhibit 4-8 or 4-9.) The subject briefly states the action being requested in the memorandum.

G.   <u>Body of an Action Memorandum to the Secretary or Deputy Secretary</u>.

1.   <u>Placement and Spacing</u>. (See Exhibit 4-9 or 4-10.)

2.   <u>Paragraphs</u>. (See Exhibit 4-9 or 4-10.)

3.   <u>Subparagraphs</u>. (See Appendix C.)

4.   <u>Quotations</u>. (See Appendix D for how to incorporate quotations into the body of a memorandum.)

5.   <u>Multiple-Page Memorandum</u>.

a.   Do not begin a paragraph near the end of a page unless there is room for at least two lines.

b.   Do not continue a paragraph on the next page unless at least three lines can be carried over.

c.   In HUDDocs, the cursor will be on the correct line for the page number. Number continuation pages at the top right margin and continue typing the memorandum three lines below.

H.   <u>Attachment Notation</u>. (See Exhibit 4-8 or 4-9.) If the memorandum has an attachment, type an attachment notation.

I.   <u>Courtesy Copy Notation</u>. (See Exhibit 4-8 or 4-9.) If the originator wants the addressee to know that someone else will receive a copy of the memorandum, type a cc (courtesy copy) notation.

J.   <u>Approval Block</u>. (See Exhibit 4-8 or 4-19.)

K.   <u>Proofreading</u>. Read the memorandum(s) carefully to ensure there are no errors.

L.   Follow concurrence, clearance, and dispatch procedures used by your program office's correspondence unit or point of contact for correspondence, to ensure accordance with current departmental policies and standards.
(**Note:** You must send all action memorandums prepared for the Secretary's or Deputy Secretary's signature to the Executive Secretariat for review, final clearances, and dispatch.)

4-10   Information Memorandum to the Secretary or Deputy Secretary.

A.   Stationery. An information memorandum to the Secretary or Deputy Secretary is prepared on the letterhead of the appropriate program office.

1.   Departmental letterhead is available in Word in HUDDocs. To access HUDDocs, click on "File," click on "New," click on "My Templates," click on "HUDDocs," and select the appropriate letterhead.

2.   When using HUDDocs, plain white stock suitable for laser printers is acceptable as an original because HUDDocs prints the letterhead.

3.   For continuation pages, use plain white paper of equal quality.

B.   Date. In HUDDocs, the cursor will be at the date line; however, the date will be added after the memorandum has been signed.

C.   Memorandum For Line. (See Exhibit 4-10 or 4-11.)

D.   Through Line.

1.   All information memorandums for the Secretary are routed through the Deputy Secretary. (See Exhibit 4-10.)

2.   An information memorandum for the Deputy Secretary that contains a THROUGH line is formatted as shown in Figure 4-16.

After typing The Deputy Secretary in the MEMORANDUM FOR line, hit "Enter" two times and type THROUGH:. Then hit "Tab" three times and type the name, title, office (if appropriate), and office code of the intermediate official. Indent run-over lines two spaces by hitting the spacebar two times.

Figure 4-16

MEMORANDUM FOR: The Deputy Secretary

THROUGH: Jon Jonson, Chief Financial Officer, F

FROM: Amarillo T. Rose, Chief Human Capital Officer, A

E.   From Line. (See Exhibit 4-10 or 4-10.)

F.   Subject Line. (See Exhibit 4-10 or 4-11.) The subject briefly states the content of
        the memorandum.

G.   Body of an Information Memorandum to the Secretary or Deputy Secretary.

        1.   Placement and Spacing. (See Exhibit 4-10 or 4-11.)

        2.   Paragraphs. (See Exhibit 4-10 or 4-11.)

        3.   Subparagraphs. (See Appendix C.)

        4.   Quotations. (See Appendix D to incorporate quotations into the body of a
                memorandum.)

        5.   Multiple-Page Memorandum.

                a.   Do not begin a paragraph near the end of a page unless there is
                        room for at least two lines.

                b.   Do not continue a paragraph on the next page unless at least three
                        lines can be carried over.

                c.   In HUDDocs, the cursor will be on the correct line for the page
                        number. Number continuation pages at the top right margin and
                        continue typing the memorandum three lines below.

H.   Attachment Notation. (See Exhibit 4-10 or 4-11.) If the memorandum has an
        attachment, type an attachment notation.

I.   Courtesy Copy Notation. (See Exhibit 4-10 or 4-11.) If the originator wants the
        addressee to know that someone else will receive a copy of the memorandum,
        type a cc (courtesy copy) notation.

J.   Proofreading. Read the memorandum carefully to ensure there are no errors.

K.   Follow concurrence, clearance, and dispatch procedures used by your program
        office's correspondence unit or point of contact for correspondence, to ensure
        accordance with current departmental policies and standards.

        (**Note:** You must send all information memorandums for the Secretary or Deputy
        Secretary to the Executive Secretariat for appropriate handling.)

Chapter IV Exhibits: Secretarial Letters and Memorandums

EXHIBIT 4-1

Structural Elements of a Letter for the Secretary's Signature

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
WASHINGTON, DC 20410 + 4

THE SECRETARY

(Date)

The Honorable Jung Mann
Secretary of the Interior
1849 C Street, NW
Washington, DC 20240 + 4

Dear Secretary Mann:

The following guidelines address structural elements of a letter for the Secretary's signature. Access Microsoft Word. Click on "File," "New," and "HUDDocs," and then select "SecIvory 306" letterhead. Make certain the font is Times New Roman, 12-pitch type. The cursor will be at the date line; however, the date will be added <u>after</u> the letter has been signed.

Hit "Enter" four times and type the inside address. Hit the spacebar two times between the state code and the ZIP Code. Hit "Enter" two times, type Dear, the professional or courtesy title, last name, and a colon. Hit "Enter" two times and hit "Tab" one time to begin typing the body of the letter.

Hit the spacebar two times after each sentence. For standard and short letters, single-space within each paragraph and double-space between paragraphs. Hit "Tab" one time before typing each paragraph. Hit "Enter" two times at the end of the last paragraph. Hit "Tab" six times and type Sincerely,. Hit "Enter" five times, hit "Tab" six times, and type the Secretary's name. Do not use the Secretary's middle initial or title when typing the signature line. If there is an enclosure(s), hit "Enter" two times and type Enclosure(s). If a cc will be sent, hit "Enter" two times after typing the Secretary's name (or enclosure notation, if any) and type cc:. Hit "Enter" one time and type the recipient's name. List additional names single-spaced.

Sincerely,

(Insert Secretary's name)

Enclosure(s)   (if required)

cc: (if required)
Silvah Bells

This letter is typed in Times New Roman, 10-pitch type for this handbook exhibit only.

EXHIBIT 4-2

Structural Elements of a Letter for the Deputy Secretary's Signature

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
THE DEPUTY SECRETARY
WASHINGTON, DC 20410-0050

(Date)

The Honorable Jung Mann
Secretary of the Interior
1849 C Street, NW
Washington, DC 20240 + 4

Dear Secretary Mann:

The following guidelines address structural elements of a letter for the Deputy Secretary's signature. Access Microsoft Word. Click on "File," "New," and "HUDDocs," and then select "DepSec 306" letterhead. Make certain the font is Times New Roman, 12-pitch type. The cursor will be at the date line; however, the date will be added <u>after</u> the letter has been signed.

Hit "Enter" four times and type the inside address. Hit the spacebar two times between the state code and the ZIP Code. Hit "Enter" two times, type Dear, the professional or courtesy title, last name, and a colon. Hit "Enter" two times and hit "Tab" one time to begin typing the body of the letter.

Hit the spacebar two times after each sentence. For standard and short letters, single-space within each paragraph and double-space between paragraphs. Hit "Tab" one time before typing each paragraph. Hit "Enter" two times at the end of the last paragraph. Hit "Tab" six times and type Sincerely,. Hit "Enter" five times, hit "Tab" six times, and type the Deputy Secretary's name. Do not use the Deputy Secretary's middle initial or title when typing the signature line. If there is an enclosure(s), hit "Enter" two times and type Enclosure(s). If a cc will be sent, hit "Enter" two times after typing the Deputy Secretary's name (or enclosure notation, if any) and type cc:. Hit "Enter" one time and type the recipient's name. List additional names single-spaced.

Sincerely,

(Insert Deputy Secretary's name)

Enclosure(s)   (if required)

cc: (if required)
Silvah Bells

This letter is typed in Times New Roman, 10-pitch type for this handbook exhibit only.

EXHIBIT 4-3

Structural Elements of a Memorandum for the Secretary's Signature

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
WASHINGTON, DC 20410 + 4

THE SECRETARY

(Date)

MEMORANDUM FOR: Barry Blanco, Assistant Secretary for Housing–Federal
                              Housing Commissioner, H

FROM: (Type the Secretary's Name)

SUBJECT: (Type the Subject of the Memorandum)

        The following guidelines address structural elements of a memorandum for the Secretary's signature. Access Microsoft Word. Click on "File," "New," and "HUDDocs," and then select "SecIvory 306" letterhead. Make certain the font is Times New Roman, 12-pitch type. The cursor will be at the date line; however, the date will be added <u>after</u> the memorandum has been signed.

        Hit "Enter" four times and type MEMORANDUM FOR:. Hit "Tab" one time and type the addressee's name, title, office (if appropriate), and office code. After typing the office code of the last addressee in the memorandum for line (or attention or through lines, if used), hit "Enter" two times and type FROM:. Hit "Tab" three times and type the Secretary's name. Do not type the Secretary's middle initial, title, or office code on the from line. After typing the Secretary's name, hit "Enter" two times and type SUBJECT:. Hit "Tab" three times and type the subject. Capitalize the first letter of the first word in the subject line and each subsequent word except for articles, prepositions, and pronouns. Indent run-over lines two spaces by hitting the spacebar two times. Hit "Enter" three times and hit "Tab" one time to begin typing the body of the memorandum.

        Hit the spacebar two times after each sentence. For standard and short memorandums, single-space within each paragraph and double-space between paragraphs. Hit "Tab" one time before typing each paragraph. If there is an attachment(s), hit "Enter" two times at the end of the last paragraph and type Attachment(s). If a cc will be sent, hit "Enter" two times at the end of the last paragraph (or attachment notation, if any) and type cc:. Hit "Enter" one time and type the recipient's name, title, office (if appropriate), and office code. Indent run-over lines two spaces by hitting the spacebar two times. List additional names single-spaced.

Attachment(s)   (if required)

cc: (if required)
Silvah Bells, Deputy Chief Human Capital Officer, A

This memorandum is typed in Times New Roman, 10-pitch type for this handbook exhibit only.

EXHIBIT 4-4

Structural Elements of a Memorandum for the Deputy Secretary's Signature

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
THE DEPUTY SECRETARY
WASHINGTON, DC 20410-0050

(Date)

MEMORANDUM FOR: Barry Blanco, Assistant Secretary for Housing–Federal
　　　　　　　　　　　　 Housing Commissioner, H

FROM:　　　　　　　　　(Type the Deputy Secretary's Name)

SUBJECT:　　　　　　　　(Type the Subject of the Memorandum)

　　　　The following guidelines address structural elements of a memorandum for the Deputy Secretary's signature. Access Microsoft Word. Click on "File," "New," and "HUDDocs," and then select "DepSec 306" letterhead. Make certain the font is Times New Roman, 12-pitch type. The cursor will be at the date line; however, the date will be added <u>after</u> the memorandum has been signed.

　　　　Hit "Enter" four times and type MEMORANDUM FOR:. Hit "Tab" one time and type the addressee's name, title, office (if appropriate), and office code. After typing the office code of the last addressee in the memorandum for line (or attention or through lines, if used), hit "Enter" two times and type FROM:. Hit "Tab" three times and type the Deputy Secretary's name. Do not type the Deputy Secretary's middle initial, title, or office code on the from line. After typing the Deputy Secretary's name, hit "Enter" two times and type SUBJECT:. Hit "Tab" three times and type the subject. Capitalize the first letter of the first word in the subject line and each subsequent word except for articles, prepositions, and pronouns. Indent run-over lines two spaces by hitting the spacebar two times. Hit "Enter" three times and hit "Tab" one time to begin typing the body of the memorandum.

　　　　Hit the spacebar two times after each sentence. For standard and short memorandums, single-space within each paragraph and double-space between paragraphs. Hit "Tab" one time before typing each paragraph. If there is an attachment(s), hit "Enter" two times at the end of the last paragraph and type Attachment(s). If a cc will be sent, hit "Enter" two times at the end of the last paragraph (or attachment notation, if any) and type cc:. Hit "Enter" one time and type the recipient's name, title, office (if appropriate), and office code. Indent run-over lines two spaces by hitting the spacebar two times. List additional names single-spaced.

