

**APPENDIX A: Sample Letterhead Stationery**

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Use this letterhead only for correspondence requiring the Commander's signature block.



REPLY TO  
ATTENTION OF

**DEPARTMENT OF DEFENSE**  
**UNITED STATES SOUTHERN COMMAND**  
**OFFICE OF THE COMMANDER**  
**3511 NW 91ST AVENUE**  
**MIAMI, FL 33172-1217**

---

Use this letterhead for all correspondence from anyone from the command except the Commander.



REPLY TO  
ATTENTION OF

**DEPARTMENT OF DEFENSE**  
**UNITED STATES SOUTHERN COMMAND**  
**3511 NW 91ST AVENUE**  
**MIAMI, FL 33172-1217**

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**APPENDIX B: Sample CDR Personal For (PFOR) Message, Unclassified**

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**UNCLASSIFIED PERSONAL FOR**

Classification: UNCLASSIFIED

Precedence: R  
DTG: 2/19/2004 1:23:00 PM

From: DOD, SOUTHCOM, ORGANIZATIONS, HQ USSOUTHCOM(MC), CDR USSOUTHCOM(MC)  
Subject: DOMINICAN REPUBLIC INDEPENDENCE DAY 2004 MESSAGE

---

UNCLASSIFIED//  
GENERAL JAMES T. HILL, COMMANDER, US SOUTHERN COMMAND, SENDS TO HONORABLE HANS HERTELL, US AMBASSADOR TO THE DOMINICAN REPUBLIC; INFO LTC PEDRO ORONA, CHIEF, USMAAG, SANTO DOMINGO.  
RMKS/1. AMBASSADOR HERTELL, IN ANTICIPATION OF THE 27 FEBRUARY CELEBRATION OF INDEPENDENCE DAY IN THE DOMINICAN REPUBLIC, PLEASE PASS THE FOLLOWING MESSAGES TO THE HONORABLE HIPOLITO MEJIA, PRESIDENT OF THE DOMINICAN REPUBLIC, AND GENERAL SOTO JIMENEZ, SECRETARY OF STATE OF THE ARMED FORCES.  
2. BEGIN QUOTE: NOTICE THE CDR STARTS PERSONAL FOR MESSAGES DIFFRENTLY DEPENDING UPON WHOM THE MESSAGE IS SENT TO. LIKewise, THE CLOSING IS ALSO DIFFERENT (REFER TO APPENDIX H). ENSURE ALL ADDRESSES ARE IN RANK PRECEDENT ORDER BOTH ON THE ADDRESS LINE AND THE SENDS TO PARAGRAPH. VERY RESPECTFULLY, GENERAL JAMES T. HILL, COMMANDER, US SOUTHERN COMMAND. END QUOTE.  
3. I APPRECIATE YOUR ASSISTANCE IN CONVEYING THESE MESSAGES. MOST SINCERELY, TOM HILL//

**UNCLASSIFIED PERSONAL FOR**

**UNCLAS CDR PFOR MESSAGE**

**APPENDIX B: Sample CDR Personal For (PFOR) Message, Classified**

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**CLASSIFIED PERSONAL FOR**

Classification: CLASSIFIED

Precedence: R

DTG: 2/19/2004 1:23:00 PM

From: DOD, SOUTHCOM, ORGANIZATIONS, HQ USSOUTHCOM(MC), CDR USSOUTHCOM(MC)  
Subject: DOMINICAN REPUBLIC INDEPENDENCE DAY 2004 MESSAGE

---

CLASSIFIED//

GENERAL JAMES T. HILL, COMMANDER, US SOUTHERN COMMAND, SENDS TO HONORABLE HANS HERTELL, US AMBASSADOR TO THE DOMINICAN REPUBLIC; INFO LTC PEDRO ORONA, CHIEF, USMAAG, SANTO DOMINGO.

RMKS/1. AMBASSADOR HERTELL, IN ANTICIPATION OF THE 27 FEBRUARY CELEBRATION OF INDEPENDENCE DAY IN THE DOMINICAN REPUBLIC, PLEASE PASS THE FOLLOWING MESSAGES TO THE HONORABLE HIPOLITO MEJIA, PRESIDENT OF THE DOMINICAN REPUBLIC, AND GENERAL SOTO JIMENEZ, SECRETARY OF STATE OF THE ARMED FORCES.

2. (C) EACH PARAGRAPH AND SUBPARAGRAPH SHOULD HAVE A CLASSIFICATION MARKING AT THE BEGINNING OF EACH PARAGRAPH IF IT IS CLASSIFIED.

3. (C) WHEN THE CDR SENDS A MESSAGE TO AN INDIVIDUAL WHO IS HIGHER RANKING, HE CLOSES WITH "VERY RESPECTFULLY." GENERAL JAMES T. HILL, COMMANDER, USSOUTHERN COMMAND. END QUOTE.

4. (U) I APPRECIATE YOUR ASSISTANCE IN CONVEYING THESE MESSAGES. VERY RESPECTFULLY, TOM HILL. //

DeClassBy: CDR USSOUTHCOM

DeClassReason: 1.5A

DeClassDate: 070013Z Mar 14

**CLASSIFIED PERSONAL FOR**

**CLASS DCDR PFOR MESSAGE**

APPENDIX C: Sample Formal Memorandum

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REPLY TO  
ATTENTION OF

**DEPARTMENT OF DEFENSE**  
**UNITED STATES SOUTHERN COMMAND**  
3511 NW 91ST AVENUE  
MIAMI, FL 33172-1217

1  
SCCS

21 July 2004

1  
2

MEMORANDUM FOR Commander, U.S. Army South, 2450 Stanley Road Suite 700, Fort Sam Houston, Texas 78234-7517

1  
SUBJECT: Preparing Memorandum Text

1  
2

1. Begin the first paragraph of the text at the left margin on the third line below the last line of the subject.

1

2. Single space the text of the memorandum. Double space between the paragraphs.

1

3. When a memorandum has more than one paragraph, number the paragraphs consecutively. When paragraphs are subdivided, designate first subdivisions by the letters of the alphabet and indent them as shown below.

1

a. When a paragraph is subdivided, there must be at least two subparagraphs.

1

b. If there is a subparagraph "a," there must be a "b."

1

(1) Designate second subdivisions by numbers in parentheses; (i.e., (1), (2), and (3)).

1

(2) If a third subdivision is necessary, use lowercase letters in parentheses.

1

(a) However, do not indent any further than the second subdivision.

1

(b) Do not subdivide any further than the third subdivision.

