



Joint Task Force National Capital Region Medical INSTRUCTION

NUMBER 5045.01
FEB 27 2013

ESO

SUBJECT: Correspondence Management

References: See Enclosure 1

1. **PURPOSE.** This Instruction, based on the authority of References (a) through (d), cancels and reissues Reference (e) with updated numbering. It incorporates the policy in accordance with (IAW) Reference (f) to update responsibilities and procedures for managing correspondence within Joint Task Force National Capital Region Medical (JTF CapMed) and describes the administrative processes for preparing and submitting correspondence material to the Commander, JTF CapMed (CJTF) and Executive Directors (EDs) for Healthcare and Administrative Operations. It describes Executive Support Services (ESS) administrative processes and identifies ESS responsibilities for correspondence management.

2. **APPLICABILITY.** This Instruction applies to the JTF CapMed Headquarters (HQ), Fort Belvoir Community Hospital (FBCH), Walter Reed National Military Medical Center (WRNMMC) [hereafter, WRNMMC and FBCH are referred to as Joint Medical Treatment Facilities (MTFs)], and the Joint Pathology Center (JPC).

3. **POLICY.** It is JTF CapMed policy that all correspondence is prepared IAW this Instruction. All correspondence requiring the signature of or coordination with CJTF and the EDs shall go through the Executive Secretariat Office (ESO) of the ESS. This Instruction establishes the Director, Executive Support Services (DESS), JTF CapMed as the lead agent for processing, controlling, dissemination, and archival of official correspondence addressed to and sent by the CJTF and EDs.

4. **RESPONSIBILITIES.** See Enclosure 2.

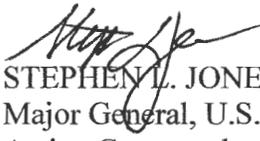
5. **PROCEDURES.** See Enclosures 3 through 8.

FEB 27 2013

6. RELEASABILITY. UNLIMITED. This Instruction is approved for public release and is available on the JTF CapMed Website at: www.capmed.mil.

7. EFFECTIVE DATE. This Instruction:

- a. Is effective upon publishing to the JTF CapMed Website; and
- b. Must be reissued, cancelled, or certified current within 5 years of its publication in accordance with JTF CapMed Instruction 5025.01 (Reference (g)). If not, it will expire effective 10 years from the publication date.


STEPHEN L. JONES
Major General, U.S. Army
Acting Commander

Enclosures:

1. References
2. Responsibilities
3. Procedures: General Correspondence Management
4. Standard Memorandums
5. Action Memorandums
6. Information Memorandums
7. Letters
8. Letterhead Stationery

Glossary

TABLE OF CONTENTS

ENCLOSURE 1: REFERENCES..... 5

ENCLOSURE 2: RESPONSIBILITIES..... 6

 DIRECTOR, EXECUTIVE SUPPORT SERVICES, JTF CAPMED..... 6

 CHIEF, LEGISLATIVE AND PUBLIC AFFAIRS, JTF CAPMED 6

 CHIEF COUNSEL, JTF CAPMED..... 6

 J-CODE DIRECTORS, JTF CAPMED..... 6

 COMMANDERS, JOINT MTFs AND JPC DIRECTOR..... 7

ENCLOSURE 3: GENERAL CORRESPONDENCE MANAGEMENT..... 8

 PROCESSING CORRESPONDENCE PACKAGES 8

 SUBMITTING CORRESPONDENCE MATERIALS TO THE CJTF OR EDs..... 8

 COORDINATING CORRESPONDENCE PACKAGES 8

 DISTRIBUTION..... 9

ENCLOSURE 4: STANDARD MEMORANDUMS..... 10

 WHEN TO USE A MEMORANDUM..... 10

 PREPARING STANDARD MEMORANDUMS 10

 APPENDIX: SAMPLE MEMORANDUMS..... 17

ENCLOSURE 5: ACTION MEMORANDUMS 20

 WHEN TO USE AN ACTION MEMORANDUM..... 20

 PREPARING AN ACTION MEMORANDUM 20

 ASSEMBLING AN ACTION PACKAGE 21

 APPENDIX 5: SAMPLE ACTION MEMORANDUM..... 23

ENCLOSURE 6: INFORMATION MEMORANDUMS..... 24

 WHEN TO USE AN INFORMATION MEMORANDUM..... 24

 PREPARING AN INFORMATION MEMORANDUM 24

 ASSEMBLING AN INFORMATION PACKAGE 25

 APPENDIX: SAMPLE INFO MEMORANDUM 26

ENCLOSURE 7: LETTERS..... 27

 WHEN TO USE A LETTER..... 27

 PREPARING OFFICIAL LETTERS 27

 APPENDIX: SAMPLE OFFICIAL LETTER..... 32

ENCLOSURE 8: LETTERHEAD STATIONERY 33

AUTHORIZED USE OF LETTERHEAD STATIONERY 33

LETTERHEAD STATIONERY SPECIFICATIONS 33

DOCUMENTING USE OF JTF CAPMED GENERAL LETTERHEAD 34

APPENDIX: SAMPLES OF LETTERHEAD 35

GLOSSARY38

TABLES

1. Materials Not Processed Through ESO 8

2. Sample Attention Lines in Memorandums 12

3. Listing References..... 13

4. Dual and Multiple Signature Blocks 14

5. Listing Attachments 14

6. Sample List of Material Under Separate Cover in a Memorandum 15

7. Sample Courtesy Copy Listings in Memorandums 16

8. List of Coordinating Officials 22

9. Sample Attention Line in a Letter 28

10. Listing Enclosures..... 30

11. Sample List of Material Under Separate Cover in a Letter..... 30

12. Sample Courtesy Copy Listings in Letters 31

FIGURES

1. Sample Standard Memorandum..... 17

2. Sample Multi-Addressee Memorandum 19

3. Sample Action Memorandum 23

4. Sample Information Memorandum 26

5. Sample Official Letter..... 32

6. Sample JTF CapMed General Use Letterhead..... 35

7. Sample WRNMMC Letterhead 35

8. Sample FBCH Letterhead 35

9. Sample JPC Letterhead 36

10. Sample JTF CapMed – Office of the Commander Letterhead 36

11. Sample WRNMMC – Office of the Commander Letterhead 36

12. Sample FBCH – Office of the Commander Letterhead 37

13. Sample JPC – Office of the Director Letterhead 37

ENCLOSURE 1

REFERENCES

- (a) Deputy Secretary of Defense Memorandum, "Authorities for Joint Task Force National Capital Region Medical (JTF CapMed)," February 7, 2012
- (b) Deputy Secretary of Defense Action Memorandum, "Civilian and Military Personnel Management Structures for the Joint Task Force National Capital Region Medical," January 15, 2009
- (c) Comprehensive Master Plan for the National Capital Region Medical, April 23, 2010
- (d) Supplement to the Comprehensive Master Plan for the National Capital Region Medical, August 31, 2010
- (e) JTF CapMed Manual 10-001, "JTF CapMed Correspondence Manual," April 12, 2010 (hereby cancelled)
- (f) DoD 5110.04-M-V1, "DoD Manual for Written Material: Correspondence Management," October 26, 2010
- (g) JTF CapMed Instruction 5025.01, "Formats and Procedures for the Development and Publication of Issuances," March 5, 2012