Attachment(s)　　　　　　(if required)

cc:　　　　　　　　　　　(if required)
Silvah Bells, Deputy Chief Human Capital Officer, A

This memorandum is typed in Times New Roman, 10-pitch type for this handbook exhibit only.

EXHIBIT 4-5

Memorandum for Secretarial Signature with Addressee List at the Top

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
WASHINGTON, DC 20410 + 4

THE SECRETARY

(Date)

MEMORANDUM FOR: Barry Blanco, Assistant Secretary for Housing-Federal
       Housing Commissioner, H
      Harpo Winfrey, Assistant Secretary for Community
       Planning and Development, D
      James Bond, Inspector General, G
      Martha Vineyard, Director, Executive Secretariat, AHFD

FROM: (Type the Secretary's Name)

SUBJECT: (Type the Subject of the Memorandum)

      This is a standard memorandum format with the individuals receiving the memorandum listed at the top of the memorandum. The same preparation instructions apply as outlined in Exhibit 4-4.

      List addressees at the top when there are four or fewer. After MEMORANDUM FOR:, hit "Tab" one time and list the addressees on separate lines, single-spaced. For each, type the name, title, office (if appropriate), and office code. Indent run-over lines two spaces by hitting the spacebar two times.

      Use group designations when appropriate. After MEMORANDUM FOR:, hit "Tab" one time and type the group designation name, e.g., Principal Staff, Regional Directors, or HUD Staff. When using several group designations, list each on a separate line, single-spaced.

Attachment(s)   (if required)

cc: (if required)
Silvah Bells, Deputy Chief Human Capital Officer, A

The format for the Deputy Secretary's memorandum with addressee list at the top is identical.
This memorandum is typed in Times New Roman, 10-pitch type for this handbook exhibit only.

_____

EXHIBIT 4-6

Memorandum for Secretarial Signature with Addressee List at the Bottom

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
WASHINGTON, DC 20410 + 4

THE SECRETARY

(Date)

MEMORANDUM FOR: SEE LIST BELOW

FROM: (Type the Secretary's Name)

SUBJECT: (Type Subject of the Memorandum)

      This is a standard memorandum format with the individuals receiving the memorandum listed at the bottom of the memorandum. The same preparation instructions apply as outlined in Exhibit 4-4.

      List addressees at the bottom when there are five or more and will fit together after the last paragraph (or attachment or cc notation, if any). After MEMORANDUM FOR:, hit "Tab" one time and type SEE LIST BELOW. At the end of the last paragraph (or attachment or cc notation, if any), hit "Enter" two times and type ADDRESSEES:. Hit "Enter" one time and list the addressees on separate lines, single-spaced. For each, type the name, title, office (if appropriate), and office code. Indent run-over lines two spaces by hitting the spacebar two times.

Attachment(s)   (if required)

cc: (if required)
Silvah Bells, Deputy Chief Human Capital Officer, A

ADDRESSEES:
Lillie Flowers, General Deputy Assistant Secretary for
  Housing, H
Joseph Pheen, Deputy Assistant Secretary for Policy,
  Financial Management and Administration, HP
Inne Vane, Deputy Assistant Secretary for Single Family
  Housing, HS
Chris Kringle, Deputy Assistant Secretary for Multifamily
  Housing, HM
Ide Claire, Director, Transitional Housing, HT

      **The format for the Deputy Secretary's memorandum with addressee list at the bottom is identical.
This memorandum is typed in Times New Roman, 10-pitch type for this handbook exhibit only.**

EXHIBIT 4-7

Memorandum for Secretarial Signature with Addressee List Attached

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
WASHINGTON, DC 20410 + 4

THE SECRETARY

(Date)

MEMORANDUM FOR: SEE LIST ATTACHED

FROM: (Type the Secretary's Name)

SUBJECT: (Type the Subject of the Memorandum)

This is a standard memorandum format with the addressee list attached. The addressee list will always be on a separate page, be the last page of the memorandum, and contain only the list of addressees.

List addressees on a separate page when there are too many to be listed together after the last paragraph (or attachment or cc notation, if any). After MEMORANDUM FOR:, hit "Tab" one time and type SEE LIST ATTACHED.

At the end of the last paragraph (or attachment or cc notation, if any), insert a page break. The cursor will be on the correct line for the page number. Number the page at the top right margin. Three lines below at the left margin, type ADDRESSEES:. Hit "Enter" one time and list the addressees on separate lines single-spaced. For each addressee, type the name, title, office (if appropriate), and office code. Indent run-over lines two spaces by hitting the spacebar two times.

Attachment(s)   (if required)

cc: (if required)
Silvah Bells, Deputy Chief Human Capital Officer, A

This memorandum is typed in Times New Roman, 10-pitch type for this handbook exhibit only.

EXHIBIT 4-7
(continued)

2

ADDRESSEES:
Amarillo T. Rose, Chief Human Capital Officer, A
Barry Blanco, Assistant Secretary for Housing-Federal Housing Commissioner, H
Jaycee Lyons, Assistant Secretary for Public and Indian Housing, P
Sunny Day, Assistant Secretary for Fair Housing and Equal Opportunity, E
Wolff Hunter, Assistant Secretary for Policy Development and Research, R
Frederick E. West, Director for Field Policy and Management, M

**The format for the Deputy Secretary's memorandum with addressee list attached is identical.
This memorandum is typed in Times New Roman, 10-pitch type for this handbook exhibit only.**

EXHIBIT 4-8

Action Memorandum to the Secretary

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
WASHINGTON, DC 20410-3000

ASSISTANT SECRETARY FOR
ADMINISTRATION/CHIEF INFORMATION OFFICER

(Date)

MEMORANDUM FOR: The Secretary

THROUGH: (Type the Deputy Secretary's Name), Deputy Secretary, SD

FROM: Amarillo T. Rose, Chief Human Capital Officer, A

SUBJECT: ACTION--(Type the Subject of the Memorandum)

ACTION BY**:**   January 31, 20XX

The following guidelines address structural elements of a memorandum for the Secretary's action. Access Microsoft Word. Click on "File," "New," and "HUDDocs," and select the appropriate letterhead. Make certain the font is Times New Roman, 12-pitch type. The cursor will be at the date line; however, the date will be added <u>after</u> the memorandum has been signed.

Hit "Enter" four times and type MEMORANDUM FOR:. Hit "Tab" one time and type The Secretary. Hit "Enter" two times and type THROUGH:. Hit "Tab" three times and type Ron Sims, Deputy Secretary, SD. Hit "Enter" two times and type FROM:. Hit "Tab" three times and type the signer's name, title, office (if appropriate), and office code. After typing the office code of the signer, hit "Enter" two times and type SUBJECT:. After typing SUBJECT:, hit "Tab" three times and type ACTION-- followed by the action being requested. After typing the subject line, hit "Enter" two times and type ACTION BY:. Hit "Tab" two times and type the date by which the action must be completed. After typing the date in the action by line, hit "Enter" three times and type **ISSUE:**.

ISSUE:

After typing ISSUE:, hit "Enter" two times, hit "Tab" one time, and type the issue statement. If there is more than one paragraph, double-space between paragraphs.

After typing the last word in the issue section, hit "Enter" two times and type **FACTS:**.

This memorandum is typed in Times New Roman, 10-pitch type for this handbook exhibit only.

EXHIBIT 4-8
(continued)

2

FACTS:

After typing FACTS:, hit "Enter" two times, hit "Tab" one time, and type the issue's origin, background, implications, and importance.

After typing the last word in the facts section, hit "Enter" two times and type **RECOMMENDATION:**.

RECOMMENDATION:

After typing RECOMMENDATION:, hit "Enter" two times, hit "Tab" one time, and type the recommended action.

After typing the last word in the recommendation section, hit "Enter" two times and type **PROS:**.

PROS:

After typing PROS:, hit "Enter" two times, hit "Tab" one time, and type the arguments in favor of the recommended action.

After typing the last word in the pros section, hit "Enter" two times, and type **CONS:**.

CONS:

After typing CONS:, hit "Enter" two times, hit "Tab" one time, and type the arguments against the recommended action.

After typing the last word in the cons section, hit "Enter" two times and type **CONTACT:**.

CONTACT:

After typing CONTACT:, hit "Enter" two times, hit "Tab" one time, and provide the name and telephone number, including the area code and extension, as well as the email address, of a person who can answer questions about the content of the memorandum.; e.g., For further information, contact April Showers, Office of Administration, at 202-708-XXXX, ext. XXXX, or April_T._Showers@hud.gov.

If there is an attachment(s), hit "Enter" two times at the end of the last paragraph and type Attachment(s). If a cc will be sent, hit "Enter" two times at the end of the last paragraph (or attachment notation, if any) and type cc:. Hit "Enter" one time and type the recipient's name, title, office (if appropriate), and office code. Indent run-over lines two spaces by hitting the spacebar two times. List additional names single-spaced.

Attachment(s)   (if required)

cc: (If required)

This memorandum is typed in Times New Roman, 10-pitch type for this handbook exhibit only.

EXHIBIT 4-8
(continued)

       After typing the last word in the contact section (or attachment or cc notation, if any), hit "Enter" two times and type **DECISION:**.

DECISION:

       After typing DECISION:, hit "Enter" three times, and type:

_____   _____   _____
Approve   Disapprove   Date

This memorandum is typed in Times New Roman, 10-pitch type for this handbook exhibit only.

EXHIBIT 4-9

Action Memorandum to the Deputy Secretary

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
WASHINGTON, DC 20410-3000

ASSISTANT SECRETARY FOR
ADMINISTRATION/CHIEF INFORMATION OFFICER

(Date)

MEMORANDUM FOR: The Deputy Secretary

FROM: Amarillo T. Rose, Chief Human Capital Officer, A

SUBJECT: ACTION--(Type the Subject of the Memorandum)

ACTION BY: January 31, 20XX

The following guidelines address structural elements of a memorandum for the Deputy Secretary's action. Access Microsoft Word. Click on "File," "New," and "HUDDocs," and select the appropriate letterhead. Make certain the font is Times New Roman, 12-pitch type. The cursor will be at the date line; however, the date will be added <u>after</u> the memorandum has been signed.

Hit "Enter" four times and type MEMORANDUM FOR:. Hit "Tab" one time and type The Deputy Secretary. Hit "Enter" two times and type FROM:. Hit "Tab" three times and type the signer's name, title, office (if appropriate), and office code. After typing the office code of the signer, hit "Enter" two times and type SUBJECT:. After typing SUBJECT:, hit "Tab" three times and type ACTION-- followed by the action being requested. After typing the subject line, hit "Enter" two times and type ACTION BY:. Hit "Tab" two times and type the date by which the action must be completed. After typing the date in the action by line, hit "Enter" three times and type **ISSUE:**.

ISSUE:

After typing ISSUE:, hit "Enter" two times, hit "Tab" one time, and type the issue statement. If there is more than one paragraph, double-space between paragraphs.

After typing the last word in the issue section, hit "Enter" two times and type **FACTS:**.

FACTS:

After typing FACTS:, hit "Enter" two times, hit "Tab" one time, and type the issue's origin, background, implications, and importance.

After typing the last word in the facts section, hit "Enter" two times and type **RECOMMENDATION:**.

This memorandum is typed in Times New Roman, 10-pitch type for this handbook exhibit only.

EXHIBIT 4-9
(continued)

2

RECOMMENDATION:

       After typing RECOMMENDATION:, hit "Enter" two times, hit "Tab" one time, and type the recommended action.

       After typing the last word in the recommendation section, hit "Enter" two times and type **PROS:**.

PROS:

       After typing PROS:, hit "Enter" two times, hit "Tab" one time, and type the arguments in favor of the recommended action.

       After typing the last word in the pros section, hit "Enter" two times, and type **CONS:**.

CONS:

       After typing CONS:, hit "Enter" two times, hit "Tab" one time, and type the arguments against the recommended action.

       After typing the last word in the cons section, hit "Enter" two times and type **CONTACT:**.

CONTACT:

       After typing CONTACT:, hit "Enter" two times, hit "Tab" one time, and provide the name and telephone number, including the area code and extension, as well as the email address, of a person who can answer questions about the content of the memorandum; e.g., For further information, contact April Showers, Office of Administration, at 202-708-XXXX, ext. XXXX, or April_T_Showers@hud.gov.

       If there is an attachment(s), hit "Enter" two times at the end of the last paragraph and type Attachment(s). If a cc will be sent, hit "Enter" two times at the end of the last paragraph (or attachment notation, if any) and type cc:. Hit "Enter" one time and type the recipient's name, title, office (if appropriate), and office code. Indent run-over lines two spaces by hitting the spacebar two times. List additional names single-spaced.