1

FOR THE COMMANDER:

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MICHAEL R. LEHNERT  
Brigadier General, U.S. Marine Corps  
Chief of Staff, U.S. Southern Command

**FORMAL MEMORANDUM**

APPENDIX C: Sample Multiple-Address Memorandum

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REPLY TO  
ATTENTION OF

**DEPARTMENT OF DEFENSE**  
**UNITED STATES SOUTHERN COMMAND**  
**OFFICE OF THE COMMANDER**  
**3511 NW 91ST AVENUE**  
**MIAMI, FL 33172-1217**

1  
SCCC

1 January 2004

1  
2

MEMORANDUM FOR

1

Commander, U.S. Atlantic Fleet, Norfolk, Virginia 23511-5210

Commander, U.S. Southern Air Force, 2915 S. Twelfth Air Force Drive, Davis-Monthan Air Force Base, Arizona 85707-4100

Commander, U.S. Marine Corps Forces Atlantic, Camp Lejeune, North Carolina 28452-0115

Commander, U.S. Army South, 2450 Stanley Road Suite 700, Fort Sam Houston, Texas 78234-7517

Commander, Special Operations Command South, Unit 7148, Homestead ARB, Florida 34501

1

SUBJECT: Multiple Address Memorandum Using a Full Title and Address

1  
2

1. When preparing multiple-address memorandums for staff agencies (more than one and less than six), use either of these two methods:

1

a. Full title and address.

1

b. Office symbols.

1

2. This is an example of the full title and address method.

1

3. When the full title of the staff agency is used, type addresses in all uppercase type or upper and lowercase type. Do not mix the two type styles; be consistent.

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JAMES T. HILL  
General, USA  
Commander

**MULTIPLE-ADDRESS MEMORANDUM**

APPENDIX C: Sample See Distribution Memorandum

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REPLY TO  
ATTENTION OF

**DEPARTMENT OF DEFENSE**  
**UNITED STATES SOUTHERN COMMAND**  
3511 NW 91ST AVENUE  
MIAMI, FL 33172-1217

1  
SCCS

21 July 2004

1  
2

MEMORANDUM FOR SEE DISTRIBUTION

1

SUBJECT: Preparing a "SEE DISTRIBUTION" Addressed Memorandum

1

2

When listing addresses with components included, list them by seniority. List components starting with the highest-ranking commander. After listing components, list USSOUTHCOM staff in numerical order.

1

FOR THE COMMANDER:

1

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4

3 Encls

1. AR 25-50

2. AR 310-50

3. AR 670-1

MICHAEL R. LEHNERT  
Brigadier General, U.S. Marine Corps  
Chief of Staff, U.S. Southern Command

1

DISTRIBUTION:

Commander, U.S. Atlantic Fleet, Norfolk, Virginia 23511-5210

Commander, U.S. Southern Air Force, 2915 S. Twelfth Air Force Drive, Davis-Monthan Air Force Base, Arizona 85707-4100

Commander, U.S. Marine Corps Forces Atlantic, Camp Lejeune, North Carolina 28452-0115

U.S. Southern Command, Manpower, Personnel and Administration Directorate (SCJ1)

U.S. Southern Command, Intelligence Directorate (SCJ2)

U.S. Southern Command, Operations Directorate (SCJ3)

1

CF:

Commander, U.S. Naval Forces Southern Command, FPO AA 34099-6004

Commander, Special Operations Command South, Unit 7148, Homestead ARB, Florida 34501

**SEE DISTRIBUTION MEMORANDUM**

**APPENDIX C: Sample Continuation of a Distribution Listing Memorandum**

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SCCS

SUBJECT: Continuation of a Distribution Listing

1

2

DISTRIBUTION: (CONT)

U.S. Southern Command, Logistics Directorate (SCJ4)

U.S. Southern Command, Strategy, Policy and Plans Directorate (SCJ5)

U.S. Southern Command, Reserve Affairs (SCRA)

1

CF:

Commander, U.S. Southern Air Force, 2915 S. Twelfth Air Force Drive, Davis-Monthan Air Force Base, Arizona 85707-4100

Commander, U.S. Marine Corps Forces Atlantic, Camp Lejeune, North Carolina 28452-0115

APPENDIX C: Sample Memorandum THRU

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REPLY TO  
ATTENTION OF

**DEPARTMENT OF DEFENSE**  
**UNITED STATES SOUTHERN COMMAND**  
3511 NW 91ST AVENUE  
MIAMI, FL 33172-1217

1  
SCJ5-SA

1 January 2004

1  
2  
MEMORANDUM THRU DCDR

1  
FOR CDR

1  
SUBJECT: Preparing a "MEMORANDUM THRU" with a single address

1  
2

**MEMORANDUM THRU SINGLE ADDRESSEE**

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REPLY TO  
ATTENTION OF

**DEPARTMENT OF DEFENSE**  
**UNITED STATES SOUTHERN COMMAND**  
3511 NW 91ST AVENUE  
MIAMI, FL 33172-1217

1  
SCJ8

1 January 2004

1  
2  
MEMORANDUM THRU

1  
COS

1  
DCDR

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FOR CDR

1  
SUBJECT: Preparing a "MEMORANDUM THRU" with Two Addressees

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**MEMORANDUM THRU TWO ADDRESSEES**

**MEMORANDUM THRU**

APPENDIX C: Sample Multiple-Reference Memorandum



REPLY TO  
ATTENTION OF

**DEPARTMENT OF DEFENSE**  
**UNITED STATES SOUTHERN COMMAND**  
3511 NW 91ST AVENUE  
MIAMI, FL 33172-1217

S: 1 January 2004

1

SCCS

15 October 2004

1

2

MEMORANDUM FOR Commander, U.S. Army South, 2450 Stanley Road Suite 700, Fort Sam Houston, Texas 78234-7517

1

SUBJECT: Listing Multiple References

1

2

1. References:

1

a. Memorandum, USSOUTHCOM, SCCS, 25 Jul 01, subject: # 3 Revision of SC Reg 25-2 (Preparation and Management of Correspondence in USSOUTHCOM).

1

b. Letter, USSOUTHCOM, SCCS, 30 Jul 01, subject: Update of AR 25-50, Preparing and Managing Correspondence.

1

2. When you have more than one reference, list them in paragraph one, using sub-paragraphs. List them from the oldest to most recent.

1

3. When referencing correspondence, include the type of correspondence (such as letter, memorandum, or message), organization of origin, office symbol, date, and subject of the correspondence.

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FOR THE COMMANDER:

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MICHAEL R. LEHNERT  
Brigadier General, U.S. Marine Corps  
Chief of Staff, U.S. Southern Command

**MULTIPLE-REFERENCE MEMORANDUM**

APPENDIX C: Sample One-Paragraph Memorandum

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**DEPARTMENT OF DEFENSE**  
**UNITED STATES SOUTHERN COMMAND**  
3511 NW 91ST AVENUE  
MIAMI, FL 33172-1217

1  
SCCS

1 January 2004

1  
2

MEMORANDUM FOR Commander, U.S. Marine Forces, Atlantic, Camp Lejeune, North Carolina 25452-0115

1  
SUBJECT: Preparation of a One-Paragraph Memorandum

1  
2

We have created USSOUTHCOM Regulation 25-2 to assist directorates in understanding the format for correspondence being submitted to the Command Group. There are a few reasons for establishing this regulation:

1

a. To assist directorates in submitting correspondence to the Command Group in the proper format.