FEB 27 2013

ENCLOSURE 2RESPONSIBILITIES

1. DIRECTOR, EXECUTIVE SUPPORT SERVICES, JTF CAPMED. The DESS, JTF CapMed, under the authority, direction, and control of the CJTF shall:
 - a. Oversee the ESO in the execution of correspondence management to include the processing, distribution, and archival functions of official correspondence for the CJTF and EDs IAW this Instruction.
 - b. Disseminate correspondence guidance as necessary through appropriate channels such as memorandums, amended appendices or administrative updates to this Instruction, and other communications with JTF CapMed Component Commands or other agencies outside JTF CapMed.
2. CHIEF, LEGISLATIVE AND PUBLIC AFFAIRS, JTF CAPMED. Chief, Legislative and Public Affairs, JTF CapMed shall coordinate on all correspondence that:
 - a. Contains information with public affairs or legislative implications.
 - b. Involves requests for CJTF participation in public forums, such as speaking and media events, or for events in DoD or military settings that may draw media coverage.
 - c. Is addressed to members of Congress.
3. CHIEF COUNSEL, JTF CAPMED. The Chief Counsel, JTF CapMed shall coordinate on all correspondence that has legal implications, possible adverse reflections of JTF CapMed, and all correspondence based on the law.
4. J-CODE DIRECTORS, JTF CAPMED. The J-Code Directors, JTF CapMed shall:
 - a. Establish correspondence management functions for their directorates to ensure that correspondence for CJTF and/or the EDs is prepared and submitted IAW this Instruction.
 - b. Support correspondence action officers in reviewing correspondence prepared for the CJTF and the EDs for proper format, clarity of purpose and intent, and correspondence package consistency and assembly, to include appropriate coordination.
 - c. Designate their respective Executive Assistant (EA) as the lead agent for all incoming and outgoing correspondence. EAs shall assist in ensuring that all correspondence materials are prepared IAW this Instruction.

d. Forward to the ESO correspondence received from outside agencies (e.g., Secretary of Defense (SecDef), Joint Staff, Tricare Management Activity) requiring JTF CapMed action and/or response.

5. COMMANDERS, JOINT MTFs AND JPC DIRECTOR. The Joint MTF Commanders and JPC Director shall establish correspondence policy within their Joint MTF and Center consistently with this Instruction.

ENCLOSURE 3

GENERAL CORRESPONDENCE MANAGEMENT

1. PROCESSING CORRESPONDENCE PACKAGES. The ESO shall receive, analyze, and review correspondence addressed to the CJTF and EDs. The ESO shall process correspondence materials, except those materials in Table 1, which will be processed as indicated.

Table 1. Materials Not Processed Through the ESO

Types of Document	Where/Whom to Deliver
Read Ahead Materials/Briefs	DESS Aide de Camp to Commander
Service Evaluations: Fitness Report, Officer/Enlisted Performance Report, Officer/Enlisted Evaluation Report	J-1, Personnel Services
Protocol/Invitations for CJTF	DESS Aide de Camp to Commander
Travel (military/civilian)	J-8, Resource and/or J-Code Directors
Congressional & Legislative Affairs related items	Legislative and Public Affairs

2. SUBMITTING CORRESPONDENCE MATERIALS TO THE CJTF OR EDs. The submitting Directorate shall:

- a. Include an Action or Information Memorandum (hereafter referred to as “Action” or “Info” Memorandums).
- b. Flag correspondence requiring expeditious processing with “Hot” or “For Immediate Staffing.”
- c. Submit correspondence package to the ESO via e-mail (CAPMED-ESO@health.mil) only after completing coordination with affected offices and/or persons. Correspondence packages may be hand delivered to a staff member at the ESO located in Building 27 on the 3rd floor.

3. COORDINATING CORRESPONDENCE PACKAGES. The submitting Directorate shall:

- a. Coordinate with offices designated in the action assignment and/or office that may have an interest in or be affected by the outcome of the action; coordinate with JTF CapMed components simultaneously to ensure responses are received as quickly as possible.
- b. Obtain concurrence or comments from the responsible J-code Director or, in their absence, their designated alternate principal deputy for correspondence prepared for CJTF and the EDs.

c. Not allow disagreements about recommendations or lack of response from a coordinating office to delay the action. To address such situations, JTF CapMed Directorates shall:

- (1) List non-concurrences and place the comments at the coordination tab of the action package.
- (2) Address basis for non-concurrence in a memorandum or attached supplement.
- (3) For failures to respond, note on the coordination sheet when coordination was attempted, but not accomplished.

4. DISTRIBUTION. The ESO shall disseminate correspondence signed by the CJTF and the EDs except for those packages shown in Table 1, which shall be processed and disseminated by the Directorate listed in Table 1. J-code action officers or EAs shall provide e-mail and mailing information to the ESO for dissemination purposes.

FEB 27 2013

ENCLOSURE 4STANDARD MEMORANDUMS

1. WHEN TO USE A MEMORANDUM. A standard memorandum should be used for correspondence to higher headquarters/commands, DoD, and to send routine correspondence material to other Federal agencies.

2. PREPARING STANDARD MEMORANDUMS. See the Appendix of this Enclosure for sample standard memorandums. Templates can be downloaded from <https://www.jtf.intranet.capmed.mil/JTFExtranet/JTFCommandHQSecretariat/Forms/AllItems.aspx>.

a. Stationery. Use 8.5 by 11-inch letterhead. Use bond paper for succeeding pages. When preparing for the signature of the:

(1) Acting Commander, JTF CapMed, and EDs: Use JTF CapMed – Office of the Commander letterhead. (See Figure 5 in the Appendix of Enclosure 7 for sample.)

(2) Secretary of Defense: Use SecDef letterhead.

(3) Deputy Secretary of Defense (DepSecDef): Use DepSecDef letterhead.

(4) Special Assistant(s) to the Secretary or DepSecDef: Use Office of Secretary of Defense letterhead.

b. Margins. Use a 2-inch top margin and 1-inch side and bottom margins on the first page. The top margin may be adjusted up to 1.75 inches and, if not printed on letterhead (memorandums with multiple co-signers, memorandums of agreement, etc.), up to 1 inch. For succeeding pages, use 1-inch margins on all sides. If memorandums contain less than 11 lines, side margins may be increased to 2 inches. Do not justify right margins.

c. Font. Use Times New Roman, 12-point.

d. Spacing. Single space within a paragraph for all memorandums of two or more paragraphs. Always double space between paragraphs and bullets, and between lines in memorandums of a single paragraph of eight lines or less.

e. Indentation. Indent paragraphs .5 inch from the left margin; indent subparagraphs an additional .5 inch.

f. Paragraphing. Use bullets, numbers, or lower-case letters for subparagraphs. Do not begin a paragraph near the end of a page unless there is room for at least two lines on that page. Do not carry a paragraph over to the next page unless there are at least two lines on that page. Do not use one-sentence paragraphs.

g. Page Numbering. Do not number the first page. For second and succeeding pages, place the page number(s) at the bottom center of the page at least a double space (one blank line) below the last line of the text and 1 inch from the bottom of the page.

h. Date. Insert or stamp the date a double space below the last line in the letterhead or department shield, ending at the right margin. Use month, day, year, showing day and year in numerals. Omit the date on memorandums for CJTF and the EDs' signature. The ESO will stamp the date on the memorandum after signature is obtained.

i. Address Line

(1) For single addressee:

(a) Insert "MEMORANDUM FOR" a double space below the date line. Include the addressee's title and the name or office symbol of the organization, providing enough information to ensure the memorandum will be delivered appropriately.