Attachment(s)   (if required)

cc: (If required)

       After typing the last word in the contact section (or attachment or cc notation, if any), hit "Enter" two times and type **DECISION:**.

DECISION:

       After typing DECISION:, hit "Enter" three times, and type:

_____   _____   _____
Approve   Disapprove   Date

      This memorandum is typed in Times New Roman, 10-pitch type for this handbook exhibit only.

EXHIBIT 4-10

Information Memorandum to the Secretary

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
WASHINGTON, DC 20410-3000

ASSISTANT SECRETARY FOR
ADMINISTRATION/CHIEF INFORMATION OFFICER

(Date)

MEMORANDUM FOR: The Secretary

THROUGH: (Type the Deputy Secretary's Name), Deputy Secretary, SD

FROM: Amarillo T. Rose, Chief Human Capital Officer, A

SUBJECT: INFORMATION--(Type the Subject of the Memorandum)

The following guidelines address structural elements of a memorandum for the Secretary's information. Access Microsoft Word. Click on "File," "New," and "HUDDocs," and select the appropriate letterhead. Use Assistant Secretary (or equivalent) letterhead only when an Assistant Secretary (or equivalent) will sign the memorandum. Use Office of [program office name] letterhead when other office staff will sign the memorandum. Make certain the font is Times New Roman, 12-pitch type. The cursor will be at the date line; however, the date will be added after the memorandum has been signed.

Hit "Enter" four times and type MEMORANDUM FOR:. Hit "Tab" one time and type The Secretary. Hit "Enter" two times and type THROUGH:. Hit "Tab" three times and type Ron Sims, Deputy Secretary, SD. Hit "Enter" two times and type FROM:. Hit "Tab" three times and type the signer's name, title, office (if appropriate), and office code. After typing the office code of the signer, hit "Enter" two times and type SUBJECT:. After typing SUBJECT:, hit "Tab" three times and type INFORMATION-- followed by the subject of the memorandum. If the Secretary has requested the information, in parentheses type Secretary's Request and the date of the request. After typing the subject line, hit "Enter" three times and type **PURPOSE:**.

PURPOSE:

After typing PURPOSE:, hit "Enter" two times, hit "Tab" one time, and type the purpose of the memorandum. If there is more than one paragraph, double-space between paragraphs.

After typing the last word in the purpose section, hit "Enter" two times and type **FACTS:**.

FACTS:

After typing FACTS:, hit "Enter" two times, hit "Tab" one time, and type the origin, background, implications, and importance of the memorandum.

After typing the last word in the facts section, hit "Enter" two times and type **CONTACT:**.

This memorandum is typed in Times New Roman, 10-pitch type for this handbook exhibit only.

EXHIBIT 4-10
(continued)

2

CONTACT:

       After typing CONTACT:, hit "Enter" two times, hit "Tab" one time, and provide the name and telephone number, including the area code and extension, as well as the email address, of a person who can answer questions about the content of the memorandum; e.g., For further information, contact April Showers, Office of Administration, at 202-708-XXXX, ext. XXXX, or April_T._Showers@hud.gov.

       If there is an attachment(s), hit "Enter" two times at the end of the last paragraph and type Attachment(s). If a cc will be sent, hit "Enter" two times at the end of the last paragraph (or attachment notation, if any) and type cc:. Hit "Enter" one time and type the recipient's name, title, office (if appropriate), and office code. Indent run-over lines two spaces by hitting the spacebar two times. List additional names single-spaced.

Attachment(s)   (if required)

cc: (if required)

This memorandum is typed in Times New Roman, 10-pitch type for this handbook exhibit only.

EXHIBIT 4-11

Information Memorandum to the Deputy Secretary

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
WASHINGTON, DC 20410-3000

ASSISTANT SECRETARY FOR
ADMINISTRATION/CHIEF INFORMATION OFFICER

(Date)

MEMORANDUM FOR: The Deputy Secretary

FROM: Amarillo T. Rose, Chief Human Capital Officer, A

SUBJECT: INFORMATION--(Type the Subject of the Memorandum)

The following guidelines address structural elements of a memorandum for the Deputy Secretary's information. Access Microsoft Word. Click on "File," "New," and "HUDDocs," and then select the appropriate letterhead. Make certain the font is Times New Roman, 12-pitch type. The cursor will be at the date line; however, the date will be added <u>after</u> the memorandum has been signed.

Hit "Enter" four times and type MEMORANDUM FOR:. Hit "Tab" one time and type The Deputy Secretary. Hit "Enter" two times and type FROM:. Hit "Tab" three times and type the signer's name, title, office (if appropriate), and office code. After typing the office code of the signer, hit "Enter" two times and type SUBJECT:. After typing SUBJECT:, hit "Tab" three times and type INFORMATION-- followed by the subject of the memorandum. If the Deputy Secretary has requested the information, in parentheses type Deputy Secretary's Request and the date of the request. After typing the last word of the subject line, hit "Enter" three times and type **PURPOSE:**.

PURPOSE:

After typing PURPOSE:, hit "Enter" two times, hit "Tab" one time, and type the purpose of the memorandum. If there is more than one paragraph, double-space between paragraphs.

After typing the last word in the purpose section, hit "Enter" two times and type **FACTS:**.

FACTS:

After typing FACTS:, hit "Enter" two times, hit "Tab" one time, and type the origin, background, implications, and importance of the memorandum.

After typing the last word in the facts section, hit "Enter" two times and type **CONTACT:**.

This memorandum is typed in Times New Roman, 10-pitch type for this handbook exhibit only.

_____

EXHIBIT 4-11
(continued)

2

CONTACT:

        After typing CONTACT:, hit "Enter" two times, hit "Tab" one time, and provide the name and telephone number, including the area code and extension, as well as the email address, of a person who can answer questions about the content of the memorandum; e.g., For further information, contact April Showers, Office of Administration, at 202-708-XXXX, ext. XXXX, or April_T._Showers@hud.gov.

        If there is an attachment(s), hit "Enter" two times at the end of the last paragraph and type Attachment(s). If a cc will be sent, hit "Enter" two times at the end of the last paragraph (or attachment notation, if any) and type cc:. Hit "Enter" one time and type the recipient's name, title, office (if appropriate), and office code. Indent run-over lines two spaces by hitting the spacebar two times. List additional names single-spaced.

Attachment(s)   (if required)

cc: (if required)

This memorandum is typed in Times New Roman, 10-pitch type for this handbook exhibit only.

CHAPTER V. WHITE HOUSE CORRESPONDENCE

5-1   Purpose.

The term White House correspondence refers to correspondence to and from the President, Vice President, First Lady, and the Executive Office of the President. This chapter explains how to prepare and dispatch White House correspondence.

    A.   For information on how letters and memorandums are written, see Chapter I.

    B.   For details on preparing letters, see Chapter II.

    C.   For details on preparing memorandums, see Chapter III.

    D.   For details on preparing secretarial correspondence, other than congressional correspondence, see Chapter IV.

    E.   For details on preparing congressional correspondence, see Chapter VI.

5-2   Use.

    A.   The letter format is used for formal correspondence with the White House and is always used for secretarial correspondence. It is also used for direct replies to constituents.

    B.   The memorandum format may also be used, as appropriate.

5-3   Control of Correspondence.

    A.   White House-Originated Correspondence. The Executive Secretariat controls in CTS secretarial correspondence that HUD receives from the White House, including:

        1.   Letters or memorandums;

        2.   Mail received by the White House and referred to HUD for action; and

        3.   Mail received by the White House and referred to another federal agency that, in turn, rerouted the White House referral to HUD.

    B.   HUD-Originated Correspondence. All White House correspondence originated within the Department for the Secretary's or Deputy Secretary's signature or approval must be controlled in CTS, by the originating program office, prior to being sent to the Executive Secretariat for review, final clearances, and dispatch.

5-4   Preparing White House Correspondence.

      A.   Letters to the White House.

            1.   Follow preparation procedures in Chapter II for general correspondence.

            2.   Follow preparation procedures in Chapter IV for secretarial correspondence.

      B.   Direct Replies to Correspondence Referred to HUD from the White House.

            1.   Follow the preparation procedures in Chapter II for general correspondence.

            2.   Begin all direct replies to correspondence from the White House with one of the following:

                    a.   "President (insert President's name) received your letter of [date], and has asked the Department of Housing and Urban Development to respond to you because it administers the federal program of . . . ."

                    b.   "First Lady (insert First Lady's name) received your letter of [date], and has asked . . . ."

                    c.   "Vice President (insert Vice President's name) received your letter of [date], and has asked . . . ."

                    d.   "The White House received your letter of [date], and has asked . . . ."   (**Note:** This opening is used only when the letter is addressed to a staff member of the White House.)

                    e.   For undated correspondence, do not reference the date, use "The White House received your letter and has asked . . . ."

                    f.   "President (insert President's name) received your telephone inquiry of [date], (or "your email of [date]), and has asked the Department of Housing and Urban Development to respond to you because it administers the federal program of . . . ." (**Note**: This opening is used when a person calls the White House or uses the Internet.

            3.   If the correspondence is more than 60 days old, do not refer to it as a "recent letter."   Instead use "letter."

4.   Do not mention the names of White House staff in the text or in cc notations of letters to constituents.

C.   <u>Memorandums to the White House</u>.

1.   Follow preparation procedures in Chapter III for memorandums.

2.   The memorandum format, generally, is not used for the Secretary or Deputy Secretary.

5-5   Follow concurrence, clearance, and dispatch procedures used by your program office's correspondence unit or point of contact for correspondence, to ensure accordance with current departmental policies and standards.

CHAPTER VI. CONGRESSIONAL CORRESPONDENCE

6-1   Purpose.

The term congressional correspondence refers to all correspondence to and from Members of Congress or from their staff on behalf of the Member of Congress. This chapter explains how to prepare congressional correspondence.

A.   For details on preparing correspondence, see Chapter I.

B.   For details on the preparing letters, see Chapter II.

C.   For details on preparing memorandums, see Chapter III.

D.   For details on the preparing secretarial correspondence, other than congressional correspondence, see Chapter IV.

E.   For details on preparing White House correspondence, see Chapter V.

6-2   Use.

The letter format is used for correspondence with Members of Congress and their staff.

6-3   Control of Correspondence.

A.   Receipt of Correspondence at Headquarters. All congressional correspondence received in Headquarters, except that addressed to the Office of Inspector General, must be controlled by the Executive Secretariat in CTS, for assignment to the appropriate program office for response.

This includes, but is not limited to, correspondence received by any HUD employee by the following methods:

1.   Delivery through the U.S. Postal Service;

2.   Delivery by courier services;

3.   Email or facsimile; or

4.   Handed to them during a meeting, hearing, etc.

It is imperative that this requirement is followed so that congressional correspondence is properly controlled through the Department's correspondence control system, to ensure that all appropriate offices are aware of, and involved in responding to, congressional correspondence and requests.

B.   <u>Congressional Correspondence Received in the Field</u>. HUD regional and field offices must control in CTS, and respond to, all congressional correspondence received directly by their offices.   The regional or field office must provide a copy of all outgoing congressional correspondence to the Office of the Assistant Secretary for Congressional and Intergovernmental Relations.

6-4   <u>Stationery and Printer Requirements</u>.

A.   <u>Stationery</u>. Department letterhead is available in Microsoft Word in HUDDocs. Department letterhead is available in Microsoft Word in HUDDocs.

1.   To access HUDDocs, click on "File," click on "New," click on "My Templates," click on "HUDDocs," and select the appropriate letterhead.

2.   When using HUDDocs, plain white stock suitable for laser printers is acceptable as an original because HUDDocs prints the letterhead.

3.   For the continuation pages, use plain white paper of equal quality.

4.   As a rule, when preparing correspondence for the Secretary's or Deputy Secretary's signature use:

a.   "The Secretary" 8-1/2" x 11" ivory stationery with the eagle logo. In HUDDocs, select "SecIvory 306" for the proper format. For continuation pages, use the matching blank ivory stock; or

b.   "The Deputy Secretary" HUDDocs template, "DepSec 306". Use HUDDocs, plain white stock suitable for laser printers.

c.   When using HUDDocs, plain white stock suitable for laser printers is acceptable as an original because HUDDocs prints the letterhead. For continuation pages, use plain white paper of equal quality.

B.   <u>Printer</u>. Use a laser printer for all letters.

6-5   <u>Type Style</u>. Always use Times New Roman font, 12-pitch type.

6-6   <u>Margins</u>.

A.   <u>Standard Letter</u>. The standard margins are one inch on the left, right, and bottom. The top margin is automatically set in HUDDocs.