1

b. To have a better understanding of military correspondence in USSOUTHCOM.

1

c. To save time when submitting documents to Command Group for signature and approval.

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FOR THE COMMANDER:

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MICHAEL R. LEHNERT  
Brigadier General, U.S. Marine Corps  
Chief of Staff, U.S. Southern Command

ONE-PARAGRAPH MEMORANDUM

APPENDIX C: Sample Memorandum Listing Enclosures

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REPLY TO  
ATTENTION OF

**DEPARTMENT OF DEFENSE**  
**UNITED STATES SOUTHERN COMMAND**  
**OFFICE OF THE COMMANDER**  
**3511 NW 91ST AVENUE**  
**MIAMI, FL 33172-1217**

1  
SCCC

1 January 2004

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2

MEMORANDUM FOR Commander, U.S. Atlantic Fleet, Norfolk, Virginia 23511-5210

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SUBJECT: Listing Enclosures

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1. Begin the enclosure listing on the fifth line below the Authority Line or the last line of the body of the memorandum. Use the abbreviated form of enclosure (Encl). Capitalize the first letter in the first word of a listed enclosure, except when it is a specific name.

1

2. When identifying enclosures in the body of the correspondence, type the total number of enclosures. If there is only one enclosure, do not use a number. When there is more than one enclosure, use the plural form of the abbreviation.

1

3. Number the enclosures in the order they appear in the body of the memorandum. When enclosures are stated in the body of the memo, type "as" under the enclosure listing flush with the left margin. There is one exception--when there is only one enclosure and it is stated in the body, do not type "as."

1

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4

3 Encls

1. as

2. AR 25-50

3. Personnel Listing,  
24 March 1988

JAMES T. HILL  
General, USA  
Commander

**MEMORANDUM LISTING ENCLOSURES**

**APPENDIX C: Sample Continuation of a Memorandum**

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SCCS

1 January 2004

SUBJECT: Continuation of a Memorandum

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7. Type the office symbol, as it appears on the first page, approximately one inch from the top of the paper.

1

8. Type the subject line as it appears on the first page beginning on the next line below the office symbol flush with the left margin. All other elements of the subject line remain the same as previously discussed.

1

9. Begin the continuation of the text at the left margin on the third line below the subject phrase. When continuing a memorandum on another page, follow these guidelines:

1

a. Do not divide a paragraph of three lines or less between pages. At least two lines of the divided paragraph must appear on each page.

1

b. Paragraphs with only one sentence may be carried over to the continuation page.

1

c. Avoid hyphenation whenever possible. Do not hyphenate a word between pages.

1

d. Do not type the Authority Line and the signature block on the continuation page without at least two lines of the last paragraph. If, however, a paragraph or sub-paragraph has only one line, place it alone on the continuation page with the authority line and signature block.

1

e. Center the page number approximately one inch from the bottom of the page.

1

f. You may continue distribution listings on a second page. When absolutely necessary, you may write a complete distribution listing on a separate page.

1

FOR THE COMMANDER:

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MICHAEL R. LEHNERT  
Brigadier General, U.S. Marine Corps  
Chief of Staff, U.S. Southern Command

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**APPENDIX D: Sample Informal Memorandum**

S: 15 November 2004

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SCCS

31 October 2004

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2  
MEMORANDUM FOR SCJ1

1  
SUBJECT: The Informal Memorandum (Information or Decision)

1  
2  
1. Use the Informal Memorandum for correspondence sent within the headquarters. Format for the Informal Memorandum is the same as that for the Formal Memorandum. The only difference is that you do not place it on letterhead.

1  
2. Do not use an Informal Memorandum to forward information to the Command Group. In those instances, use a SASS.

1  
3. Type the Informal Memorandum in 12-point Times New Roman type style on plain bond paper.

1  
4. Following the subject, indicate if the memorandum is for information or action.

1  
5. If any coordination is required, show the name of the office or agency; name, title, and telephone number of the person contacted; date of coordination; and indication of concurrence, nonconcurrence, or other action.

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FOR THE COMMANDER:

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Encl  
Name Listing

MICHAEL R. LEHNERT  
Brigadier General, U.S. Marine Corps  
Chief of Staff, U.S. Southern Command

1  
COORDINATION:

1  
SCJ4 Concur\_\_\_\_\_ Nonconcur\_\_\_\_\_ Date\_\_\_\_\_

1  
SCJA Concur\_\_\_\_\_ Nonconcur\_\_\_\_\_ Date\_\_\_\_\_

1  
Approved\_\_\_\_ Disapproved\_\_\_\_ Date\_\_\_\_\_

**INFORMAL MEMORANDUM**

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APPENDIX E: Sample MOU/MOA



REPLY TO  
ATTENTION OF

**DEPARTMENT OF DEFENSE**  
**UNITED STATES SOUTHERN COMMAND**  
**3511 NW 91ST AVENUE**  
**MIAMI, FL 33172-1217**

1

MEMORANDUM OF UNDERSTANDING or MEMORANDUM OF AGREEMENT  
BETWEEN  
ORGANIZATION  
AND  
USSOUTHCOM ADDRESS

1

2

SUBJECT: Mechanics for Preparing a Memorandum of Understanding (MOU) or a Memorandum of Agreement (MOA)

1

2

1. Write, generally, the Memorandum of Understanding (MOU) or the Memorandum of Agreement (MOA) on USSOUTHCOM's stationery.

1

2. Purpose. When preparing an MOU or MOA, start with the purpose. This paragraph defines, in as few words as possible, the purpose related to the agreement.

1

3. Problem. Present a clear, concise statement of the problem, to include a brief background.

1

4. Scope. Add a succinct statement specifying the area of the agreement.

1

5. Understandings, agreements, support, and resource needs. List the understandings, agreements, support, and resource needs, as well as the responsibilities of and between each of the parties or agencies involved in the agreement.

1

6. Effective date. Enter the date the agreement will become effective.

1

7. Reference. List the references that are directly related to the agreement.

1

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\_\_\_\_\_  
SIGNATURE BLOCK  
XXXXXXXXXX, XX  
XXXXXXXXXXXXXXXXXXXX

\_\_\_\_\_  
EHRICH D. ROSE  
LTC, USA  
Secretary, Joint Staff

\_\_\_\_\_  
(Date)

\_\_\_\_\_  
(Date)

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**APPENDIX F: Sample Memorandum for Record**

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SCCS

1 January 2004

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MEMORANDUM FOR RECORD (MFR)

1

SUBJECT: Preparing a Memorandum for Record

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2

1. A Memorandum for Record (MFR) is typed on bond paper.
- 1  
2. Type your office symbol one inch from the top of the paper flush with the left margin.
- 1  
3. Type the current date on the same line as the office symbol ending at the right margin.
- 1  
4. Type MEMORANDUM FOR RECORD in all caps at the left margin on the third line below the office symbol.
- 1  
5. Type "SUBJECT" in capital letters followed by a colon at the left margin on the second line below MEMORANDUM FOR RECORD.
- 1  
6. Begin the text on the third line below the last line of the subject.
- 1  
7. Try to limit the MFR to one page. If a second page is needed, prepare it the same way as a continuation page of a memorandum.
- 1  
8. Do not use an Authority Line on a MFR. Anyone may prepare and sign the MFR.