(b) If more than one line is required for an addressee, indent the second line an additional two spaces so that the first character of the indented line is below the third character of the addressee title on the line immediately above.

(2) For multiple addressees:

(a) Type each on a single line aligned block style below and to the right of "MEMORANDUM FOR:"

(b) If there are more than 15 addressees:

1. Enter "MEMORANDUM FOR: SEE DISTRIBUTION" a double space below the date line.

2. Enter "DISTRIBUTION:" a double space below the last line of the signature block or attachment notation, aligned with the left margin.

a. List the addressees single-spaced below the caption, beginning at the left margin. Use title case.

b. When the distribution copy recipient name or title extends to succeeding lines, indent the second line two spaces so that the first character of the indented line begins beneath the third character of the line above. Align third and subsequent lines for a given recipient below the first character of the second line; do not indent third and subsequent lines further.

c. Place the entire distribution list on a separate page if there is no room for all addressees on the first page.

FEB 27 2013

j. Attention Line. When directing memorandums to the attention of a particular person within an organization, type “ATTN:” followed by the name or title of the person in parentheses. Place it a single space below and aligned under the third character of the office address.

Table 2. Sample Attention Lines in Memorandums

MEMORANDUM FOR SECRETARY OF THE ARMY
(ATTN: LTC JOHN BROWN)
UNDER SECRETARY OF DEFENSE FOR POLICY
(ATTN: MS. ANGELA SMITH)
– OR –
MEMORANDUM FOR DIRECTOR, ADMINISTRATION AND MANAGEMENT
(ATTN: MR. I. PUBLIC)

k. Through Line. When necessary, type “THROUGH:” a double space below the address line and a double space above the subject line. Type the “THROUGH:” office in all caps. The submitting office must accomplish the through line coordination prior to submitting the memorandum to the ESO.

l. Subject Line. Type “SUBJECT:” a double space below the last line of the address line. Two spaces after the colon, briefly describe the memorandum’s content, capitalizing the first word and all principal words. If more than one line is required, begin succeeding lines aligned below the first word in the subject line.

m. References. See Table 3 for examples of listing references.

(1) Type “Reference:” or “Reference(s):” at the left margin, a double space below the subject line, followed by the originating office, subject, and date of the document.

(2) List references in block style two spaces after the colon in the order they appear in the text identified as (a), (b), (c), etc. Do not letter a reference when there is only one.

(3) When attaching a reference, state so in parentheses after the reference title.

(4) When preparing classified memorandums, indicate the CLASSIFICATION OF THE TITLE in parentheses immediately BEFORE the title. Indicate the CLASSIFICATION OF THE REFERENCE at the END of the reference.

Table 3. Listing References

<u>Single Reference</u>	Reference: DoD Executive Secretary Memorandum, (date)
<u>Multiple References</u>	References: (a) DoD Executive Secretary Memorandum, (date) (b) DoD Directive 5105.53, "Director of Administration and Management (DA&M)," February 26, 2008
<u>Attached References</u>	References: (a) DoD Executive Secretary Memorandum, (date) (copy attached) (b) DoD Directive 5105.53, "Director of Administration and Management (DA&M)," February 26, 2008

n. Salutation. Do not use a salutation in a memorandum.

o. Body

(1) Begin the body two lines below the subject line. Speak directly to the reader. Use the active voice and clear conversational language. Keep the tone polite and professional even if the message is bad news.

(2) Convey the message in complete, but succinct paragraphs; try to restrict them to 10 or 15 lines. Organize the information by presenting the most important first, unless background is necessary for the reader to understand the main point. Supporting detail should follow.

p. Complimentary Close. Do not use a complimentary close in memorandums.

q. Signature Block

(1) Type the name of the signer, leaving four blank lines below the last line of text, beginning at the center of the page. Type the signer's title on the next line, aligned with the name. The title of the person signing is not necessary if it is identified in the letterhead.

(2) For memorandums requiring dual signature and multiple signatures (see Table 4 for example):

(a) When the CJTF and the head of another agency sign, place the signature blocks side by side, leaving four blank lines below the last line of text.

(b) Type the names in upper case with that of the non-DoD official aligned at the left margin and the CJTF beginning at the center of the page.

(c) Type titles of both officials in upper and lower case aligned under their names.

(d) When officials from two or more offices will sign, place the signature block of the official from the originating office on the right side of the page. Place additional signature blocks to the left and below that of the originator.

Table 4. Dual and Multiple Signature Blocks

CO-SIGNERS	ORIGINATING OFFICIAL
MICHAEL TAYLOR Director, Washington Headquarters Services	STEPHEN JONES Acting Commander
DEBRA MILLER Director, Tricare Management Activity	

r. Attachments. Use attachments to provide information in addition to a memorandum. Type “Attachment:” or “Attachments:” double spaced below the signature block or last line of text and at the left margin as shown in Table 5. For attachments:

(1) Identified in the Text. Type “As stated” at the left margin on the next line.

(2) Not Identified in the Text. Type “Attachment:” or “Attachments:” double spaced below the lower of the signature block or last line of text and at the left margin. On the next line, list each attachment on a separate line, by title. Number all attachments when there is more than one.

Table 5. Listing Attachments

When a single attachment is identified in the text: Attachment: As stated
When multiple attachments are identified in the text: Attachments: As stated
When attachments are not mentioned in the text: Attachments: 1. Seating Chart 2. List of Attendees

s. Material Under Separate Cover. When referring to material sent under separate cover, type “Separate cover:” aligned at the left margin and double spaced below the last line (e.g., text, signature block, or attachments). On the next line, list the items as shown in Table 6 even though they are identified in the text. Always send a copy of the memorandum with the material sent under separate cover.

Table 6. Sample List of Material Under Separate Cover in a Memorandum

Memorandum Attachments: As stated
Separate Cover: Annual Department of Defense Report

t. Courtesy Copies. As shown in Table 7, when the memorandum is being sent to people other than the addressee:

(1) Type “cc:” aligned at the left margin and double spaced below the signature block or any other notation.

(2) Below “cc:” list the recipients, one below the other, single-spaced and beginning at the left margin. Use title case.

(3) When the courtesy copy recipient name or title extends to succeeding lines, indent the second line two spaces so that the first character of the second line begins beneath the third character of the line above. Align third and subsequent lines for a given recipient below the first character of the second line; do not indent third and subsequent lines further.

(4) Use official position titles rather than personal names whenever possible.

FEB 27 2013

Table 7. Sample Courtesy Copy Listings in Memorandums

Multiple courtesy copies addressed by name	cc: The Honorable Jane Q. Public The Honorable John Q. Smith
Courtesy copy with title specified	cc: The Honorable Jane Q. Public Ranking Member
Multiple courtesy copies with title specified on one official	cc: The Honorable Jane Q. Public Ranking Member The Honorable Jim Q. Smith
Multiple courtesy copies with titles specified	cc: The Honorable John Q. Public Secretary of the Army The Honorable Jane Q. Smith Under Secretary of Defense (Comptroller)/ Chief Financial Officer
Multiple courtesy copies addressed by title and order of precedence	cc: Secretary of the Army Chairman of the Joint Chiefs of Staff Under Secretary of Defense for Acquisition, Technology, and Logistics Commandant of the Marine Corps Assistant Secretary of Defense for Networks and Information Integration/DoD Chief Information Officer Director, Administration and Management

FEB 27 2013

APPENDIX TO ENCLOSURE 4SAMPLE MEMORANDUMSFigure 1. Sample Standard Memorandum

**JOINT TASK FORCE
NATIONAL CAPITAL REGION MEDICAL
OFFICE OF THE COMMANDER**
8901 WISCONSIN AVENUE, BUILDING 27
BETHESDA, MD 20889-5605

MEMORANDUM FOR ASSISTANT SECRETARY OF DEFENSE FOR HEALTH
AFFAIRS

SUBJECT: Sample of an Unclassified Memorandum

Use a memorandum for correspondence within the DoD and to subordinate commands. Use a memorandum, formatted similar to this sample, to forward information, direction, or make a request.