B.   <u>Short Letter</u>. The margins may be adjusted for balance on the page. Set the margins at 1.25 inches and hit "Tab" five times for the signature block.

6-7   <u>Date</u>.

In HUDDocs, the cursor will be at the date line; however, most of the time the date will be added after the letter has been signed.

6-8   Addressing Letters to Members of Congress.

    A.   Models of Address.

        1.   See Appendix A for the correct title, address, salutation, and complimentary close for Members of Congress, Members-elect, and deceased Members.

        2.   See the Congressional and Intergovernmental Relations webpage at www.hud.gov, or via hud@work, for key congressional committees and links to those committees' websites.

    B.   Preparing Responses to Congressional-Constituent Correspondence.

        1.   Address the reply directly to the Member of Congress unless otherwise instructed in the incoming correspondence.

        2.   If a direct reply to the constituent is requested by a Member of Congress, address the letter directly to the constituent, using the preparation guidelines in Chapter II.

    C.   Placement. (See Exhibit 6-1, 6-2, or 6-3.)

    D.   Spacing.

        1.   Single-space the address and arrange it in block style.

        2.   Indent run-over lines two spaces by hitting the spacebar two times.

    E.   Multiple Addressees.

        1.   When initiating a letter to more than one Member of Congress, prepare an original of the letter, addressed individually, to each Member.

        2.   When responding to an incoming letter signed by more than one Member of Congress, prepare an original of the response, addressed individually, to each Member.

    F.   State and Territory Abbreviations Table. (See Appendix B.)

    G.   ZIP Code. All ZIP Codes should consist of nine digits (ZIP Code + 4).

        1.   The ZIP Code for the United States Senate in Washington, DC, is 20510.

2. The ZIP Code for the U.S. House of Representatives in Washington, DC, is 20515.

3. If an extended ZIP Code is not available, use the extension 0001.

H. <u>Attention Line</u>. When a Member of Congress requests that a response be directed to a specific staff member:

1. The attention line is typed on the envelope only (See Figure 6-5).

2. The response is addressed to the Member of Congress, not the person identified in the attention line.

Note: To add an attention line on the envelopes for congressional correspondence at the end of the ZIP Code, hit "Enter" two times and type ATTENTION:. Hit the spacebar two times and type the full name. For examples of correctly prepared envelopes, see Figure 6-5.

6-9 <u>Salutation</u>.

(See Exhibit 6-1, 6-2, or 6-3.) Do not personalize the salutation. The signer will hand personalize the salutation in ink on the original, if necessary.

6-10 <u>Body of a Congressional Letter</u>.

A. <u>Placement and Spacing</u>. (See Exhibit 6-1, 6-2, or 6-3.)

B. <u>Paragraphs</u>. (See Exhibit 6-1, 6-2, or 6-3.)

C. <u>Subparagraphs</u>. (See Appendix C.)

D. <u>Quotations</u>. (See Appendix D for how to incorporate quotations into the body of a letter.)

E. <u>Multiple-Page Letter</u>.

1. Do not begin a paragraph near the end of a page unless there is room for at least two lines.

2. Do not continue a paragraph on the next page unless at least three lines can be carried over.

3. In HUDDocs, the cursor will be on the correct line for the page number. Number continuation pages at the top right margin and continue typing the letter three lines below.

6-11   Complimentary Close. (See Exhibit 6-1, 6-2, or 6-3, and Appendix A.)

6-12   Signature Element. (See Exhibit 6-1, 6-2, or 6-3.)

6-13   Enclosure Notation.   (See Exhibit 6-1, 6-2, or 6-3.)

      A.   If the letter has an enclosure, type an enclosure notation.   However:

           If a Member of Congress asks HUD to return the constituent's letter, return it enclosed with HUD's reply to the Member. In such case, do not use an enclosure notation on the reply to represent the constituent's letter.

6-14   Courtesy Copy Notation.

        If the originator wants the addressee to know that someone else will receive a copy of the letter, type a cc (courtesy copy) notation. (See Exhibit 6-1, 6-2, or 6-3.)

6-15   Envelope(s): Prepare envelope(s), or label(s) for large envelopes, for the original and any external copies using Times New Roman font, 12-pitch type.

      A.   Attention Line.

           1.   When a Member of Congress requests that a response be directed to a specific staff member, the attention line is typed on the envelope only.

           2.   At the end of the ZIP Code, hit "Enter" two times and type ATTENTION:. Hit the spacebar two times and type the full name. For examples of correctly prepared envelopes, see Figure 6-5.

      B.   Secretarial Correspondence.

           1.   Use "The Secretary" ivory envelopes or "The Deputy Secretary" white envelopes.

```
                                                                    Figure 6-5

     (Capitol Hill Address)                  (District Office Address)

     The Honorable [Full Name]               The Honorable [Full Name]
     United States Senate                    United States Senator
     Washington, DC  20510 + 4               [Local Address of State Office]
                                             (City, State  ZIP Code + 4)
     ATTENTION:  [Full Name]
                                             ATTENTION:  [Full Name]


     The Honorable [Full Name]               The Honorable [Full Name]
     U.S. House of Representatives           Member, United States
     Washington, DC  20515 + 4                 House of Representatives
     Washington, DC  20515 + 4               [Local Address of State Office)
                                             [City, State  ZIP Code + 4]
     ATTENTION:  [Full Name]
                                             ATTENTION:  [Full Name]
```

6-16   Proofreading. Read the letter(s) and envelope(s) or label(s) carefully to ensure there are no errors.

6-17   Concurrence/Clearance/Dispatch

Follow concurrence, clearance, and dispatch procedures used by your program office's correspondence unit or point of contact for correspondence, to ensure accordance with current departmental policies and standards.

 (**Note:** You must send all outgoing congressional correspondence to the Office of Congressional and Intergovernmental Relations for clearance and other actions, as appropriate).

6-18   Congressional Committees and Subcommittees

Information on congressional committees and subcommittees can be found on the websites for the United States Senate, at www.senate.gov, and the United States House of Representatives, at www.house.gov.

You also access these congressional websites through HUD's Office of Congressional and Intergovernmental Relations' webpage on either hud@work or at www.hud.gov.

Note: See Appendix A for Models of Address

Chapter VI Exhibits: Congressional Correspondence

EXHIBIT 6-1

Letter Addressed to a Senator from The Secretary

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
WASHINGTON, DC 20410 + 4

THE SECRETARY

(Date)

The Honorable Joe Friday
United States Senate
Washington, DC 20510 + 4

Dear Senator Friday:

      The following guidelines address structural elements of a letter for the Secretary's signature. Access Microsoft Word. Click on "File," "New," and "HUDDocs," and then select "SecIvory 306" letterhead. Make certain the font is Times New Roman, 12-pitch type. The cursor will be at the date line; however, the date will be added after the letter has been signed.

      Hit "Enter" four times and type the inside address. Hit the spacebar two times between the state code and the ZIP Code. Hit "Enter" two times, type Dear, the professional or courtesy title, last name, and a colon. Hit "Enter" two times and hit "Tab" one time to begin typing the body of the letter.

      Hit the spacebar two times after each sentence. For standard and short letters, single-space within each paragraph and double-space between paragraphs. Hit "Tab" one time before typing each paragraph. Hit "Enter" two times at the end of the last paragraph. Hit "Tab" six times and type Sincerely,. Hit "Enter" five times, hit "Tab" six times, and type the Secretary's name. Do not use the Secretary's middle initial or title when typing the signature line. If there is an enclosure(s), hit "Enter" two times and type Enclosure(s). If a cc will be sent, hit "Enter" two times after typing the Secretary's name (or enclosure notation, if any) and type cc:. Hit "Enter" one time and type the recipient's name. List additional names single-spaced.

Sincerely,

(Insert Secretary's name)

Enclosure(s)   (if required)

cc: (if required)
Silvah Bells

The format for the Deputy Secretary's letter to a Senator is identical.
This letter is typed in Times New Roman, 10-pitch type for this handbook exhibit only.

EXHIBIT 6-2

Letter Addressed to a Senator from an Assistant Secretary

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
WASHINGTON, DC 20410-1000

ASSISTANT SECRETARY FOR CONGRESSIONAL
AND INTERGOVERNMENTAL RELATIONS

(Date)

The Honorable Joe Friday
United States Senate
Washington, DC 20510 + 4

Dear Senator Friday:

The following guidelines address structural elements of a HUD letter. Access Microsoft Word. Click on "File," "New," and "HUDDocs," and then select the appropriate letterhead. Make certain the font is Times New Roman, 12-pitch type. The cursor will be at the date line; however, most of the time the date will be added <u>after</u> the letter has been signed.

Hit "Enter" four times and type the inside address. Hit the spacebar two times between the state code and the ZIP Code. Hit "Enter" two times, type Dear, the professional or courtesy title, last name, and a colon. Hit "Enter" two times and hit "Tab" one time to begin typing the body of the letter.

Hit the spacebar two times after each sentence. For standard and short letters, single-space within each paragraph and double-space between paragraphs. Hit "Tab" one time before typing each paragraph. Hit "Enter" two times at the end of the last paragraph. Hit "Tab" six times and type Sincerely,. Hit "Enter" five times, hit "Tab" six times, and type the signer's name. Hit "Enter" one time and type the title, aligned directly under the signer's name. Hit the spacebar two times to indent run-over lines. If there is an enclosure(s), hit "Enter" two times and type Enclosure(s). If a cc will be sent, hit "Enter" two times after typing the signer's title (or enclosure notation, if any) and type cc:. Hit "Enter" one time and type the recipient's name. List additional names single-spaced.

Sincerely,

Mack N. Tosch

Enclosure(s)   (if required)

cc: (if required)
Silvah Bells

This letter is typed in Times New Roman, 10-pitch type for this handbook exhibit only.

EXHIBIT 6-3

Letter to a Representative from an Assistant Secretary

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
WASHINGTON, DC 20410-1000

ASSISTANT SECRETARY FOR CONGRESSIONAL
AND INTERGOVERNMENTAL RELATIONS

(Date)

The Honorable Perry Mason
U.S. House of Representatives
Washington, DC 20515 + 4

Dear Representative Mason:

      The following guidelines address structural elements of a HUD letter. Access Microsoft Word. Click on "File," "New," and "HUDDocs," and then select the appropriate letterhead. Make certain the font is Times New Roman, 12-pitch type. The cursor will be at the date line; however, most of the time the date will be added <u>after</u> the letter has been signed.

      Hit "Enter" four times and type the inside address. Hit the spacebar two times between the state code and the ZIP Code. Hit "Enter" two times, type Dear, the professional or courtesy title, last name, and a colon. Hit "Enter" two times and hit "Tab" one time to begin typing the body of the letter.

      Hit the spacebar two times after each sentence. For standard and short letters, single-space within each paragraph and double-space between paragraphs. Hit "Tab" one time before typing each paragraph. Hit "Enter" two times at the end of the last paragraph. Hit "Tab" six times and type Sincerely,. Hit "Enter" five times, hit "Tab" six times, and type the signer's name. Hit "Enter" one time and type the title, aligned directly under the signer's name. Hit the spacebar two times to indent run-over lines. If there is an enclosure(s), hit "Enter" two times and type Enclosure(s). If a cc will be sent, hit "Enter" two times after typing the signer's title (or enclosure notation, if any) and type cc:. Hit "Enter" one time and type the recipient's name. List additional names single-spaced.

Sincerely,

Mack N. Tosch

Enclosure(s)   (if required)

cc: (if required)
Silvah Bells

This letter is typed in Times New Roman, 10-pitch type for this handbook exhibit only.

APPENDIX A.   MODELS OF ADDRESS

General Rules for Addressing Correspondence

1. <u>Abbreviations</u>. Spell out all titles except "Dr.," "Mr.," "Ms.," "Mrs.," in addresses before full names.

2. <u>Two Titles</u>. Do not use two titles with one name; for example, use "Dr. Paula White" or "Paula White, M.D." Do not use "Dr. Paula White, M.D." or "Ms. Paula White, M.D."

3. <u>Title Omitted</u>. Use "Ms." to address women when the incoming does not give a title. Omit the title if it is not known if the addressee is a man or a woman; for example, use "Leslie Doe" in the address, "Dear Leslie Doe:" as the salutation.

4. <u>Retired Officials</u>. After leaving a titled position, an individual may opt to retain that distinctive title.

5. <u>Personal Preference</u>. The addressee's personal preference should be considered when deciding whether to use a title.