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FOR THE COMMANDER:

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MICHAEL R. LEHNERT  
Brigadier General, U.S. Marine Corps  
Chief of Staff, U.S. Southern Command

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**APPENDIX G: Forms of Address, Salutation, and Complimentary Close**

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**THE EXECUTIVE BRANCH**

<b>Addressee</b>	<b>Address on letter and envelope</b>	<b>Salutation and Complimentary close</b>
<b>The White House</b>		
The President	The President The White House 1600 Pennsylvania Avenue NW Washington, DC 20500-xxxx	Dear Mr. /Madam President: Very Respectfully,
Wife of the President	Mrs. (full name) The White House 1600 Pennsylvania Avenue NW Washington, DC 20500-xxxx	Dear Mrs./Mr. (surname): Sincerely,
Assistants to the President	Honorable (full name) Assistant to the President The White House 1600 Pennsylvania Avenue NW Washington, DC 20500-xxxx	Dear Mr./Mrs./Ms. (surname): Sincerely,
Secretary to the President	Honorable (full name) Secretary to the President The White House 1600 Pennsylvania Avenue NW Washington, DC 20500-xxxx	Dear Mr./Mrs./Ms. (surname): Sincerely,
Secretary to the President (with military rank)	(Full rank) (full name) Secretary to the President The White House 1600 Pennsylvania Avenue NW Washington, DC 20500-xxxx	Dear (rank) (surname): Sincerely,

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**The Vice President**

The Vice President	The Vice President The White House 1600 Pennsylvania Avenue NW Washington, DC 20501-xxxx	Dear Mr./Madam Vice President: Very Respectfully,
The President of the Senate	Honorable (full name) President of the Senate (Street) Washington, DC 20510-xxxx	Dear Mr./Madam President: Sincerely,

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**Executive Departments**

Members of the Cabinet addressed as "Secretary"	Honorable (full name) Secretary of (Dept) Washington, DC (ZIP)	Dear (Mr.) (Madam) Secretary: Sincerely,
Postmaster General (head of the U.S. Postal Service)	Honorable (full name) Postmaster General Washington, DC (ZIP)	Dear Mr. Postmaster General: Sincerely,
The Attorney General (head of the U.S. Department of Justice) Attorney General	Honorable (full name) Attorney General Washington, DC (ZIP)	Dear Mr. Attorney General: Sincerely,
Under Secretary	Honorable (full name) Under Secretary of (Dept) Washington, DC (ZIP)	Dear Mr. (surname): Sincerely,
Assistant Secretary of a Department	Honorable (full name) Assistant Secretary of (Dept) Washington, DC (ZIP)	Dear Mr. (surname): Sincerely,

**ADDRESS, SALUTATION, AND COMPLIMENTARY CLOSE**

**APPENDIX G: Forms of Address, Salutation, and Complimentary Close**

<b>Addressee</b>	<b>Address on letter and envelope</b>	<b>Salutation and Complimentary close</b>
<b>Military Departments</b>		
The Secretary	Honorable (full name) Secretary of the (Dept) Washington, DC (ZIP)	Dear Mr. Secretary: Very Respectfully,
Under Secretary of a Department	Honorable (full name) Under Secretary of the (Dept) Washington, DC (ZIP)	Dear Mr. (surname): Sincerely,
Assistant Secretary of a Department	Honorable (full name) Assistant Secretary of the (Dept) Washington, DC (ZIP)	Dear Mr. (surname): Sincerely,
<b>Independent Offices, Agencies, and Establishments of the Government</b>		
Director of Office of Management and Budget	Honorable (full name) Director of Office of Management and Budget Washington, DC 20503-xxxx	Dear Mr. (surname): Sincerely,
Head of a Federal Agency	Honorable (full name) (Title, name of agency) Washington, DC (ZIP)	Dear Mr. (Surname): Sincerely,
Head of a major organization within an agency (if the official is appointed by the President)	Honorable (full name) (Title, name of organization) (Name of Agency) Washington, DC (ZIP)	Dear Mr. (Surname): Sincerely,
President of a Board	Honorable (full name) President, (name of board) Washington, DC (ZIP)	Dear Mr. (surname): Sincerely,
President of a Commission	Honorable (full name) President, (name of commission) Washington, DC (ZIP)	Dear Mr. (surname): Sincerely,
Chairman of a Board	Honorable (full name) Chairman, (name of board) Washington, DC (ZIP)	Dear Chairman (surname): Sincerely,
Chairman of a Commission	Honorable (full name) Chairman, (name of commission) Washington, DC (ZIP)	Dear Mr. Chairman: Sincerely,
<b>Chief of American Missions</b>		
American Ambassador (informal)	Honorable (full name) American Ambassador (City) (Country)	Sir:/Madam: (formal) Dear (Mr.) Ambassador: Dear Madam Ambassador: or Dear Mrs. (surname): (informal) Very truly yours, (formal) Sincerely, (informal)

**ADDRESS, SALUTATION, AND COMPLIMENTARY CLOSE**

**APPENDIX G: Forms of Address, Salutation, and Complimentary Close**

<b>Addressee</b>	<b>Address on letter and envelope</b>	<b>Salutation and Complimentary close</b>
<b>Chief of American Missions (continued)</b>		
American Ambassador (with military rank) (informal)	(Full rank) (full name) American Ambassador  (City) (Country)	Sir:/Madam: (formal) Dear Mr. Ambassador:  or Dear (rank, surname): Very truly yours, (formal) Sincerely, (informal)
American Minister	Honorable (full name) American Minister (City) (Country)	Sir: (formal) Madam: (formal) Dear Mr. Minister: (informal) Dear Madam Minister: or Dear Mrs. (surname): (informal) Very truly yours, (formal) Sincerely, (informal)
American Minister (with military rank)	(Full rank) (full name) American Minister (City) (Country)	Sir: (formal) Dear Mr. Minister: (informal) or Dear (rank, surname): Very truly yours, (formal) Sincerely, (informal)