Use bond paper for succeeding pages. Single space paragraphs and do not justify right margins. Double space between paragraphs and bullets and between lines in memorandums of a single paragraph of eight lines or less. Do not use a complimentary close for memorandums.

Margins should be 2 inches from the top and 1 inch side and bottom margins on the first page. For succeeding pages, use 1 inch margins on all sides. Use Times New Roman, 12 pitch font. Indent paragraphs one half inch from the left margin. When a subparagraph is needed, use bullets, numbers, or lower case letters.

- Do not begin a paragraph near the end of a page unless there is room for at least two lines on that page. Do not carry a paragraph over to the next page unless there are at least two lines on that page.
- Avoid using references.
- Refrain from using one sentence paragraphs.

For second and succeeding pages, place the page number at the bottom center of the page at least one double space below the last line of text and 1 inch from the bottom of the page.

Figure 1. Sample Standard Memorandum, Continued

Insert MEMORANDUM FOR two inches from top margin, using a title in lieu of an individual's name. If more than one line is required for an addressee, indent the second line. An additional two spaces so that the first character of the indented line is below the third character of the addressee title on the line immediately above.

Type SUBJECT: one double space below the last line of the address line. Include two spaces after the colon. Briefly describe the memorandum's content, capitalizing the first word and all principal words. If more than one line is required, begin succeeding lines aligned below the first word in the subject line.

Begin the body one double space below the subject line. Speak directly to the reader. Use the active voice and clear conversational language. Keep the tone polite and professional, even if the message is bad news. Convey the message in complete, but succinct paragraphs; try to restrict them to no more than 15 lines. Organize the information by presenting the most important first, unless background is necessary for the reader to understand the main point. Supporting detail should follow.

Use attachments to provide additional information. Insert attachment(s): approximately five lines below the last line of text and at the left margin. The next line will indicate if the attachment is "As stated" or state the title of the attachment. The courtesy copy line (cc:) is placed one double space below the attachment line.

SIGNATURE BLOCK

Attachment:
As stated

cc:
Director, Joint Chiefs of Staff

Figure 2. Sample Multi-Addressee Memorandum



**JOINT TASK FORCE
NATIONAL CAPITAL REGION MEDICAL
OFFICE OF THE COMMANDER**
8901 WISCONSIN AVENUE, BUILDING 27
BETHESDA, MD 20889-5605

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
ASSISTANT SECRETARIES OF DEFENSE
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
ASSISTANTS TO THE SECRETARY OF DEFENSE

SUBJECT: Sample Department of Defense (DoD) Multi-Addressee Memorandum

The DoD multi-addressee memorandum is a variation of the standard memorandum. It is used to forward information, direction, or a request from the Secretary of Defense, Deputy Secretary of Defense, or the DoD Executive Secretary. The addressee list can be adjusted based on the content and intended audience.

- Do not date the proposed memorandum. It will be dated by the ESO once the signature has been obtained.
- For memorandums with more than 15 addressees, use MEMORANDUM FOR: SEE DISTRIBUTION. Include all addressees under a heading of Distribution, flushed to the left margin. If all addressees cannot fit on one page, use a separate page and include all addressees.

Use the standard Times New Roman, 12 pitch font with a 2 inch top margin, 1 inch side and bottom margins on all memorandums. Tab to center of page on the fifth line from the last sentence for signature blocks.

SIGNATURE BLOCK

ENCLOSURE 5

ACTION MEMORANDUMS

1. WHEN TO USE AN ACTION MEMORANDUM. An action memorandum should be used for forwarding material that requires CJTF's or ED's approval or signature; it describes a problem or issue and recommends a solution.

2. PREPARING AN ACTION MEMORANDUM. See the Appendix to this Enclosure for a sample Action Memorandum. Templates can be downloaded from <https://www.jtf.intranet.capmed.mil/JTFExtranet/JTFCommandHQSecretariat/Forms/AllItems.aspx>. To prepare an Action Memorandum, use the general guidelines for preparing standard memorandums in Section 2 of Enclosure 3, with these exceptions:

a. Header. Unless authorized to use letterhead, prepare an Action Memorandum on a plain bond paper. When using a plain bond paper, type "ACTION MEMO" on the first line of the bond paper all caps, centered, and in boldface. When using a letterhead, type "ACTION MEMO" two spaces below the last line of the letterhead.

b. Date. Insert the date a double space below the last line in the letterhead or department shield, ending at the right margin. Use month, day, year, showing day and year in numerals. Omit the date if the action memo is prepared for CJTF's or the EDs' signature. ESO will stamp the date on the memorandum after signature is obtained.

c. Address Line. A double space below the date line, beginning at the left margin, type "FOR:" followed by the addressee's title.

d. From Line. A double space below the address line, type "FROM:" followed by the name and title of the sender. As an Action Memorandum has no signature block, the sending official shall initial and enter the date of when he/she entered his/her initial on the "FROM" line.

e. Subject Line. Enter the subject line as instructed in paragraph 2.1. of Enclosure 4, a double space below the "FROM" line.

f. Body. Begin the body two lines below the subject line and flush with the left margin. Type succinct bullet statements that tell the recipient what he or she needs to know about the subject and why the action is recommended. Double-space between bullets.

g. Recommendation. A double space below the bullet statements, type "RECOMMENDATION:" followed by a statement describing required recipient action. For example:

(1) RECOMMENDATION: Sign letter at TAB [enter appropriate TAB number or letter].

(2) RECOMMENDATION: Approve release of funds.

Approve _____ Disapprove _____ Date _____

h. Coordination. A double space below the recommendation, type "COORDINATION:" and specify the tab with the list of coordinating officials (always placed as the last tab in the package) or, if appropriate, type "NONE."

i. Signature Block. Do not include a signature block in an Action Memorandum.

j. Prepared By Line. A double space after the final text of the memorandum and aligned with the left margin, type "Prepared by:" followed by the name and telephone number of the action officer who prepared the memorandum.

3. ASSEMBLING AN ACTION PACKAGE

a. Assemble an action package with the action memorandum serving as the cover and/or forwarding document, followed by tabs beginning with "A" and continuing sequentially as follows:

(1) The first tab ("TAB A") for the action item submitted for signature or approval.

(a) If sending a similar letter or memorandum to multiple addressees, place all at this tab.

(b) If including different items for CJTF or EDs signature or approval, place at the second tab ("TAB B") and continue tabs sequentially for signature items as needed.

(2) The second tab ("TAB B"), or the next sequential tab following the signature tabs, for incoming correspondence if applicable.

(3) The third tab ("TAB C"), or the next sequential tab following the signature and incoming correspondence tabs, for background material. If more than one tab is needed, tab sequentially. If forwarding substantive or lengthy background information, provide a one-page executive summary of the information.

(4) The fourth tab ("TAB D"), or last tab in package, to list the coordinating officials on one page.