Guidelines for Addressing Correspondence

Guideline	**Example**
1. If the incoming uses both a street address and a box number, put them in the same order on the reply.	Fort Knox Bank 101 Gold Bar Road PO Box 823 Fort Knox, KY 62702 + 4
2. In street addresses, do not use periods with abbreviations that indicate sectional divisions of cities, i.e., NW, SW, NE, SE. Use the USPS two-letter state and territory abbreviations. Hit the spacebar two times between the state code and the ZIP Code. Use www.usps.com to find or verify extended ZIP Codes.	Mrs. Queen O. Hearts 117 Bridge Avenue, SW Poker City, CA 90014 + 4
3. Put a box number before a post office station or number.	Mr. George Jungle Box 2, Tarzan Station Wilderness, WA 45205 + 4
4. Put a rural route number before a box number.	Ms. Mary Lamb RR 2, Box 2 Wool City, WV 26360 + 4
5. Put an apartment, room, suite, or other unit number after the street address, on the same line or in the line above.	Mr. Henree Ford 600 Model T Street, Apartment 2 First Car, MI 42886 + 4
6. If the incoming contains only a city, state, and ZIP Code, it may be used on the reply.	Ms. Emmy A. Ward Oscar City, CA 90099 + 4

_____

Models of Address. The following list shows the address format, salutation, and complimentary close for certain addressees.

The White House

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
The President	The President The White House Washington, DC 20500-0004	Dear Mr. President: Dear Madam President: (***For the President only***, use "Respectfully" as the complimentary close.)
The Vice President	The Honorable (Full Name) The Vice President of the United States Eisenhower Executive Office Building Washington, DC 20501-0005	Dear Mr. Vice President: Dear Madam Vice President: Sincerely,
The President's Spouse	Mr./Mrs. (Full Name) The White House Washington, DC 20500 + 4	Dear Mr./Mrs. (Last Name): Sincerely,
Assistant to the President	The Honorable (Full Name) Assistant to the President The White House Washington, DC 20500 + 4	Dear Mr./Mrs./Miss/Ms. (Last Name): Sincerely,
Former President	The Honorable (Full Name) (Complete Address) (City, State ZIP Code + 4)	Dear President (Last Name): Sincerely,
Former Vice President	The Honorable (Full Name) (Complete Address) (City, State ZIP Code + 4)	Dear Mr./Mrs./Miss/Ms. (Last Name): Sincerely,

The Cabinet

Inside Address and Envelope	Salutation and Complimentary Close
The President The White House Washington, DC 20500-0004	Dear Mr. President: Dear Madam President: *(**For the President only,*** use "Respectfully" as the complimentary close.)
The Honorable (Full Name) The Vice President of the United States Eisenhower Executive Office Building Washington, DC 20501-0005	Dear Mr. Vice President: Dear Madam Vice President: Sincerely,
The Honorable (Full Name) Secretary of Agriculture 1400 Independence Avenue, SW Washington, DC 20250 + 4	Dear Secretary (Last Name): Sincerely,
The Honorable (Full Name) Secretary of Commerce 14th Street and Constitution Avenue, NW Washington, DC 20230 + 4	Dear Secretary (Last Name): Sincerely,
The Honorable (Full Name) Secretary of Defense The Pentagon Washington, DC 20301 + 4	Dear Secretary (Last Name): Sincerely,
The Honorable (Full Name) Secretary of Education 400 Maryland Avenue, SW Washington, DC 20202 + 4	Dear Secretary (Last Name): Sincerely,
The Honorable (Full Name) Secretary of Energy Forrestal Building 1000 Independence Avenue, SW Washington, DC 20585 + 4	Dear Secretary (Last Name): Sincerely,
The Honorable (Full Name) Secretary of Health and Human Services 200 Independence Avenue, SW Washington, DC 20201 + 4	Dear Secretary (Last Name): Sincerely,

The Cabinet (continued)

Inside Address and Envelope	**Salutation and Complimentary Close**
The Honorable (Full Name) Secretary of Homeland Security Washington, DC 20528	Dear Secretary (Last Name): Sincerely,
The Honorable (Full Name) Secretary of Housing and Urban Development Robert C. Weaver Federal Building 451 Seventh Street, SW Washington, DC 20410 + 4	Dear Secretary (Last Name): Sincerely,
The Honorable (Full Name) Secretary of the Interior 1849 C Street, NW Washington, DC 20240 + 4	Dear Secretary (Last Name): Sincerely,
The Honorable (Full Name) Attorney General Department of Justice 10th Street and Constitution Avenue, NW Washington, DC 20530 + 4	Dear Mr. Attorney General: Dear Madam Attorney General: Sincerely,
The Honorable (Full Name) Secretary of Labor 200 Constitution Avenue, NW Washington, DC 20210 + 4	Dear Secretary (Last Name): Sincerely,
The Honorable (Full Name) Secretary of State Harry S. Truman Federal Building 2201 C Street, NW Washington, DC 20520 + 4	Dear Secretary (Last Name): Sincerely,
The Honorable (Full Name) Secretary of Transportation 1200 New Jersey Avenue, SE Washington, DC 20590 + 4	Dear Secretary (Last Name): Sincerely,

The Cabinet (continued)

<table>
<tr><td>Inside Address and Envelope</td><td>Salutation and
Complimentary Close</td></tr>
</table>

The Honorable (Full Name)
Secretary of the Treasury
1500 Pennsylvania Avenue, NW
Washington, DC 20220 + 4

Dear Secretary (Last Name):
Sincerely,

The Honorable (Full Name)
Secretary of Veterans Affairs
810 Vermont Avenue, NW
Washington, DC 20420 + 4

Dear Secretary (Last Name):
Sincerely,

Cabinet Rank Members

The Honorable (Full Name)
Chief of Staff to the President
The White House
1st Floor, West Wing
Washington, DC 20500-0004

Dear Mr./Mrs./Miss/Ms. (Last Name):
Sincerely,

The Honorable (Full Name)
Administrator, Environmental
 Protection Agency
Ariel Rios Building
1200 Pennsylvania Avenue, NW
Washington, DC 20460 + 4

Dear Mr./Mrs./Miss/Ms. (Last Name):
Sincerely,

The Honorable (Full Name)
Director, Office of Management
 and Budget
725 17th Street, NW
Washington, DC 20460 + 4

Dear Mr./Mrs./Miss/Ms. (Last Name):
Sincerely,

The Honorable (Full Name)
United States Trade Representative
Winder Building
600 17th Street, NW
Washington, DC 20508 + 4

Dear Mr. Ambassador:
Dear Madam Ambassador:
Sincerely,

The Honorable (Full Name)
Ambassador
 United States Mission to the
  United Nations
140 East 45th Street
New York, NY 10017 + (4)

Dear Mr. Ambassador:
Dear Madam Ambassador:
Sincerely,

The Honorable (Full Name)
Administrator

Dear Administrator (Last Name):
Sincerely,

Small Business Administration
Suite 7000
409 3rd Street, SW
Washington, DC 20416 + 4

The Honorable (Full Name)   Dear Mr. Chairman:
Chairman   Dear Madam Chairman:
Council on Economic Advisers   Sincerely,
The White House
Washington, DC 20502 + 4

The Federal Judiciary

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close

The Chief Justice	The Honorable (Full Name)
	Chief Justice of
	  the United States
	The Supreme Court of the
	  United States
	Washington, DC 20543-0002
		Dear Chief Justice:
		Sincerely,

Associate Justice	The Honorable (Full Name) Associate Justice of the Supreme Court of the United States Washington, DC 20543-0002	Dear Justice (Last Name): Sincerely,
The Clerk of the Supreme Court	The Honorable (Full Name) The Clerk of the Supreme Court The Supreme Court of the United States Washington, DC 20543-0002	Dear Mr./Mrs./Miss/Ms. (Last Name): Sincerely,
Chief Judge of a Court	The Honorable (Full Name) Chief Judge of the (Name of the Court) (Address) (City, State ZIP Code + 4)	Dear Chief Judge (Last Name): Sincerely,
Judge of a Court	The Honorable (Full Name) Judge of the (Name of the Court) (Address) (City, State ZIP Code + 4)	Dear Judge (Last Name): Sincerely,

The Congress

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
President of the Senate (The Vice President acts in this capacity.)	The Honorable (Full Name) President of the Senate Washington, DC 20510 + 4	Dear Mr. President: Dear Madam President: Sincerely,
Speaker of the House of Representatives	The Honorable (Full Name) Speaker of the House of Representatives Washington, DC 20515 + 4	Dear Mr. Speaker: Dear Madam Speaker: Sincerely,
President pro tempore of the Senate	The Honorable (Full Name) President Pro Tempore United States Senate Washington, DC 20510 + 4	Dear Mr. President: Dear Madam President: Sincerely,
Majority or Minority Leader of the Senate	The Honorable (Full Name) Majority (or Minority) Leader United States Senate Washington, DC 20510 + 4	Dear Mr. Leader: Dear Madam Leader: Sincerely,
Majority or Minority Leader of the U.S. House of Representatives	The Honorable (Full Name) Majority (or Minority) Leader U.S. House of Representatives Washington, DC 20515 + 4	Dear Mr. Leader: Dear Madam Leader: Sincerely,
United States Senator	The Honorable (Full Name) United States Senate Washington, DC 20510 + 4 (or) The Honorable (Full Name) United States Senator (Local Address of State Office) (City, State ZIP Code + 4)	Dear Senator (Last Name): Sincerely,

The Congress (continued)

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close

United States Representative	The Honorable (Full Name)
	U.S. House of Representatives
	Washington, DC 20515 + 4
	(or)
	The Honorable (Full Name)
	Member, United States
	  House of Representatives
	(Congressional District Office
	  Address)
	(City, State ZIP Code + 4)
		Dear Representative (Last Name):
		Sincerely,

Senator-elect	The Honorable (Full Name) United States Senate Washington, DC 20510 + 4	Dear Senator-elect (Last Name): Sincerely,
Representative-elect	The Honorable (Full Name) U.S. House of Representatives Washington, DC 20515 + 4	Dear Representative-elect (Last Name): Sincerely,

Committee
  Chairman
  Chairwoman
  Chair
	The Honorable (Full Name)
	Chairman/Chairwoman/Chair
	Committee on (Name)
	United States Senate
	Washington, DC 20510 + 4
	(or)
	The Honorable (Full Name)
	Chairman/Chairwoman/Chair
	Committee on (Name)
	U.S. House of Representatives
	Washington, DC 20515 + 4
		Dear Mr./Madam Chairman:
		Dear Madam Chairwoman:
		Dear Mr./Madam Chair:
		Sincerely,
		
		Dear Mr./Madam Chairman:
		Dear Madam Chairwoman:
		Dear Mr./Madam Chair:
		Sincerely,

Committee Member	The Honorable (Full Name) Committee on (Name) United States Senate Washington, DC 20510 + 4 (or) The Honorable (Full Name) Committee on (Name) U.S. House of Representatives Washington, DC 20515 + 4	Dear Senator (Last Name): Sincerely, Dear Representative (Last Name): Sincerely,

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
Subcommittee Chairman Chairwoman Chair	The Honorable (Full Name) Chairman/Chairwoman/Chair Subcommittee on (Name) (Name of Parent Committee) United States Senate Washington, DC 20510 + 4 (or)	Dear Mr./Madam Chairman: Dear Madam Chairwoman: Dear Mr./Madam Chair: Sincerely,
	The Honorable (Full Name) Chairman/Chairwoman/Chair Subcommittee on (Name) (Name of Parent Committee) U.S. House of Representatives Washington, DC 20515 + 4	Dear Mr./Madam Chairman: Dear Madam Chairwoman: Dear Mr./Madam Chair: Sincerely,
Committee Cochairman Cochairwoman Cochair	The Honorable (Full Name) Cochairman/Cochairwoman/ Cochair Committee on (Name) United States Senate Washington, DC 20510 + 4 (or)	Dear Mr./Madam Cochairman: Dear Madam Cochairwoman: Dear Mr./Madam Cochair: Sincerely,
	The Honorable (Full Name) Cochairman/Cochairwoman/ Cochair Committee on (Name) U.S. House of Representatives Committee on (Name) Washington, DC 20515 + 4	Dear Mr./Madam Cochairman: Dear Madam Cochairwoman: Dear Mr./Madam Cochair: Sincerely,
Subcommittee Member	The Honorable (Full Name) Subcommittee on (Name) (Name of Parent Committee) United States Senate Washington, DC 20510 + 4 (or)	Dear Senator (Last Name): Sincerely,
	The Honorable (Full Name) Subcommittee on (Name) (Name of Parent Committee) U.S. House of Representatives Washington, DC 20515 + 4	Dear Representative (Last Name): Sincerely,

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The Congress (continued)