**THE CONGRESS AND LEGISLATIVE AGENCIES (see note)**

<b>Addressee</b>	<b>Address on Letter and Envelope</b>	<b>Salutation and Complimentary Close</b>
President pro Tempore of the Senate	Honorable (full name) President pro Tempore of the Senate United States Senate Washington, DC 20510-xxxx	Dear Senator (surname): Sincerely,
Committee Chairman, U.S. Senate	Honorable (full name) Chairman, Committee on (name) United States Senate Washington, DC 20510-xxxx	Dear Mr. Chairman: Sincerely,
Chairman of a Joint Committee	Honorable (full name) Chairman, Joint Committee on (name) Congress of the United States Washington, DC 20510-xxxx	Dear Mr. Chairman: Sincerely,
Subcommittee Chairman, U.S. Senate	Honorable (full name) Chairman, Subcommittee on (name) United States Senate Washington, DC 20510-xxxx	Dear Senator (surname): Sincerely,
Senator (Washington, D.C. office)	Honorable (full name) United States Senate Washington, DC 20510-xxxx	Dear Senator (surname): Sincerely,

**APPENDIX G: Forms of Address, Salutation, and Complimentary Close**

**THE CONGRESS AND LEGISLATIVE AGENCIES (continued)**

<b>Addressee</b>	<b>Address on letter and envelope</b>	<b>Salutation and Complimentary close</b>
(Away from Washington, D.C.)	Honorable (full name) United States Senator (Local address)	Dear Senator (surname): Sincerely,
Senator (Majority or Minority Leader) (Washington, D.C. office)	Honorable (full name) Majority (or Minority) Leader United States Senate Washington, DC 20510-xxxx	Dear Senator (surname): Sincerely,
(Away from Washington, D.C.)	Honorable (full name) Majority (or Minority) Leader United States Senate (Local Address)	Dear Senator (surname): Sincerely,
Deceased Senator	(Secretary's full name, if known) Secretary of the late Honorable (full name) United States Senate Washington, DC 20510-xxxx	Dear Mr. (surname): Sincerely,
Senator-elect	Honorable (full name) United States Senator-elect (Local address)	Dear Mr. (surname): Sincerely,
Speaker of the House of Representatives	Honorable (full name) Speaker of the House of Representatives Washington, DC 20515-xxxx	Dear (Mr.) (Madam) Speaker: Sincerely,
Committee Chairman, House of Representatives	Honorable (full name) Chairman, Committee on (name) House of Representatives Washington, DC 20515-xxxx	Dear (Mr.) (Madam) Chairman: Sincerely,
Subcommittee Chairman, House of Representatives	Honorable (full name) Chairman, Subcommittee on (name) House of Representatives Washington, DC 20515-xxxx	Dear Mr. (surname): Sincerely,
Representative (Washington, D. C. office)	Honorable (full name) House of Representatives Washington, DC 20515-xxxx	Dear Mr. (surname): Sincerely,
(Away from Washington, D.C.)	Honorable (full name) Representative in Congress (Local address)	Dear Mr. (surname): Sincerely,
Representative (Majority or Minority Leader) (Washington, DC office)	Honorable (full name) Majority (or Minority) Leader House of Representatives Washington, DC 20515-xxxx	Dear Mr. (surname): Sincerely,
(Away from Washington, DC)	Honorable (full name) Majority (or Minority) Leader House of Representatives (Local address)	Dear Mr. (surname): Sincerely,
Representative-elect	Honorable (full name) Representative in Congress-elect (Local address)	Dear Mr. (surname): Sincerely,

**ADDRESS, SALUTATION, AND COMPLIMENTARY CLOSE**

**APPENDIX G: Forms of Address, Salutation, and Complimentary Close**

**THE CONGRESS AND LEGISLATIVE AGENCIES (continued)**

<b>Addressee</b>	<b>Address on letter and envelope</b>	<b>Salutation and Complimentary close</b>
Representative at Large	Honorable (full name) House of Representatives Washington, DC 20515-xxxx	Dear Mr. (surname): Sincerely,
Deceased Representative	(Secretary's full name, if known) Secretary of the late Honorable (full name) House of Representatives Washington, DC 20515-xxxx	Dear Mr. (surname): Sincerely,
Resident Commissioner of Puerto Rico	Honorable (full name) Resident Commissioner of Puerto Rico House of Representatives Washington, DC 20515-xxxx	Dear Mr. (surname): Sincerely,
Librarian of Congress	Honorable (full name) Librarian of Congress Washington, DC 20540-xxxx	Dear Mr. (surname): Sincerely,
Comptroller General (head of the U.S. General Accounting office)	Honorable (full name) Comptroller General of the United States Washington, DC 20548-xxxx	Dear Mr. (surname): Sincerely,
Public Printer (head of the U.S. Government Printing office)	Honorable (full name) Public Printer Washington, DC 20401-xxxx	Dear Mr. (surname): Sincerely,

Note:

Address a Member of Congress in the capacity in which he or she signs his or her communication. For example, if he or she signs as the chairperson of a committee, address him or her as chairperson of that committee. If he or she signs as majority or minority leader, address him or her as such; and if he or she signs as Senator or Representative, address him or her as such.

**THE JUDICIARY**

<b>Addressee</b>	<b>Address on letter and envelope</b>	<b>Salutation and Complimentary close</b>
The Chief Justice of the United States	Chief Justice of the United States The Supreme Court Washington, DC 20543-xxxx	Dear Mr. Chief Justice: Sincerely,
Associate Justice	Mr. (Madam) Justice (surname) The Supreme Court Washington, DC 20543-xxxx	Dear (Mr.) (Madam) Justice: Sincerely,
Retired Justice	Honorable (full name) (Local address)	Dear (Mr.) (Madam) Justice: Sincerely,
Presiding Justice	Honorable (full name) Presiding Justice (Name of Court)	Dear (Mr.) (Madam) Justice: Sincerely, (Local address)

**ADDRESS, SALUTATION, AND COMPLIMENTARY CLOSE**

**APPENDIX G: Forms of Address, Salutation, and Complimentary Close**

**THE JUDICIARY (continued)**

<b>Addressee</b>	<b>Address on Letter and Envelope</b>	<b>Salutation and Complimentary Close</b>
Judge of a Court	Honorable (full name) Justice of the (name of court; if a U.S. District Court, give district) (Local address)	Dear Judge: Sincerely,
Clerk of a Court	Mr. (full name) Clerk of the (name of court; if a U.S. District Court, give district) (Local address)	Dear Mr. (surname): Sincerely,