(a) Include the position and name of each coordinating official, as well as the coordination date and type as shown in Table 8.

(b) Include concurrences from the Heads of Components or offices interested or affected by the impact of the package or, in their absence, their Principal Deputies. Actual

signatures are not required. When the official is not the Component Head, enter the official's title beneath his or her name.

(c) List non-concurrences and address the issues in the Action Memorandum or an attached supplement that includes all interested parties' views and reasonable options as well as the coordinators' comments, modifications, or rewrites.

(d) List coordination that the action officer attempted to obtain, but did not receive, as well as the time allotted that coordinating office. This should be included on the coordination tab of the action package.

Table 8. List of Coordinating Officials

BENEATH THE COORDINATION LINE PROVIDE: POSITION, NAME, AND DATE AND TYPE OF COORDINATION			
Coordination:			
Director, ESS	Mr. Bradley	March 20, 2009	Concur with Comments
Director, J-5	Mr. Musashe	March 18, 2009	Concur
Director, J-3B	CAPT Girz Chief, Clinical Ops*	March 15, 2009	Nonconcur with Comments
* If not the head of the directorate/office, enter the official's title beneath the name.			

FEB 27 2013

APPENDIX TO ENCLOSURE 5

SAMPLE ACTION MEMORANDUM

Figure 3. Sample Action Memorandum



**JOINT TASK FORCE
NATIONAL CAPITAL REGION MEDICAL
OFFICE OF THE COMMANDER**
8901 WISCONSIN AVENUE, BUILDING 27
BETHESDA, MD 20889-5605

ACTION MEMO

FOR: ASSISTANT SECRETARY OF DEFENSE FOR HEALTH AFFAIRS

FROM: MG Steve Jones, Commander, Joint Task Force National Capital Region Medical

SUBJECT: Sample Action memorandum with Attachments

- State what the addressee should do using succinct bullet paragraphs. Explain why it is advisable for the recipient to take the recommended action.
- Double space between bullets. Set a 2 inch top margin and a 1 inch side and bottom margins for the first page. For succeeding pages, use 1 inch margins on all sides. Use Times New Roman, 12 pitch font. Attach signature item at TAB A, incoming correspondence at TAB B, background or supplemental information at TAB C, and continue sequentially as needed. Do not include bulky supplemental information; instead summarize key points on a separate page.

RECOMMENDATION: Sign correspondence at TAB A.

NOTE: if no document for signature, use the following:

RECOMMENDATION: Approve subject matter, course of action, release of funds.

Approve _____ Disapprove _____ Date _____

COORDINATION: TAB D (or last tab in package) or NONE

Attachments:

As stated

Prepared by: Author's name and telephone number

ENCLOSURE 6

INFORMATION MEMORANDUMS

1. WHEN TO USE AN INFORMATION MEMORANDUM. An information memorandum is used to convey information to the CJTF or EDs on important developments not requiring action at the time.

2. PREPARING AN INFORMATION MEMORANDUM. See the Appendix of this Enclosure for a sample Information Memorandum. Templates can be downloaded from: <https://www.jtf.intranet.capmed.mil/JTFExtranet/JTFCommandHQSecretariat/Forms/AllItems.aspx>. To prepare an Information Memorandum, use the general guidelines for preparing standard memorandums in Section 2 of Enclosure 4, with these exceptions:

a. Header. Unless authorized to use the letterhead, prepare an Information Memorandum on a plain bond paper. When using a plain bond paper, type "INFO MEMO" all caps, centered, and in boldface type on the first line of the bond paper. When using a letterhead, type "INFO MEMO" two spaces below the last line of the letterhead.

b. Address Line. A double space below the date line, type "FOR:" followed by the title of the addressee.

c. From Line. A double space below the address line, type "FROM:" followed by the name and title of the sender. As an Information Memorandum has no signature block, the sending official signs and dates on the "FROM" line. If someone signs "for" the originating official, print the signer's name and title below the signature. If someone other than a Director or Deputy Director signs on the "FROM" line, at least one of them shall be listed on the coordination page.

d. Subject Line. A double space below the "FROM" line, type "SUBJECT:" followed by a brief description of the memorandum's content with the first and all principal words capitalized. If more than one line is required, begin succeeding lines aligned below the first word in the subject.

e. Body. A double-space below the subject line, type succinct bullet statements that tell the recipient what he or she needs to know about the subject. Double space between bullets.

f. Coordination. A double space below the recommendation, type "COORDINATION:" and specify the tab with the list of coordinating officials (always the last tab in the package), or if appropriate, type "NONE."

g. Signature Block. Do not include a signature block in an Information Memorandum.

h. Prepared By Line. A double space below the final text of the memorandum and aligned with the left margin, type "Prepared by:" followed by the name and telephone number of the action officer who prepared the memorandum.

FEB 27 2013

3. ASSEMBLING AN INFORMATION PACKAGE

a. Assemble an Information package with the memorandum as the cover, including supplemental or background information at tabs beginning with "A" and continuing sequentially. If the supplemental information is lengthy, include a 1-page executive summary.

b. At the last tab in the package, list the coordinating offices and/or activities as shown in Table 8 of Enclosure 5.

FEB 27 2013

APPENDIX TO ENCLOSURE 6

SAMPLE INFORMATION MEMORANDUM

Figure 4. Sample Information Memorandum



**JOINT TASK FORCE
NATIONAL CAPITAL REGION MEDICAL
OFFICE OF THE COMMANDER**
8901 WISCONSIN AVENUE, BUILDING 27
BETHESDA, MD 20889-5605

INFO MEMO

FOR: ASSISTANT SECRETARY OF DEFENSE FOR HEALTH AFFAIRS

FROM: MG Stephen Jones, Commander, Joint Task Force National Capital Region Medical

SUBJECT: Sample Information Memorandum with Attachments

- State what the addressee needs to know using succinct bullet paragraphs. Explain why it is important for the recipient to have this information.
- Double space between bullets. Set a 2 inch top margin and a 1 inch side and bottom margins for the first page. For succeeding pages, use 1 inch margins on all sides. Use Times New Roman, 12 pitch font. Attach background or supplemental information at TABs as needed.

COORDINATION: TAB D (or last tab in package) or NONE

Attachment:

Excerpt from the Manual for Written Material

Prepared by: Author's name and telephone number

ENCLOSURE 7

LETTERS

1. WHEN TO USE A LETTER

a. Use official letters for correspondence with individuals outside the U.S. Government and for formal correspondence with officials of other Federal agencies.

b. Use personal letters for CJTF and EDs' communications that require a personal touch (thanks, congratulations, condolences, acknowledgments, etc.). Directorates should provide a draft to the ESO which will prepare the personal letter for signature by CJTF or an ED.