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close

Joint Committee
  Chairman
  Chairwoman
  Chair
	The Honorable (Full Name)
	Chairman/Chairwoman/Chair
	Joint Committee on (Name)
	Congress of the United States
	Washington, DC ZIP Code + 4
		Dear Mr./Madam Chairman:
		Dear Madam Chairwoman:
		Dear Mr./Madam Chair:
		Sincerely,

Joint Committee Member	The Honorable (Full Name) Joint Committee on (Name) Congress of the United States Washington, DC ZIP Code + 4	Dear Senator (Last Name): Dear Representative (Last Name): Sincerely,

Joint Subcommittee
  Chairman
  Chairwoman
  Chair
	The Honorable (Full Name)
	Chairman/Chairwoman/Chair
	Joint Subcommittee on (Name)
	Joint Committee on (Name)
	Congress of the United States
	Washington, DC ZIP Code + 4
		Dear Mr./Madam Chairman:
		Dear Madam Chairwoman:
		Dear Mr./Madam Chair:
		Sincerely,

Joint Subcommittee Member	The Honorable (Full Name) Joint Subcommittee on (Name) Congress of the United States Washington, DC ZIP Code + 4	Dear Senator (Last Name): Dear Representative (Last Name): Sincerely,

Office of a Deceased
  Senator or
  Representative
	Office of the late Senator
	(Full Name)
	United States Senate
	Washington, DC 20510 + 4
	(or)
	Office of the late Representative
	(Full Name)
	U.S. House of Representatives
	Washington, DC 20515 + 4
		Dear Sir/Madam:
		Sincerely,

Secretary of the United States Senate	The Honorable (Full Name) Secretary of the Senate United States Senate Washington, DC 20510 + 4	Dear Mr./Mrs./Miss/Ms. (Last Name): Sincerely,
Clerk of the House	The Honorable (Full Name) Clerk of the U.S. House of Representatives U.S. House of Representatives Washington, DC 20515-6601	Dear Mr./Mrs./Miss/Ms. (Last Name): Sincerely,

The Congress (continued)

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
Resident Commissioner	The Honorable (Full Name) Resident Commissioner of Puerto Rico U.S. House of Representatives Washington, DC 20515 + 4	Dear Mr./Mrs./Miss/Ms. (Last Name): Sincerely,
Delegate	The Honorable (Full Name) Delegate from (Name of Location) U.S. House of Representatives Washington, DC 20515 + 4	Dear Mr./Mrs./Miss/Ms. (Last Name): Sincerely,

Legislative Agencies

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
Comptroller General	The Honorable (Full Name) Comptroller General of the United States (Address) Washington, DC ZIP Code + 4	Dear Mr./Mrs./Miss/Ms. (Last Name): Sincerely,
Librarian of Congress	The Honorable (Full Name) Librarian of Congress Library of Congress Washington, DC 20540 + 4	Dear Mr./Mrs./Miss/Ms. (Last Name): Sincerely,

Executive Departments and Independent Agencies

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
Head of Executive Department	The Honorable (Full Name) Secretary of (Name of Department) (Address) Washington, DC ZIP Code + 4	Dear Secretary (Last Name): Sincerely,
Attorney General	The Honorable (Full Name) Attorney General Department of Justice 10th Street and Constitution Avenue, NW Washington, DC 20530 + 4	Dear Mr. Attorney General: Dear Madam Attorney General: Sincerely,
Solicitor General	The Honorable (Full Name) Solicitor General Department of Justice 10th Street and Constitution Avenue, NW Washington, DC 20530 + 4	Dear Mr. Solicitor General: Dear Madam Solicitor General: Sincerely,
Deputy Secretary/ Under Secretary/ Assistant Secretary/ Equivalent	The Honorable (Full Name) Deputy Secretary of (Name of Department) (Address) Washington, DC ZIP Code + 4 (or) The Honorable (Full Name) Under Secretary of (Name of Department) (Address) Washington, DC ZIP Code + 4 (or) The Honorable (Full Name) Assistant Secretary (or Equivalent) for (Name of Departmental Component) (Address) Washington, DC ZIP Code + 4	Dear Mr./Mrs./Miss/Ms. (Last Name): Sincerely,

Executive Departments and Independent Agencies (continued)

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
Postmaster General	The Honorable (Full Name) Postmaster General (Address) Washington, DC ZIP Code + 4	Dear Mr. Postmaster General: Dear Madam Postmaster General: Sincerely,
Head of a Federal Agency, Authority, or Board	The Honorable (Full Name) (Title) (Agency Name) (Address) (City, State ZIP Code + 4)	Dear Mr./Mrs./Miss/Ms. (Last Name): Sincerely,
Head of a Major Organization Within an Agency, if a Presidential Appointee	The Honorable (Full Name) (Title), (Organization Name) (Agency Name) (City, State ZIP Code + 4)	Dear Mr./Mrs./Miss/Ms. (Last Name): Sincerely,
Chairman/Chairwoman/ Chair of a Commission or Board	The Honorable (Full Name) Chairman/Chairwoman/Chair, (Commission/Board Name) (Address) (City, State ZIP Code + 4)	Dear Mr./Madam Chairman: Dear Madam Chairwoman: Dear Mr./Madam Chair: Sincerely,
Chairman/Chairwoman/ Chair of a Permanently Chartered Commission or Council, if a presidential appointee	The Honorable (Full Name) (Commission Name) (Address) (City, State ZIP Code + 4)	Dear Mr./Mrs./Miss/Ms. (Last Name): Sincerely,

American Missions

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
American Ambassador	The Honorable (Full Name) American Ambassador (City), (Country)	(formal) Sir/Madam: Very truly yours, (informal) Dear Mr. Ambassador: Dear Madam Ambassador: Sincerely,
Personal (Special) Representative of the President	The Honorable (Full Name) Personal Representative of the President of the United States of America to (Country) (Address) (City), (Country)	Dear Mr./Mrs./Miss/Ms. (Last Name): Sincerely,
American Consul General or American Consul	Mr./Mrs./Miss/Ms. (Full Name) American Consul General (or) American Consul (City), (Country)	Dear Mr./Mrs./Miss/Ms. (Last Name): Sincerely,

Foreign Diplomatic Missions to the United States

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
Foreign Ambassador in the United States	His/Her Excellency (Full Name) Ambassador of (Country) (Address) Washington, DC ZIP Code + 4	(formal) Excellency: Very truly yours, (informal) Dear Mr. Ambassador: Dear Madam Ambassador: Sincerely,
Foreign Minister in the United States (Head of a Legation)	The Honorable (Full Name) Minister of (Country) (Address) Washington, DC ZIP Code + 4	Dear Mr. Minister: Dear Madam Minister: Sincerely,
Foreign Minister Counselor in the United States	The Honorable (Full Name) Minister Counselor Embassy of (Country) (Address) Washington, DC ZIP Code + 4	Dear Mr. Minister: Dear Madam Minister: Sincerely,

International Organizations

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
United States Representative to the United Nations with the Rank of Ambassador	The Honorable (Full Name) United States Representative to the United Nations with the Rank of Ambassador (Address) (City, State ZIP Code + 4)	(formal) Sir/Madam: Very truly yours, (informal) Dear Mr. Ambassador: Dear Madam Ambassador: Sincerely,
United States Representative on the Council of the Organization of American States	The Honorable (Full Name) United States Representative on the Council of the Organization of American States (Address) (City, State ZIP Code + 4)	(formal) Sir/Madam: Very truly yours, (informal) Dear Mr. Ambassador: Dear Madam Ambassador: Sincerely,

State Governments and Local Governments

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
Governor	The Honorable (Full Name) Governor of (State) (Address) (City, State ZIP Code + 4)	Dear Governor (Last Name): Sincerely,
Lieutenant Governor	The Honorable (Full Name) Lieutenant Governor of (State) (Address) (City, State ZIP Code + 4)	Dear Mr./Mrs./Miss/Ms. (Last Name): Sincerely,
Attorney General	The Honorable (Full Name) Attorney General State of (Name) (Address) (City, State ZIP Code + 4)	Dear Attorney General (Last Name): Sincerely,
State Senator *(*See note below*)	The Honorable (Full Name) (State) Senate (Address) (City, State ZIP Code + 4)	Dear Mr./Mrs./Miss/Ms. (Last Name): Sincerely,
State Representative/ Assemblyman/ Assemblywoman/ Delegate *(*See note below*)	The Honorable (Full Name) (State) House of Representatives/ (State) Assembly/ (State) House of Delegates (Address) (City, State ZIP Code + 4)	Dear Mr./Mrs./Miss/Ms. (Last Name): Sincerely,

Note: In most states, the lower branch of the legislature is known as the House of Representatives.

In some states, such as California, New York, New Jersey, Nevada, and Wisconsin, the lower branch is known as the Assembly.

In others, such as Maryland, Virginia, and West Virginia, it is known as the House of Delegates.

Nebraska has a one-house legislature. Its members are classed as Senators.

State Governments and Local Governments (continued)

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
State's Attorney	The Honorable (Full Name) State's Attorney (Address) (City, State ZIP Code + 4)	Dear Mr./Mrs./Miss/Ms. (Last Name): Sincerely,
District Attorney	The Honorable (Full Name) District Attorney (Address) (City, State ZIP Code + 4)	Dear Mr./Mrs./Miss/Ms. (Last Name): Sincerely,
Mayor	The Honorable (Full Name) Mayor of (City) (Address) (City, State ZIP Code + 4)	Dear Mayor (Last Name): Sincerely,
Mayor Pro Tem	The Honorable (Full Name) Mayor Pro Tem of (City) (Address) (City, State ZIP Code + 4)	Dear Mayor Pro Tem (Last Name): Sincerely,
President of a City Board of Commissioners	The Honorable (Full Name) President, Board of Commissioners of (City) (Address) (City, State ZIP Code + 4)	Dear Mr./Mrs./Miss/Ms. (Last Name): Sincerely,
City Council Member	Mr./Mrs./Miss/Ms. (Full Name) Councilman/Councilwoman (City) City Council (Address) (City, State ZIP Code + 4)	Dear Mr./Mrs./Miss/Ms. (Last Name): Sincerely,
Chief of Police	(Full Name) Chief of Police (City) (City, State ZIP Code + 4)	Dear Sir: Dear Chief (Last Name): Sincerely,

Clergy

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
Protestant	The Right Reverend (Full Name) Bishop of (City) (Address) (City, State ZIP Code + 4)	(formal) Right Reverend Sir: Right Reverend Madam: Sincerely, (informal) Dear Bishop (Last Name): Sincerely,
	The Very Reverend (Full name) Dean of (Cathedral) (Address) (City, State ZIP Code + 4)	(formal) Very Reverend Sir: Very Reverend Madam: Sincerely, (informal) Dear Dean (Last Name): Sincerely,
	The Reverend (Full Name) Bishop of (City) (Address) (City, State ZIP Code + 4)	(formal) Reverend Sir: Reverend Madam: (informal) Dear Bishop (Last Name): Sincerely,
	The Reverend (Full Name) (Title), (Name of Church) (Address) (City, State ZIP Code + 4)	Dear Mr./Mrs./Miss/Ms. (Last Name): Sincerely,
Catholic	His Eminence (First Name) Cardinal (Last Name) Archbishop of (Diocese) (Address) (City, State ZIP Code + 4)	(formal) Your Eminence: Sincerely, (informal) Dear Cardinal (Last Name): Sincerely,
	The Most Reverend (Full Name) Archbishop of (Diocese) (Address) (City, State ZIP Code + 4)	(formal) Your Excellency: Sincerely, (informal) Dear Archbishop: Sincerely,

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
Catholic	The Most Reverend (Full Name) Bishop of (City) (Address) (City, State ZIP Code + 4)	(formal) Your Excellency: Sincerely, (informal) Dear Bishop (Last Name): Sincerely,
	The Right Reverend Monsignor (Full Name) (Address) (City, State ZIP Code + 4)	(formal) Right Reverend Monsignor: Sincerely, (informal) Dear Monsignor (Last Name): Sincerely,
	The Very Reverend Monsignor (Full Name) (Address) (City, State ZIP Code + 4)	(formal) Very Reverend Monsignor: Sincerely, (informal) Dear Monsignor (Last Name): Sincerely,
	The Reverend (Full Name) (Initials of Order, if any) (Address) (City, State ZIP Code + 4)	(formal) Reverend Sir: Sincerely, (informal) Dear Father (Last Name): Sincerely,
	The Reverend Mother Superior (or) Reverend Mother (Name, Initials of Order) (Address) (City, State ZIP Code + 4)	Reverend Mother: Dear Reverend Mother: Dear Mother (Name): Sincerely,
	Sister (Name, Initials of Order) (Initials of Order, if used) (Address) (City, State ZIP Code + 4)	Dear Sister (Name): Dear Sister: Sincerely,