**MILITARY PERSONNEL**

<b>Addressee</b>	<b>Address on letter and envelope</b>	<b>Salutation and Complimentary close</b>
<b>U.S. Army (USA) Officers</b>		
General of the Army	General of the Army (full name) (Local address)	Dear General (surname): Very Respectfully,
General	GEN (full name) <sup>1</sup> (Address)	Dear General (surname): Sincerely,
Lieutenant General	LTG (full name) <sup>1</sup> (Address)	Dear General (surname): Sincerely,
Major General	MG (full name) <sup>1</sup> (Address)	Dear General (surname): Sincerely,
Brigadier General	BG (full name) <sup>1</sup> (Address)	Dear General (surname): Sincerely,
Colonel	COL (full name) <sup>1</sup> (Address)	Dear Colonel (surname): Sincerely,
Lieutenant Colonel	LTC (full name) <sup>1</sup> (Address)	Dear Colonel (surname): Sincerely,
Major	MAJ (full name) <sup>1</sup> (Address)	Dear Major (surname): Sincerely,
Captain	CPT (full name) <sup>1</sup> (Address)	Dear Captain (surname): Sincerely,
First Lieutenant	1LT (full name) <sup>1</sup> (Address)	Dear Lieutenant (surname): Sincerely,
Second Lieutenant	2LT (full name) <sup>1</sup> (Address)	Dear Lieutenant (surname): Sincerely,
Master Warrant Officer (Army only)	MWO (full name) <sup>1</sup> (Address)	Dear Mr./Mrs./Ms. <sup>2</sup> (surname): Sincerely,
Chief Warrant Officer Four (Address)	CW4 (full name) <sup>1</sup>	Dear (Mr.) (Miss) (Mrs.) (Ms.) <sup>2</sup> (surname): Sincerely,

**ADDRESS, SALUTATION, AND COMPLIMENTARY CLOSE**

**APPENDIX G: Forms of Address, Salutation, and Complimentary Close**

**MILITARY PERSONNEL (continued)**

<b>Addressee</b>	<b>Address on letter and envelope</b>	<b>Salutation and Complimentary close</b>
<b>U.S. Army (USA) Officers (continued)</b>		
Chief Warrant Officer Three	CW3 (full name) <sup>1</sup> (Address)	Dear Mr./Mrs./Ms. <sup>2</sup> (surname): Sincerely,
Chief Warrant Officer Two	CW2 (full name) <sup>1</sup> (Address)	Dear Mr./Mrs./Ms. <sup>2</sup> (surname): Sincerely,
Warrant Officer	WO1 (full name) <sup>1</sup> (Address)	Dear Mr./Mrs./Ms. <sup>2</sup> (surname): Sincerely,
<b>U.S. Navy (USN) Officers</b>		
Fleet Admiral	ADM (full name) <sup>1</sup> (Address)	Dear Admiral (surname): Sincerely,
Admiral	ADM (full name) <sup>1</sup> (Address)	Dear Admiral (surname): Sincerely,
Vice Admiral	VADM (full name) <sup>1</sup> (Address)	Dear Admiral (surname): Sincerely,
Rear Admiral	RADM (full name) <sup>1</sup> (Address)	Dear Admiral (surname): Sincerely,
Captain	CAPT (full name) <sup>1</sup> (Address)	Dear Captain (surname): Sincerely,
Commander	CDR (full name) <sup>1</sup> (Address)	Dear Commander (surname): Sincerely,
Lieutenant Commander	LCDR (full name) <sup>1</sup> (Address)	Dear Commander (surname): Sincerely,
Lieutenant	LT (full name) <sup>1</sup> (Address)	Dear Mr./Mrs./Ms. <sup>2</sup> (surname): Sincerely,
Lieutenant (JG)	LTJG (full name) <sup>1</sup> (Address)	Dear Mr./Mrs./Ms. <sup>2</sup> (surname): Sincerely,
Ensign	ENS (full name) <sup>1</sup> (Address)	Dear Mr./Mrs./Ms. <sup>2</sup> (surname): Sincerely,
Chief Warrant Officer Four	CWO-4 (full name) <sup>1</sup> (Address)	Dear Mr./Mrs./Ms. <sup>2</sup> (surname): Sincerely,
Chief Warrant Officer Three	CWO-3 (full name) <sup>1</sup> (Address)	Dear Mr./Mrs./Ms. <sup>2</sup> (surname): Sincerely,
Chief Warrant Officer Two	CWO-2 (full name) <sup>1</sup> (Address)	Dear Mr./Mrs./Ms. <sup>2</sup> (surname): Sincerely,

**ADDRESS, SALUTATION, AND COMPLIMENTARY CLOSE**

**APPENDIX G: Forms of Address, Salutation, and Complimentary Close**

**MILITARY PERSONNEL (continued)**

<b>Addressee</b>	<b>Address on letter and envelope</b>	<b>Salutation and Complimentary close</b>
<b>U.S. Air Force (USAF) Officers</b>		
Warrant Officer One	WO-1 (full name) <sup>1</sup> (Address)	Dear Mr./Mrs./Ms. <sup>2</sup> (surname): Sincerely,
General	Gen (full name) <sup>1</sup> (Address)	Dear General (surname): Sincerely,
General of the Air Force	General of the Air Force (full name)	Dear General (surname):
Lieutenant General	Lt Gen (full name) <sup>1</sup> (Address)	Dear General (surname): Sincerely,
Major General	Maj Gen (full name) <sup>1</sup> (Address)	Dear General (surname): Sincerely,
Brigadier General	Brig Gen (full name) <sup>1</sup> (Address)	Dear General (surname): Sincerely,
Colonel	Col (full name) <sup>1</sup> (Address)	Dear Colonel (surname): Sincerely,
Lieutenant Colonel	Lt Col (full name) <sup>1</sup> (Address)	Dear Colonel (surname): Sincerely,
Major	Maj (full name) <sup>1</sup> (Address)	Dear Major (surname): Sincerely,
Captain	Capt (full name) <sup>1</sup> (Address)	Dear Captain (surname): Sincerely,
First Lieutenant	1st Lt (full name) <sup>1</sup> (Address)	Dear Lieutenant (surname): Sincerely,
Second Lieutenant	2d Lt (full name) <sup>1</sup> (Address)	Dear Lieutenant (surname): Sincerely,
<b>U.S. Marine Corps (USMC) Officers</b>		
General	Gen (full name) <sup>1</sup> (Address)	Dear General (surname): Sincerely,
Lieutenant General	LtGen (full name) <sup>1</sup> (Address)	Dear General (surname): Sincerely,
Major General	MajGen (full name) <sup>1</sup> (Address)	Dear General (surname): Sincerely,
Brigadier General	BGen (full name) <sup>1</sup> (Address)	Dear General (surname): Sincerely,
Colonel	Col (full name) <sup>1</sup> (Address)	Dear Colonel (surname): Sincerely,
Lieutenant Colonel	LtCol (full name) <sup>1</sup> (Address)	Dear Colonel (surname): Sincerely,