2. PREPARING OFFICIAL LETTERS

a. Stationery. See the Appendix of this Enclosure for a sample Official Letter. Templates can be downloaded from <https://www.jtf.intranet.capmed.mil/JTFExtranet/JTFCommandHQSecretariat/Forms/AllItems.aspx>. Prepare official letters on 8.5 by 11-inch letterhead. Use bond paper for second and succeeding pages.

b. Margins. Use a 2-inch top margin and 1-inch side and bottom margins on the first page. The top margin may be adjusted up to 1.75 inches and, if not printed on letterhead (e.g., letters with multiple co-signers), up to 1 inch. For succeeding pages, use 1-inch margins on all sides. If the letter contains less than 11 lines, side margins may be increased to 2 inches. Do not justify right margins.

c. Font. Use Times New Roman, 12-point.

d. Spacing. Single space within a paragraph for all correspondence of two or more paragraphs. Always double space between paragraphs and bullets, and between lines in correspondence of a single paragraph of eight lines or less. Two spaces should follow every period.

e. Indentation. Indent paragraphs .5 inch from the left margin; indent subparagraphs an additional .5 inch.

f. Paragraphing. Use bullets, numbers, or lower-case letters for subparagraphs. Do not begin a paragraph near the end of a page unless there is room for at least two lines on that page. Do not carry a paragraph over to the next page unless there are at least two lines on that page. Do not use one-sentence paragraphs.

g. Page Numbering. Do not number the first page. For second and succeeding pages, place the page number(s):

(1) Either 1 inch from the top of the page at the right margin, with the text continuing a triple space below the page number line.

(2) Or at the bottom center of the page at least a double space (one blank line) below the last line of text and 1 inch from the bottom of the page.

h. Date. Omit the date on letters for CJTF and the EDs' signature.

i. Address. Place the recipient's address a double space below the date, aligned with the left margin.

(1) State Names. Use the two-letter abbreviations with no punctuation for States.

(2) ZIP Code. Use ZIP+4 Codes when available. Place ZIP+4 Codes two spaces after the two-letter State identifier.)

(3) Envelope Address. Type the mailing address aligned left and centered on the envelope. A rubber stamp may be used for the return address; do NOT handprint or use a rubber stamp for the recipient's address on envelopes for outgoing official mail. Use the standard two-letter State abbreviation with the ZIP +4 Code.

j. Attention Line. When an attention line is appropriate, type "Attention:" on the line above the street or box number as shown in Table 9.

Table 9. Sample Attention Line in a Letter

Raleigh Clothing Company Attention: Mr. John Smith 123 Landscape Road Bethesda, MD 20889

k. Body

(1) Introduction

(a) Begin the introduction a double space below the salutation. Be brief; no more than a quarter of the page or five lines.

(b) Provide a framework for the reader by referencing their correspondence or the last contact. When responding on behalf of the Secretary or Deputy Secretary of Defense, state: "This is in reply to your letter to Secretary (name) (or Deputy Secretary (name)) regarding..." Do not say, "The Secretary (or Deputy Secretary) has asked that I respond to your letter," unless you have specific instructions to that effect.

(c) Address the reader's top one or two concerns.

(2) Substance

(a) Try to restrict your subsequent paragraphs to 10 or 15 lines.

(b) Provide details about the reader's most important concerns and address secondary ones. Be concise and targeted, stating realistic suspense dates where applicable.

(c) Use problem-solution, compare and contrast, chronological, or most-to-least important order, depending on your message.

(3) Quotations

(a) Short Quotations. Run direct quotations of less than two lines into the text, using both double and single quotation marks as necessary. For example: The regulation clearly states, "...ambiguous references such as 'herein,' 'above,' 'below,' and the like shall not be used."

(b) Long Quotations. Block quotations of more than two lines .5 inch from the left and right margins of the text, omitting quotation marks.

l. Complimentary Close

(1) Type the complimentary close, followed by a comma, a double space below the last paragraph, beginning at the center of the page.

(2) Use the closing "Respectfully yours," in addressing the President and "Sincerely," for all others.

m. Signature Block

(1) All Letters

(a) Leave out the signature block on correspondence for SecDef or DepSecDef signature.

(b) For other signers, type the name of the signer in upper case leaving four blank lines below and aligning it with the complimentary close. Type the signer's title in upper and lower case on the next line below and aligned with the name. The title of the signer may be omitted if it is reflected in the letterhead.

(2) Dual Signature Letters. As shown in Table 4 of Enclosure 4:

(a) When the CJTF and the head of another agency sign correspondence, place the signature blocks side by side, leaving four blank lines below the last line of text.

1. Type the names in upper case with that of the non-DoD official aligned at the left margin and the CJTF beginning at the center of the page.

2. Type titles of both officials in upper and lower case aligned under their names.

(b) When officials from two or more offices will sign correspondence, place the signature block of the official from the originating office on the right side of the page. Place additional signature blocks to the left and below that of the originator.

n. Enclosures. Use Enclosures to provide information in addition to a letter. Type “Enclosure:” or “Enclosures:” double spaced below the signature block and at the left margin as shown in Table 10. For Enclosures:

(1) Identified in the Text. Type “As stated” at the left margin on the next line.

(2) Not Identified in the Text. Type “Enclosure:” or “Enclosure(s):” double spaced below the signature block and at the left margin. On the next line, list each Enclosure on a separate line, by title. Number all Enclosures when there is more than one.

Table 10. Listing Enclosures

<p>When a single enclosure is identified in the text:</p> <p style="padding-left: 40px;">Enclosure: As stated</p>
<p>When multiple enclosures are identified in the text:</p> <p style="padding-left: 40px;">Enclosures: As stated</p>
<p>When enclosure(s) are not mentioned in the text:</p> <p style="padding-left: 40px;">Enclosures: 1. Seating Chart 2. List of Attendees</p>

o. Material under Separate Cover. When referring to material sent under separate cover, type “Separate cover:” aligned at the left margin and double spaced below the last line (e.g., signature block or enclosures). On the next line, list the items as shown in Table 11 even though they are identified in the text. Always send a copy of the letter with the material sent under separate cover.

Table 11. Sample List of Material Under Separate Cover in a Letter

<p>Enclosures: As stated</p> <p>Separate Cover: Annual Department of Defense Report</p>

FEB 27 2013

p. Courtesy Copies. As shown in Table 12, when the letter is being sent to people other than the addressee:

(1) Type “cc:” aligned at the left margin and double spaced below the signature block or any other notation.

(2) Below “cc:” list the recipients, one below the other, single-spaced and beginning at the left margin. Use title case.

(3) When the courtesy copy recipient name or title extends to succeeding lines, indent the second line two spaces so that the first character of the second line begins beneath the third character of the line above. Align third and subsequent lines for a given recipient below the first character of the second line; do not indent third and subsequent lines further.

Table 12. Sample Courtesy Copy Listings in Letters

Multiple courtesy copies by name	cc: The Honorable Jane Q. Public The Honorable John Q. Smith
Courtesy copy with title specified	cc: The Honorable Jane Q. Public Ranking Member
Multiple courtesy copies with title specified on one official	cc: The Honorable Jane Q. Public Ranking Member The Honorable Jim Q. Smith
Multiple courtesy copies with titles specified	cc: The Honorable John Q. Public Secretary of the Army The Honorable Jane Q. Smith Under Secretary of Defense (Comptroller)/ Chief Financial Officer

FEB 27 2013

APPENDIX TO ENCLOSURE 7

SAMPLE OFFICIAL LETTER

Figure 5. Sample Official Letter



**JOINT TASK FORCE
NATIONAL CAPITAL REGION MEDICAL
OFFICE OF THE COMMANDER**
8901 WISCONSIN AVENUE, BUILDING 27
BETHESDA, MD 20889-5605

The Honorable James B. Senator
Chairman
Committee on Armed Services
United States Senate
Washington, DC 20510

Dear Mr. Chairman:

Use letters for correspondence to individuals outside the U.S. Government and for non-routine correspondence with specific-named officials of other Federal Agencies. Prepare formal letters on letterhead stationery appropriate to the signing official. Use plain paper for second and succeeding pages. Set a 2 inch top margin and 1 inch side and bottom margins for the first page. For succeeding pages, use 1 inch margins on all sides. Use Times New Roman, 12 pitch font.