Clergy (continued)

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
Catholic (continued)	Brother (Name, Initials of Order) (Initials of Order, if used) (Address) (City, State ZIP Code + 4)	Dear Brother (Name): Dear Brother: Sincerely,
Jewish	Rabbi (Full Name), D.D. (or) Dr. (Full Name) (Address) (City, State ZIP Code + 4)	Dear Rabbi (Last Name): Dear Dr. (Last Name): Sincerely,
	Rabbi (Full Name) (Address) (City, State ZIP Code + 4)	Dear Rabbi (Last Name): Sincerely,
Chaplain	Chaplain (Full Name) (Rank, Service Designation) (Post Office Address of Organization and Station) (Address) (City, State ZIP Code + 4)	Dear Chaplain (Last Name): Sincerely,

Education Officials

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
President of a College or University (with doctoral degree)	Dr. (Full Name) President, (Name of Institution) (Address) (City, State ZIP Code + 4)	Dear Dr. (Last Name): Sincerely,
President of a College or University (without doctoral degree)	Mr./Mrs./Miss/Ms. (Full Name) President, (Name of Institution) (Address) (City, State ZIP Code + 4)	Dear Mr./Mrs./Miss/Ms. (Last Name): Sincerely,
Dean of a School	Dean (Full Name) School of (Name) (Name of Institution) (Address) (City, State ZIP Code + 4)	Dear Dean (Last Name): Sincerely,
Professor (with doctoral degree)	Dr. (Full Name) Department of (Name) (Name of Institution) (Address) (City, State ZIP Code + 4)	Dear Dr. (Last Name): Sincerely,

Education Officials (continued)

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
Professor (without doctoral degree)	Professor (Full Name) Department of (Name) (Name of Institution) (Address) (City, State ZIP Code + 4)	Dear Professor (Last Name): Sincerely,
Associate/Assistant Professor (with doctoral degree)	Dr. (Full Name) Associate/Assistant Professor Department of (Name) (Name of Institution) (Address) (City, State ZIP Code + 4)	Dear Dr. (Last Name): Sincerely,
Associate/Assistant Professor (without doctoral degree)	Professor (Full Name) Associate/Assistant Professor Department of (Name) (Name of Institution) (Address) (City, State ZIP Code + 4)	Dear Professor (Last Name): Sincerely,

Physicians and Lawyers

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
Physician	(Full Name), M.D. (Address) (City, State ZIP Code + 4)	Dear Dr. (Last Name): Sincerely,
Lawyer	(Full Name), Esquire (Address) (City, State ZIP Code + 4)	Dear Mr./Mrs./Miss/Ms. (Last Name): Sincerely,

Multiple Addressees

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
One Woman and One Man	Mrs./ Miss/Ms. (Full Name) and Mr. (Full Name) (Address) (City, State ZIP Code + 4)	Dear Mrs./ Miss/Ms. (Last Name) and Mr. (Last Name): Sincerely,
Two or More Men	Mr. (Full Name) and Mr. (Full Name) (Address) (City, State ZIP Code + 4)	Dear Mr. (Last Name) and Mr. (Last Name): Dear Messrs. (Last Name) and (Last Name): Gentlemen: Sincerely,
Two or More Women	Mrs./Miss/Ms. (Full Name) and Mrs./Miss/Ms. (Full Name) (Address) (City, State ZIP Code + 4)	Dear Mrs. (Last Name) and Ms. (Last Name): Dear Mmes. (Last Name) and (Last Name): (if married) Dear Mlles. (Last Name) and (Last Name): (if unmarried) Ladies: Sincerely,

Miscellaneous Addressees

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
Widow	Ms. (Wife's Full Name) (Address) (City, State ZIP Code + 4) (or)	Dear Ms. (Last Name): Sincerely,
	Mrs. (Husband's Full Name) (Address) (City, State ZIP Code + 4)	Dear Mrs. (Last Name): Sincerely,
Married Couple	Mr. and Mrs. (Husband's First and Last Name) (Address) (City, State ZIP Code + 4)	Dear Mr. and Mrs. (Last Name): Sincerely,

Miscellaneous Addressees (continued)

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
Family	The (Last Name) Family (Address) (City, State ZIP Code + 4)	Dear (Last Name) Family: Sincerely,
Unknown Gender	Leslie Smith (Address) (City, State ZIP Code + 4)	Dear Leslie Smith: Sincerely,
Organization of Women and Men	Name of Organization (Address) (City, State ZIP Code + 4) (or) Mr./Mrs./Miss/Ms. (Full Name) President (or Other Appropriate Title) Name of Organization (Address) (City, State ZIP Code + 4) (or) President (or Other Appropriate Title) Name of Organization (Address) City, State ZIP Code + 4)	Ladies and Gentlemen: Gentlemen and Ladies: Dear (Name of Organization): Sincerely, Dear Mr./Mrs./Miss/Ms. (Last Name): Sincerely, Sir or Madam: Madam or Sir: Dear Sir or Madam: Dear Madam or Sir: Sincerely,
Organization of Women	Name of Organization (Address) (City, State ZIP Code + 4)	Ladies: Sincerely,
Organization of Men	Name of Organization (Address) (City, State ZIP Code + 4)	Gentlemen: Sincerely,

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Military Service Personnel

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
Service Personnel	(Full Grade, Full Name, and abbreviation of service designation) (add "Retired", if applicable) (Title and Organization) (Address) (City, State ZIP Code + 4)	Dear (Grade) (Last Name): Sincerely,
Lieutenant	Same as above	Same as above
Major	Same as above	Same as above
Colonel	Same as above	Same as above
Captain	Same as above	Same as above
General	Same as above	Same as above
Admiral	Same as above	Same as above

Service Academy Members

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
Army or Coast Guard	Cadet (Full Name) (Service Designation) (Address) (City, State ZIP Code + 4)	Dear Cadet (Last Name): Sincerely,
Navy	Midshipman (Full Name) (Service Designation) (Address) (City, State ZIP Code + 4)	Dear Midshipman (Last Name): Sincerely,
Air Force	Air Cadet (Full Name) (Service Designation) (Address) (City, State ZIP Code + 4)	Dear Air Cadet (Last Name): Sincerely,
Merchant Marine	Midshipman (Full Name) (Service Designation) (Address) (City, State ZIP Code + 4)	Dear Midshipman (Last Name): Sincerely,

Tribal Leaders

Addressee	Address on Letter and Envelope	Salutation and Complimentary Close
Heads of Indian or Alaska Native Tribes/Groups	The Honorable (Full Name) (Title) (Name of Indian or Alaska Native Tribe/Group) (Address) (City, State Zip Code + 4	Dear (Title) (Last Name): Sincerely,

Examples:

	Address on Letter and Envelope	Salutation and Complimentary Close
	The Honorable Lawrence T. Morgan Speaker Navajo Nation Council PO Box 3390 200 Parkway Administration Building 1 Window Rock, AZ 86515 + 4	Dear Speaker Morgan: Sincerely,
	The Honorable John D. Red Eagle Principal Chief Osage Nation Executive Branch 627 Grandview PO Box 779 Pawhuska, OK 74056 + 4	Dear Chief Red Eagle: Sincerely,
	The Honorable Theresa Two Bulls President Oglala Sioux Tribal Council PO Box 2070 Pine Ridge, SD 57770 + 4	Dear President Two Bulls: Sincerely,
	The Honorable Ned Anoatubby Governor Chickasaw Nation PO Box 1548 Ada, OK 74821 + 4	Dear Governor Anoatubby: Sincerely,

APPENDIX B.   STATE AND TERRITORY ABBREVIATION TABLE

U.S. Postal Service Abbreviation	U.S. State, Possession, or Territory	U.S. Postal, Service Abbreviation	U.S. State, Possession, or Territory
AK	Alaska	MS	Mississippi
AL	Alabama	MT	Montana
AR	Arkansas	NC	North Carolina
AS	American Samoa	ND	North Dakota
AZ	Arizona	NE	Nebraska
CA	California	NH	New Hampshire
CO	Colorado	NJ	New Jersey
CT	Connecticut	NM	New Mexico
DC	District of Columbia	NV	Nevada
DE	Delaware	NY	New York
FL	Florida	OH	Ohio
FT	Foreign (for CTS use)	OK	Oklahoma
GA	Georgia	OR	Oregon
GU	Guam	PA	Pennsylvania
HI	Hawaii	PR	Puerto Rico
IA	Iowa	RI	Rhode Island
ID	Idaho	SC	South Carolina
IL	Illinois	SD	South Dakota
IN	Indiana	TN	Tennessee
KS	Kansas	TX	Texas
KY	Kentucky	UT	Utah
LA	Louisiana	VA	Virginia
MA	Massachusetts	VI	Virgin Islands
MD	Maryland	VT	Vermont
ME	Maine	WA	Washington
MI	Michigan	WI	Wisconsin
MN	Minnesota	WV	West Virginia
MO	Missouri	WY	Wyoming
MP	Northern Marianas Islands		

Note: Use abbreviations on inside addresses and on envelopes. Spell out the state or territory name when used in the text of a letter.

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APPENDIX C.   SUBPARAGRAPHS

A.   Information that is long or complex should be divided into two or more subparagraphs.

B.   The order of numbering and lettering subparagraphs is shown in the box below. The arrangement may be varied to meet special requirements, such as those for legal documents.

BREAKDOWN OF SUBPARAGRAPHS

I.   Roman numerals

    A.   Capital letters

        1.   Arabic numerals

            a.   Lowercase letters

                (1)   Parenthetical Arabic numerals

                    (a)   Parenthetical lowercase letters

                        (i)   Parenthetical lowercase Roman numerals

                            (aa)   Parenthetical double lowercase letters

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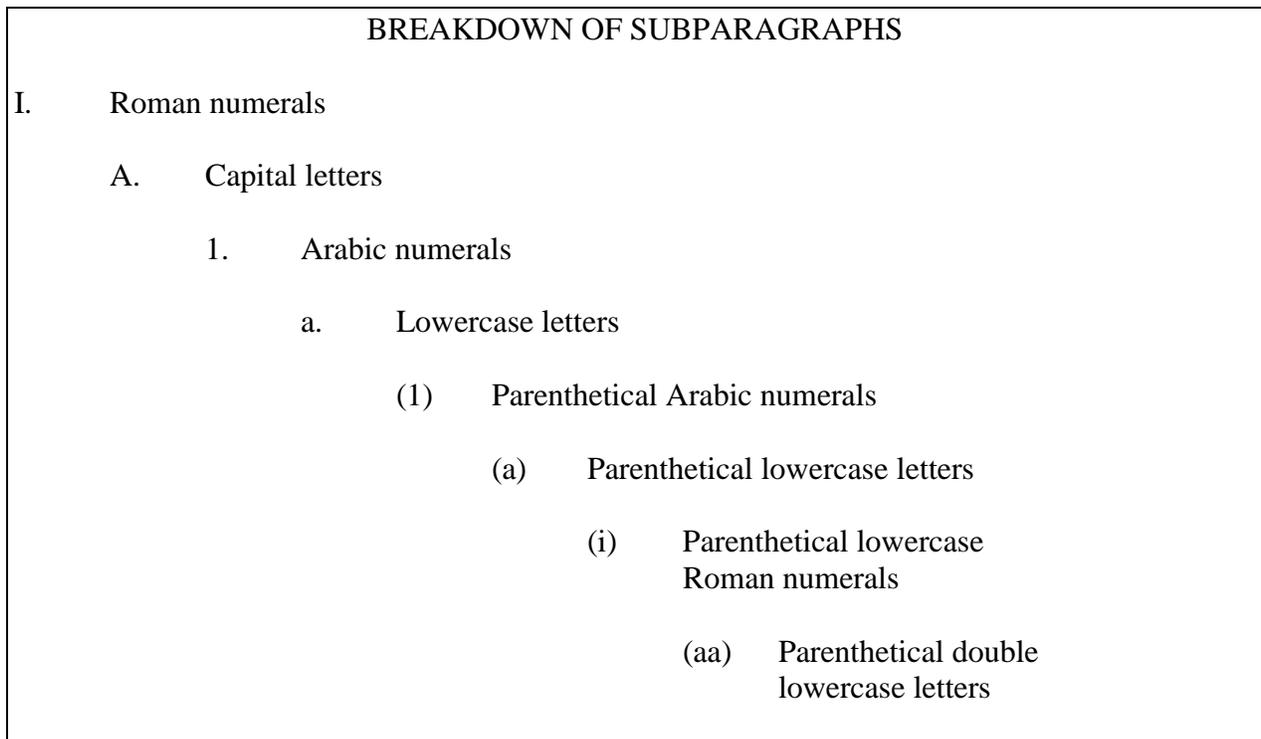
C.   Titles or captions after the subparagraph numbers or letters may be underlined and followed with a period. However, if either or both are used, be consistent.