**ADDRESS, SALUTATION, AND COMPLIMENTARY CLOSE**

**APPENDIX G: Forms of Address, Salutation, and Complimentary Close**

**MILITARY PERSONNEL (continued)**

<b>Addressee</b>	<b>Address on letter and envelope</b>	<b>Salutation and Complimentary close</b>
<b>U.S. Marine Corps (USMC) Officers (continued)</b>		
Major	Maj (full name) <sup>1</sup> (Address)	Dear Major (surname): Sincerely,
Captain	Capt (full name) <sup>1</sup> (Address)	Dear Captain (surname): Sincerely,
First Lieutenant	1stLt (full name) <sup>1</sup> (Address)	Dear Lieutenant (surname): Sincerely,
Second Lieutenant	2ndLt (full name) <sup>1</sup> (Address)	Dear Lieutenant (surname): Sincerely,
Chief Warrant Officer Four	CWO4 (full name) <sup>1</sup> (Address)	Dear Mr./Mrs./Ms. <sup>2</sup> (surname): Sincerely,
Chief Warrant Officer Three	CWO3 (full name) <sup>1</sup> (Address)	Dear Mr./Mrs./Ms. <sup>2</sup> (surname): Sincerely,
Chief Warrant Officer Two	CWO2 (full name) <sup>1</sup> (Address)	Dear Mr./Mrs./Ms. <sup>2</sup> (surname): Sincerely,
Warrant Officer One	WO1 (full name) <sup>1</sup> (Address)	Dear Mr./Mrs./Ms. <sup>2</sup> (surname): Sincerely,
<b>Academy Members</b>		
Cadet	Cadet (full name) <sup>3</sup> (Address)	Dear Mr./Miss/Ms. (Cadet) Sincerely,
Midshipman	Midshipman (full name) <sup>3</sup> (Address)	Dear Mr./Miss/Ms (Midshipman) Sincerely,
Air Cadet	Cadet (full name) <sup>3</sup> (Address)	Dear Cadet (surname): Sincerely,
<b>Army Enlisted Personnel</b>		
Sergeant Major of the Army	SMA (full name) (Address)	Dear Sergeant Major (surname): Sincerely,
Command Sergeant Major	CSM (full name) <sup>1</sup> (Address)	Dear Sergeant Major (surname): Sincerely,
Sergeant Major	SGM (full name) <sup>1</sup> (Address)	Dear Sergeant Major (surname): Sincerely,
First Sergeant	1SG (full name) <sup>1</sup> (Address)	Dear First Sergeant (surname): Sincerely,

**ADDRESS, SALUTATION, AND COMPLIMENTARY CLOSE**

**APPENDIX G: Forms of Address, Salutation, and Complimentary Close**

**MILITARY PERSONNEL (continued)**

<b>Addressee</b>	<b>Address on letter and envelope</b>	<b>Salutation and Complimentary close</b>
<b>Army Enlisted Personnel (continued)</b>		
Master Sergeant	MSG (full name) <sup>1</sup> (Address)	Dear Master Sergeant (surname): Sincerely,
Platoon Sergeant	PSG (full name) <sup>1</sup> (Address)	Dear Sergeant (surname): Sincerely,
Sergeant First Class	SFC (full name) <sup>1</sup> (Address)	Dear Sergeant (surname): Sincerely,
Staff Sergeant	SSG (full name) <sup>1</sup> (Address)	Dear Sergeant (surname): Sincerely,
Sergeant	SGT (full name) <sup>1</sup> (Address)	Dear Sergeant (surname): Sincerely,
Corporal	CPL (full name) <sup>1</sup> (Address)	Dear Corporal (surname): Sincerely,
Specialist	SPC (full name) <sup>1</sup> (Address)	Dear Specialist (surname): Sincerely,
Private First Class	PFC (full name) <sup>1</sup> (Address)	Dear Private (surname): Sincerely,
Private	PVT (full name) <sup>1</sup> (Address)	Dear Private (surname): Sincerely,
<b>Navy Enlisted Personnel</b>		
Master Chief Petty Officer of the Navy	MCPON (full name) (Address)	Dear Master Chief (surname): Sincerely,
Master Chief Petty Officer	MCPO (full name) (Address)	Dear Master Chief (surname): Sincerely,
Senior Chief Petty Officer	SCPO (full name) (Address)	Dear Senior Chief (surname): Sincerely,
Chief Petty Officer	CPO (full name) (Address)	Dear Chief (surname): Sincerely,
Petty Officer First Class	PO1 (full name) (Address)	Dear Petty Officer (surname): Sincerely,
Petty Officer Second Class	PO2 (full name) (Address)	Dear Petty Officer (surname): Sincerely,
Petty Officer Third Class	PO3 (full name) (Address)	Dear Petty Officer (surname): Sincerely,
Seaman	Seaman (full name) (Address)	Dear Seaman (surname): Sincerely,

**ADDRESS, SALUTATION, AND COMPLIMENTARY CLOSE**

**APPENDIX G: Forms of Address, Salutation, and Complimentary Close**

<b>Addressee</b>	<b>Address on letter and envelope</b>	<b>Salutation and Complimentary close</b>
<b>Navy Enlisted Personnel (Continued)</b>		
Seaman Apprentice	SA (full name) (Address)	Dear Seaman (surname): Sincerely,
Seaman Recruit	SR (full name) (Address)	Dear Seaman (surname): Sincerely,
<b>Air Force Enlisted Personnel</b>		
Chief Master Sergeant of the Air Force	CMSAF (full name) (Address)	Dear Chief (surname): Sincerely,
Chief Master Sergeant	CMSgt (full name) <sup>1</sup> (Address)	Dear Chief (surname): Sincerely,
Senior Master Sergeant	SMSgt (full name) <sup>1</sup> (Address)	Dear Sergeant (surname): Sincerely,
Master Sergeant	MSgt (full name) <sup>1</sup> (Address)	Dear Sergeant (surname): Sincerely,
Technical Sergeant	TSgt (full name) <sup>1</sup> (Address)	Dear Sergeant (surname): Sincerely,
Staff Sergeant	SSgt (full name) <sup>1</sup> (Address)	Dear Sergeant (surname): Sincerely,
Sergeant	Sgt (full name) <sup>1</sup> (Address)	Dear Sergeant (surname): Sincerely,
Senior Airman	SrA (full name) <sup>1</sup> (Address)	Dear Airman (surname): Sincerely,
Airman First Class	A1C (full name) <sup>1</sup> (Address)	Dear Airman (surname): Sincerely,
Airman/Basic Airman	Amn (full name) <sup>1</sup> (Address)	Dear Airman (surname): Sincerely,
Airman Basic	AB (full name) <sup>1</sup> (Address)	Dear Airman (surname): Sincerely,
<b>Marine Corps Enlisted Personnel</b>		
Sergeant Major of the Marine Corps	SgtMajMC (full name) (Address)	Dear Sergeant Major (surname): Sincerely,
Sergeant Major	SgtMaj (full name) (Address)	Dear Sergeant Major (surname): Sincerely,
Master Gunnery Sergeant	MGySgt (full name) <sup>1</sup> (Address)	Dear Master Sergeant (surname): Sincerely,
First Sergeant	1stSgt (full name) <sup>1</sup> (Address)	Dear First Sergeant (surname): Sincerely,