Single space paragraphs and do not justify right margins. Indent paragraphs one half inch from the left margin. Double-space between paragraphs.

- Use bullets, numbers, or lower case letters for subparagraphs.
- Double space between subparagraphs and indent one half inch. The second line of a bullet should be indented under the first letter of the first line.

Try to refrain from using a one sentence paragraph in a letter. Only begin a paragraph near the end of a page when you have room for at least two lines on that page and only carry a paragraph over to the next page if you have at least two lines on that page. Use "Enclosure" for a letter when attaching material.

Sincerely,

STEPHEN L. JONES
Major General, U.S. Army
Acting Commander

FEB 27 2013

ENCLOSURE 8LETTERHEAD STATIONERY1. AUTHORIZED USE OF LETTERHEAD STATIONERY

a. JTF CapMed letterhead stationery shall be used for outgoing correspondence which initiates or responds to official actions external to the Command. (See Figure 6 in the Appendix of this Enclosure for sample standard JTF CapMed letterhead.) Templates can be downloaded from

<https://www.jtf.intranet.capmed.mil/JTFExtranet/JTFCommandHQSecretariat/Forms/AllItems.aspx>.

Correspondence to be signed by the CJTF, or an authorized representative with “By direction” authority, will be on JTF CapMed letterhead containing “Office of the Commander.” (See Figure 10 in the Appendix of this Enclosure for sample JTF CapMed Office of the Commander letterhead.)

b. Letterhead stationery for WRNMMC, FBCH, and the JPC shall be used for outgoing correspondence which initiates or responds to official actions external to the Command or Center. (See Figures 7 – 9 in the Appendix of this Enclosure for sample of standard letterhead for each Command/Center.) The Commanders or Director may authorize the use of “Office of the Commander” or “Office of the Director” letterhead to officials who have been given authority to sign “By direction” for the Commander/Director.

c. Correspondence to be signed by the Commander, Center Director, or by an authorized representative with “By direction” authority, will be on a letterhead containing “Office of the Commander” or “Office of the Director.” The capacity in which the Commander, Center Director, or “By direction” signature authority is acting will be reflected in the authority line or signature block of the memorandum or letter. (See Figures 11 – 13 in the Appendix of this Enclosure for sample of Office of the Commander or Director letterhead for each Command or Center.)

2. LETTERHEAD STATIONERY SPECIFICATIONS. Letterhead stationery, including that generated by computer, shall be 8.5 by 11 inches in size and shall:

a. Be printed on approximately 20-pound, white bond paper in blue ink. Use of recycled paper is authorized and encouraged. Continuation pages shall be blank sheets of the same size as the first page and of similar quality.

b. Include the DoD seal, which shall be 1 inch in diameter and 1/2 inch from the upper left and top edges of the stationery.

c. Carry no other decorative or distinguishing insignia printed or otherwise.

d. Include the name of the Command or Center (such as “Walter Reed National Military Medical Center,” “Fort Belvoir Community Hospital,” or “Joint Pathology Center”) centered

FEB 27 2013

horizontally 5/8 inch from the top of the sheet and printed in 12-point, bold Gothic or Copperplate Gothic capital letters or equivalent. Note: Due to the length of its name, WRNMMC letterhead will use 10-pt font for the command name.

e. When the Commander, Center Director, or signatory with “By direction” authority is signing the correspondence, add “Office of the Commander” or “Office of the Director” centered below the name of the Command or Center in 12-point (10-point for WRNMMC letterhead), bold Gothic or Copperplate Gothic capital letters or equivalent.

f. Include the address and nine-digit zip code number centered horizontally beneath the name of the Command or Center printed in 6-point, bold Gothic or Copperplate Gothic capital letters or equivalent. The bottom of the printing shall be approximately 1 and 1/16 from the top of the sheet.

3. DOCUMENTING USE OF JTF CAPMED GENERAL LETTERHEAD. JTF CapMed HQ directorates and special staff offices generating outgoing correspondence on general use letterhead shall maintain electronic copies of all signed, outgoing correspondence (i.e., in PDF format with the signature). The EA or administrative assistant for the J-code or office will maintain the repository, which will be accessible to the DESS and ESO staff, on the JTF CapMed Intranet.