D.   Type run-over lines flush with the first word of the subparagraph.

APPENDIX D.   QUOTATIONS

A.   <u>Short Quotations</u>. A quotation of one or two lines is included in the text. Use single
       quotation marks to enclose a quotation within a quotation.

SHORT QUOTATION

The regulation clearly states, "Ambiguous references such as 'herein' or 'above' shall not
be used."

B.   <u>Long Quotations</u>. A quotation of three lines or more is typed apart from the text and
       blocked one-half inch from the left and right margins. After typing the last word of the
       paragraph preceding the quotation, hit "Enter" two times, hit "Tab" one time, type a
       quotation mark, and begin typing the quotation. Type run-over lines flush with the first
       line of the quotation. Single-space each paragraph of the quotation; double-space
       between paragraphs. Type a quotation mark at the beginning of the first paragraph and
       each succeeding paragraph. Type a closing quotation mark at the end of the complete
       quotation only, not at the end of each paragraph.

LONG QUOTATION

         The President expressed his appreciation for the achievements of HUD
in his recent State of the Union Message when he said:

         "Let me assure you that you can have a great career in the Department of
         Housing and Urban Development. You will feel proud when helping the
         homeless find shelter and families find homes.

         "We must all do our part to help Americans live the American Dream of
         having safe and decent housing in every city and county in this nation.
         You will be proud that you are a part of making this happen."

APPENDIX E.   STYLE ELEMENTS

The following pages provide a quick reference to frequently encountered style issues and represent the most up-to-date and commonly preferred usage. More detailed information may be obtained from the references cited in Appendix G.

Capitalization

Capitalize	Do not capitalize
Academic degree abbreviations (e.g., M.B.A., Ph.D.)	Academic degree names (e.g., master of business administration, doctor of philosophy)
Administration (when used as a synonym for a current administration)	administration (when used with the name of an administration; e.g., Obama administration)
Agency (when used as a synonym for the name of a government agency)	agency
City (when part of the corporate or popular name, e.g., Kansas City, Windy City, or New York City)	city the city city of New York
Commonwealth (when part of a state name, e.g., Commonwealth of Virginia)	
Congress Congressman (when used with a member's name)	congressional congressman (when used without a member's name)
Department (when used as a synonym for the proper name of an agency)	department departmental email
Field Office (when part of the field office name; e.g., Sacramento Field Office)	field field office (e.g., each HUD field office)
Fiscal Year (when used with the year, e.g., Fiscal Year 2018)	fiscal year (when not used with a year)

Capitalize	Do not capitalize
FY (e.g., FY 2018 or FY18)	
Federal Register	federal (used as an adjective; e.g., federal programs or federal funding) federally federalization
Government (when used with U.S., United States, or Federal; e.g., Federal Government)	government governmental
Headquarters (only when referring to HUD Headquarters)	headquarters (when not referring to HUD Headquarters)
Internet	
Nation (when a synonym for for the United States)	a nation or national nationwide French nation
National (when used in conjunction with capitalized name)	
President	presidential
References such as Chapter, Exhibit, Figure, and Table (when it is a specific reference, e.g., Chapter 1 or Figure 4-6)	chapter, exhibit, figure, and table (when referenced in text)
	seasons: spring, summer, autumn/fall
Secretary (when used as a synonym for the Secretary's name)	secretarial
Social Security number	
State (e.g., State government, State of Iowa)	state (e.g., state's evidence) statewide
	time: a.m., p.m., noon, midnight
Time Zone Abbreviations, e.g., EST, PST	time zone names; e.g., eastern standard time, pacific standard time
ZIP Code	web or website

Compound Words, Hyphenations, and Spelling

To be sure of the spelling of compound words, check an up-to-date dictionary.

- In general, do not use a hyphen to set off a prefix at the beginning of a word. Do not use a hyphen to set off a suffix at the end of a word.

- Hyphenate to avoid doubling a vowel or tripling a consonant. In general, do not hyphenate the following short prefixes: co, de, pre, pro, and re.

- Preferred spelling of commonly used words and phrases in HUD correspondence are:

  acknowledgment
  anticrime
  antideficiency
  antidrug
  biweekly
  broad-based
  canceled
  cannot
  catalog
  closeout (noun)
  close out (verb transitive)
  cochair
  cochairman
  cochairperson
  co-owner
  commenter
  community-based programs
  congressional
  copartner
  copayment
  corecipient
  corporatewide
  cost-benefit
  cost-of-living increase
  counseled
  counseling
  coworker
  crosscutting
  decisionmaker
  decisionmaking
  departmental
  departmentwide

_____

down payment
email
ENERGY STAR
ex officio
faith-based
FHA-guaranteed
FHA-insured
first-time homeowner
formatted
formatting
forward (ahead)
foreword (a part of a publication)
Governmentwide (U.S. or foreign)
governmentwide (State, city, etc.)
grass roots (noun)
grassroots (adjective)
hearing-impaired
hearing- and speech-impaired
higher-priced
highest-priced
homebuyer
home seller
homeownership
HUD-assisted
HUD-owned
Internet
intranet
judgment
labeled
labeling
labor-management
life cycle
long-term payments
longer term payments
lower income group
low-income
low- and moderate-income
memorandum
midway
midyear (noun)
mid-year (adjective)
moderate-income
multiagency
multicultural
nationwide
noncompliance

nonprofit
one-unit dwelling
on-site (adverb or adjective)
one-year
open-ended
percent
PHAs
policymaker
preexisting
prequalified
proactive
prorated
quasi-government
quasi-independent
recordkeeping
refinancing
requester
self-sufficiency
semiannual
setup (noun)
set up (verb)
single-spaced
tax-exempt
time-consuming
time frame
time-sharing
toll-free
totaled
two-fold
underutilized
very low-income
website

NUMERALS

There are five basic rules to remember:

1. Spell out numbers nine and under.

    The house has four rooms.

2. Use figures for numbers 10 and greater.

    The house has 14 rooms.

3. Never begin a sentence with a numeral.

    Five new rooms were added to the house.

4. When 2 or more numbers appear in a sentence and 1 of them is 10 or larger, figures are used for each number.

    The class has 11 boys and 6 girls.
    The class has two boys and three girls.

5. Units of time, measurement, and money are expressed as follows:

    10 p.m. (**not** 10:00 p.m.)
    1 calendar year
    6 years, 2 months, 6 weeks, 3 days (**but** four centuries, three decades)
    10 feet
    15 cubic yards
    one gallon
    2 percent

    $8 (**not** $8.00)
    $5.75 million
    $1 billion

    However, units of time, measurement, and money do not affect the usage of other numbers in a sentence.

    The four men finished the project in 8 weeks.
    The 4 men finished the 10 projects in 8 weeks.

Examples of commonly used units of time:

The instructor gave the 5-minute warning to the class.
The instructor gave the warning that the class would end in 5 minutes.

They worked a 10-hour shift.
Their shift was for 10 hours.

He gave his 2-week notice.
He gave his notice 2 weeks before his departure.

The project experienced a 1-month delay.
The project was delayed for 1 month.

She obtained a 30-year mortgage.
Her mortgage was for 30 years.

The decade of the '60s advanced many social reforms.
The Department of Housing and Urban Development was established in the 1960s.

The meeting took place on June 5.

Punctuation (and Punctuation Marks)

- Use the possessive and objective phrases as follows:

  Four years' experience in computer operations was a requirement.
  Four years of experience in computer operations was a requirement.

- Use serial commas in all text. Place a comma after each item in a series of three or more items.

  He edited four books, three journals, two fact sheets, and one meeting summary.

- Omit the comma between two nouns that identify one another.

  She read the book *Homeownership in the 21st Century* and decided to recommend it to the group.

- Use a comma after introductory prepositional clauses containing four or more words:

  In the beginning we were in favor of the plan.
  After the committee voted on the plan, we adjourned for the evening.

  However, there are exceptions to the above rule. They include the following:

  In addition,
  For example,

- Use a comma for introductory prepositional clauses of three or fewer words if the last word of the clause and the next word are numerals.

  In 1989, 150 students were in the graduating class.

- Use a comma before and after explanatory matter and identifiers.

  On January 21, 1929, we greeted the world.
  Iberia, South Carolina, is her birthplace.
  Fred Jones, the manager, administered the project.
  ABC, Inc., sponsored the program.

- Always use a comma to set off the year in complete dates (month, date, year) unless it is at the end of a sentence.

  The report was completed on June 20, 2011, and sent to Congress.

- Always use a comma to set off a pair of time measurements in a day, unless it is at the end of a sentence.

  The ceremony will be held on June 20, 2011, from 6 p.m. to 7 p.m., at the historic Paramount Theatre in Austin.

- Do not use commas in the following places:

  Between month and year (December 2011)
  Before parentheses

- Place periods and commas inside closing quotation marks. Other punctuation goes outside the quotation marks unless it is part of the quoted material.

  Is the title, "*How to Be a Homeowner*"?
  The title is "*Do You Know How to Be a Homeowner?*" and it is available at bookstores.
  You stated in your handbook, "Place periods and commas inside quotation marks."

- Use an en dash in combinations of figures and capital letters.

  301-251-5000
  4-H Club
  CBS-TV Network
  NIJ-BJA Project

- Use state code abbreviations in addresses and lists. Spell out state names in text

APPENDIX F.   ACCENTS, CHARACTERS, AND SYMBOLS

Special accents, characters, and symbols may be inserted into a document by placing the cursor where the character should be inserted. On the "Insert" tab, in the Microsoft Word menu, select "Symbol." Then click on the character or symbol to be inserted into the document, and it will be inserted. If the symbol that you want to insert is not in the list, click on "More Symbols." Then, in the "Subset" box, use the drop-down list and choose "Latin Extended-A" or "Latin Extended-B."

Some frequently used Spanish accents are listed below. To use them:

- **-** Press the Alt (Alternate) key and hold it down.

- **-** Enter the corresponding number for the accent you want (see table below). Use the numerical section (right-hand side) of your keyboard.

    á = Alt 00E1

    é = Alt 00E9

    í = Alt 00ED

    ó = Alt 00F3

    ú = Alt 00FA

    ñ = Alt 00F1

    Ñ = Alt 00D1

    ü = Alt 00FC

    Ü = Alt 00DC

    ¿ = Alt 00BF

    ¡ = Alt 00A1

- **-** Release the Alt key for the properly accented character to appear on your Screen.

APPENDIX G.   REFERENCE GUIDES

A number of sources exist to assist in the preparation of correspondence. A partial list follows:

Primary Sources

<u>Directories</u>

Congressional Staff Directory. Washington, DC: CQ Press, Published Quarterly.

Congressional Yellow Book. New York: Leadership Directories, Published Quarterly.

Federal Yellow Book. New York: Leadership Directories, Published Quarterly.

Municipal Yellow Book. New York: Leadership Directories, Published Quarterly.

State Yellow Book. New York: Leadership Directories, Published Quarterly.

<u>Manuals</u>

Mail Management Handbook. Washington, DC: U.S. Department of Housing and Urban Development.

Telecommunications Handbook. Washington, DC: U.S. Department of Housing and Urban Development.

U.S. Government Correspondence Manual. Washington, DC: U.S. General Services Administration, 1992.

U.S. Government Manual. Washington, DC: Office of the Federal Register/National Archives and Records Administration, 2000. Searchable at http://www.gpo.gov/fdsys/.

The table of contents can be accessed at the following link: http://www.gpoaccess.gov/gmanual/browse-gm-09.html.

U.S. Government Printing Office Style Manual. Washington, DC: U.S. Government Printing Office, 2008. Searchable at http://www.gpoaccess.gov/stylemanual/index.html.

The table of contents can be accessed at the following link: http://www.gpoaccess.gov/stylemanual/browse.html.

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Websites:

www.house.gov

www.nara.gov

www.senate.gov

Secondary Sources

Guides:

Cappon, Rene J. *The Associated Press Guide to Punctuation*. Cambridge: Perseus Publishing, 2003.

Goldstein, Norm. *The Associated Press Stylebook and Briefing on Media Law*. Cambridge: Perseus Publishing, 2002.

McCaffree, Mary Jane and Pauline Innis. *Protocol: The Complete Handbook of Diplomatic, Official and Social Usage*. Washington, DC: Devon Publishing, 1997.

Strunk, W., and E.B. White. *The Elements of Style*. New York: Macmillan Publishing, Fourth Edition, 2000.

Manual:

The Gregg Reference Manual. McGraw-Hill/Irwin. Tenth Edition, 2005.

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