FEB 27 2013

APPENDIX TO ENCLOSURE 8

SAMPLES OF LETTERHEAD

Figure 6. Sample JTF CapMed General Use Letterhead

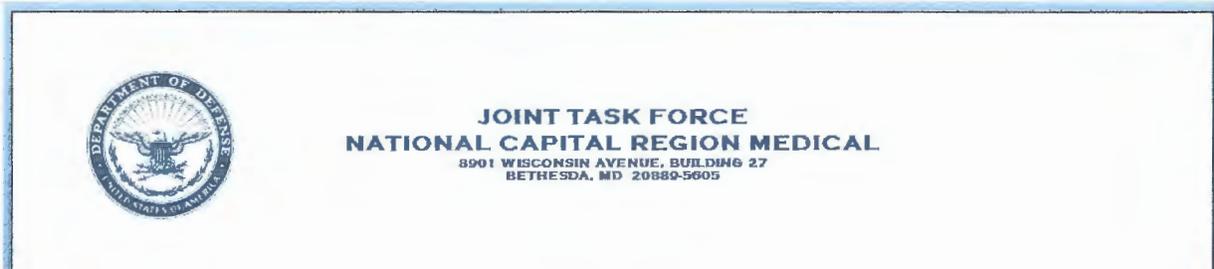


Figure 7. Sample WRNMMC Letterhead

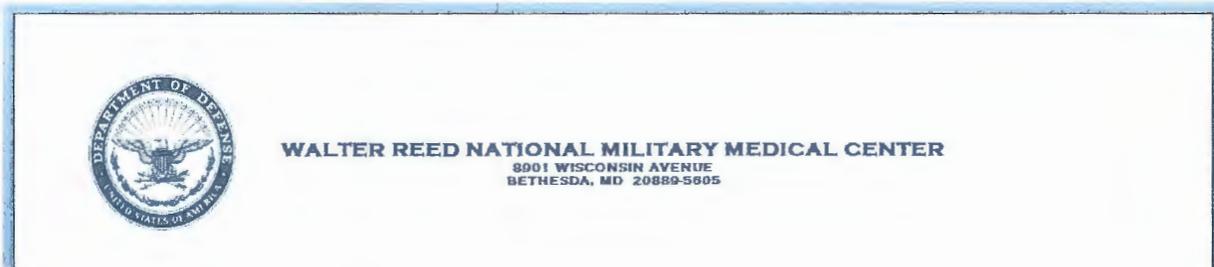


Figure 8. Sample FBCH Letterhead

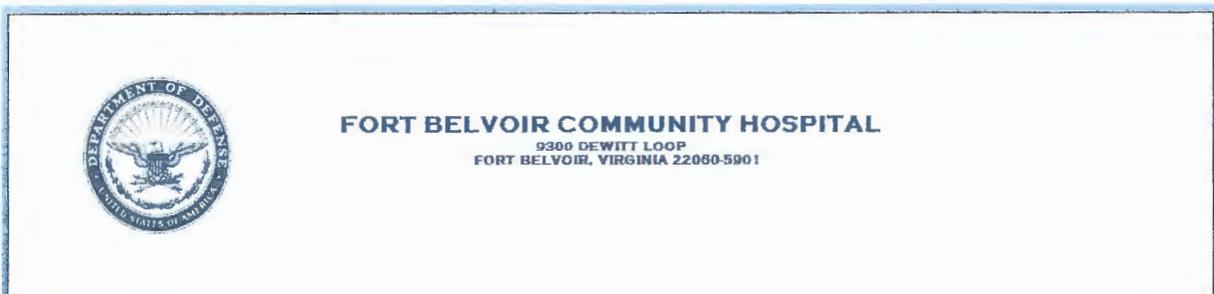


Figure 9. Sample JPC Letterhead

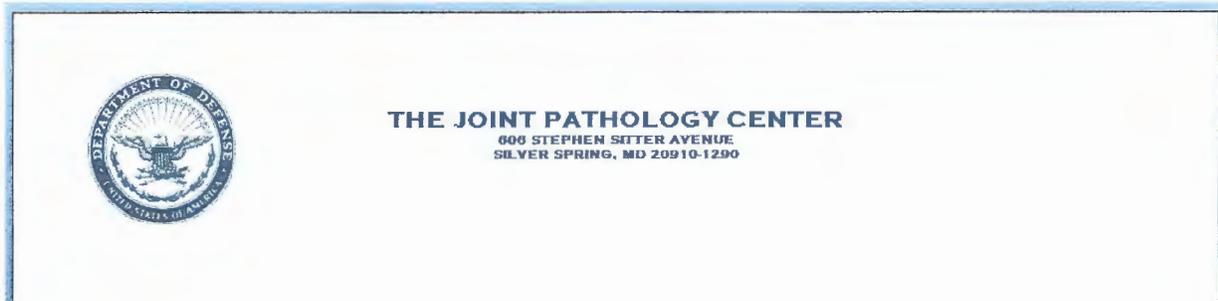


Figure 10. Sample JTF CapMed – Office of the Commander Letterhead

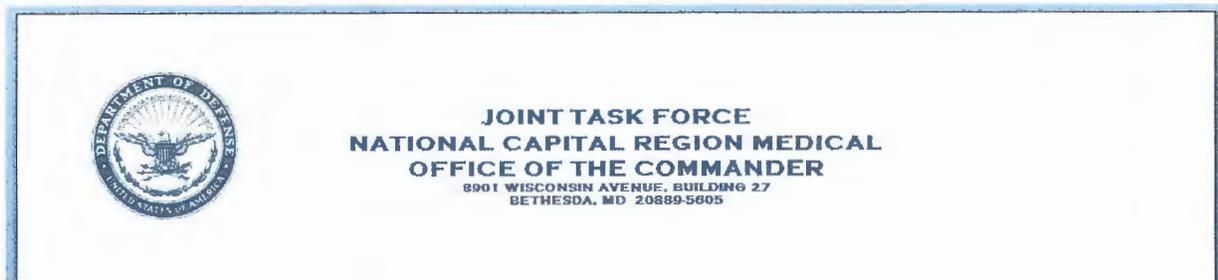
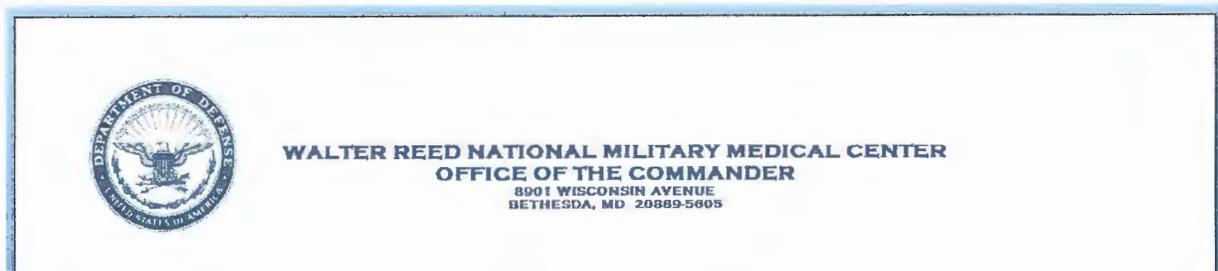


Figure 11. Sample WRNMMC – Office of the Commander Letterhead



FEB 27 2013

Figure 12. Sample FBCH – Office of the Commander Letterhead

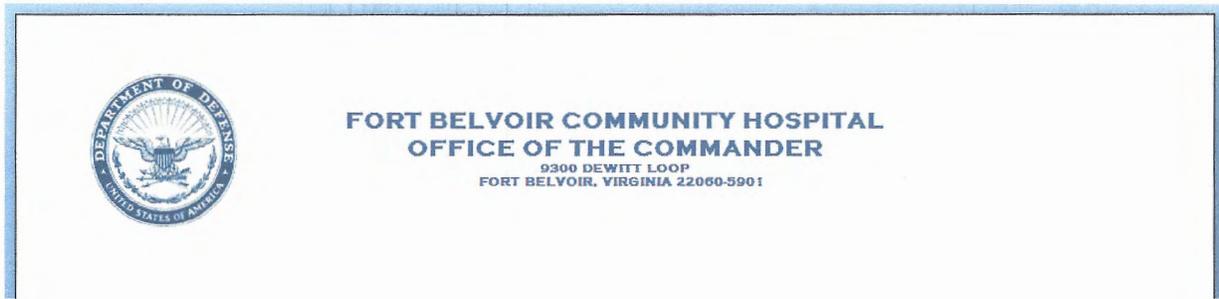
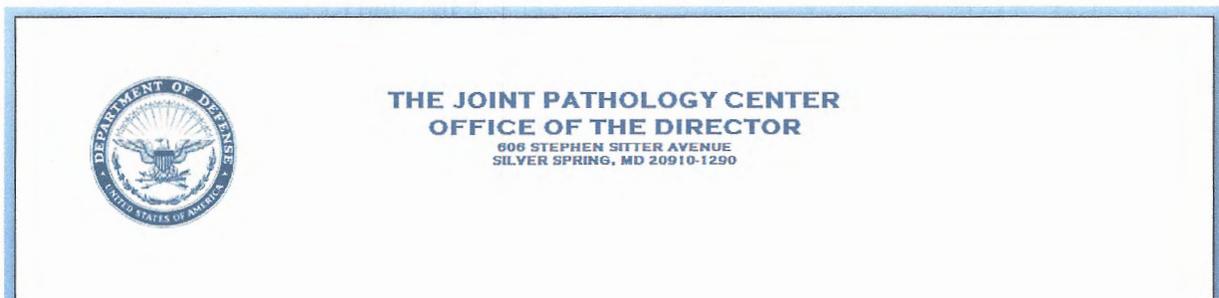


Figure 13. Sample JPC – Office of the Director Letterhead



GLOSSARY

IAW	in accordance with
CJTF	Commander, Joint Task Force National Capital Region Medical
DepSecDef	Deputy Secretary of Defense
DESS	Director, Executive Support Services
EA(s)	Executive Assistant (s)
ED(s)	Executive Director(s)
ESO	Executive Secretariat Office
ESS	Executive Support Services
FBCH	Fort Belvoir Community Hospital
HQ	headquarters
JPC	Joint Pathology Center
JTF	
CapMed	Joint Task Force National Capital Region Medical
MTFs	Medical Treatment Facility/Facilities
SecDef	Secretary of Defense
WRNMMC	Walter Reed National Military Medical Center