**ADDRESS, SALUTATION, AND COMPLIMENTARY CLOSE**

**APPENDIX G: Forms of Address, Salutation, and Complimentary Close**

<b>Addressee</b>	<b>Address on letter and envelope</b>	<b>Salutation and Complimentary close</b>
<b>Marine Corps Enlisted Personnel (continued)</b>		
Master Sergeant	MSgt (full name) <sup>1</sup> (Address)	Dear Master Sergeant (surname): Sincerely,
Gunnery Sergeant (surname):	GySgt (full name) <sup>1</sup> (Address)	Dear Gunnery Sergeant  Sincerely,
Staff Sergeant	SSgt (full name) <sup>1</sup> (Address)	Dear Staff Sergeant (surname): Sincerely,
Sergeant	Sgt (full name) <sup>1</sup> (Address)	Dear Sergeant (surname): Sincerely,
Corporal	Cpl (full name) <sup>1</sup> (Address)	Dear Corporal (surname): Sincerely,
Lance Corporal	LCpl (full name) <sup>1</sup> (Address)	Dear Lance Corporal (surname): Sincerely,
Private First Class (surname):	PFC (full name) <sup>1</sup> (Address)	Dear Private First Class  Sincerely,
Private	PVT (full name) <sup>1</sup> (Address)	Dear Private (surname): Sincerely,

Notes:

1. Abbreviations are optional. Titles may be spelled out. For additional abbreviations and instructions, see AR 25-50 and AR 310-50.
2. Optional. Depends on the desire of the individual.
3. Mr. Miss, or Ms., Midshipman, Air Cadet, full name, is permissible.

**STATE AND GOVERNMENT OFFICIALS**

<b>Addressee</b>	<b>Address on letter and envelope</b>	<b>Salutation and Complimentary close</b>
Governor of a State	Honorable (full name) Governor of (State) (City, State)	Dear Governor (surname): Sincerely,
Acting Governor of a State	Honorable (full name) Acting Governor of (State) (City, State)	Dear Mr. (surname): Sincerely,
Lieutenant Governor of a State	Honorable (full name) Lieutenant Governor of (State) (City, State)	Dear Mr. (surname): Sincerely,
Secretary of State of a State	Honorable (full name) Secretary of State of (State) (City, State)	Dear Mr. Secretary: Sincerely,
Chief Justice of the Supreme Court of a State	Honorable (full name) Chief Justice Supreme Court of the State of (State) (City, State)	Dear Mr. Chief Justice: Sincerely,

**ADDRESS, SALUTATION, AND COMPLIMENTARY CLOSE**



**APPENDIX G: Forms of Address, Salutation, and Complimentary Close**

**STATE AND GOVERNMENT OFFICIALS (continued)**

<b>Addressee</b>	<b>Address on letter and envelope</b>	<b>Salutation and Complimentary close</b>
Attorney General of a State	Honorable (full name) Attorney General State of (State) (City, State)	Dear Mr. Attorney General: Sincerely,
Judge	Honorable (full name)  (Local address)	Dear Judge (surname): Sincerely,
Treasurer, Auditor, or Comptroller of a State	Honorable (full name) State Treasurer (Auditor) (Comptroller) State of (State) (City, State)	Dear Mr. (surname): Sincerely,
President of the Senate of a State	Honorable (full name) President of the Senate of the State of (State) (City, State)	Dear Mr. (surname): Sincerely,
Speaker of the Assembly or of the House of Delegates, or of the House of Representatives of a State (see note)	Honorable (full name) Speaker of the House of Representatives of the State of (State) (City, State) (see note)	Dear Mr. (surname): Sincerely,
State Senator	Honorable (full name) (Name of State) Senate (City, State)	Dear Senator (surname): Sincerely,
State Representative, Assemblyman, or Delegate	Honorable (full name) (Name of State) House of Representatives (City, State) (see note)	Dear (Mr.) (Mrs.) (Miss) (Ms.) (surname): Sincerely,
Mayor	Honorable (full name) Mayor of (name of City) (City, State)	Dear Mayor (surname): Sincerely,
President of a Board of Commissioners	Honorable (full name) President, Board of Commissioners of (name of City) (City, State)	Dear Mr. (surname): Sincerely,

Note:

In most States, the lower branch of the legislature is the House of Representatives. In some States, such as California and New York, the lower house is known as the Assembly. In others, such as Maryland, Virginia, and West Virginia, it is known as the House of Delegates.

**ECCLESIASTICAL OFFICIALS**

<b>Addressee</b>	<b>Address on letter and envelope</b>	<b>Salutation and complimentary close</b>
Protestant Minister, Pastor, or Rector (with scholastic degree)	The Reverend (full name, initials of degree) (Title, name of church) (Local address)	Dear Dr. (surname): Sincerely,

**ADDRESS, SALUTATION, AND COMPLIMENTARY CLOSE**

**APPENDIX G: Forms of Address, Salutation, and Complimentary Close**

**ECCLESIASTICAL OFFICIALS (continued)**

<b>Addressee</b>	<b>Address on letter and envelope</b>	<b>Salutation and Complimentary close</b>
Protestant Minister, Pastor, or Rector (without Scholastic degree)	The Reverend (full name) (Title, name of church (Local address)	Dear Mr./Mrs./Ms. (surname): Sincerely,
Rabbi (with scholastic degree)	Rabbi (full name, initials of degree) (Local address)	Dear Dr. (surname): or Dear Rabbi (surname): Sincerely,
Rabbi (without scholastic degree)	Rabbi (full name) (Local address)	Dear Rabbi (surname): Sincerely,
Catholic Cardinal	His Eminence (Christian name) Cardinal (surname) Archbishop of (Diocese) (Local address)	Your Eminence: (formal) Dear Cardinal (surname): (informal) Sincerely,
Catholic Archbishop	The Most Reverend (full name) Bishop of (Diocese) (Local address)	Your Excellency: (formal) Dear Archbishop (surname): (informal) Sincerely,
Catholic Bishop	The Most Reverend (full name) Bishop of (City) (Local address)	Your Excellency: (formal) Dear Bishop (surname): (informal) Sincerely,
Catholic Monsignor (higher rank)	The Right Reverend Monsignor (full name) (Local address)	Right Reverend Monsignor: (formal) Dear Monsignor (surname): (informal) Sincerely,
Catholic Monsignor	The Very Reverend Monsignor (full name) (Local address)	Very Reverend Monsignor: (formal) Dear Monsignor (surname): (informal) Sincerely,
Catholic Priest	The Reverend (full name) (add designated letters) (Local address)	Reverend Sir: (formal) Dear Father (surname): (informal) Sincerely,
Mother Superior of an Institution	Mother (name, initials of order, if used) Superior (name of institution) (Local address)	Dear Mother (name): Sincerely,
Mormon Bishop	Mr. (full name) Church of Jesus Christ of Latter Day Saints (Local address)	Sir: (formal) Dear Mr. (surname): (informal) Sincerely,
Eastern Orthodox Forms of Address: Orthodox Metropolitan name):	The Most Blessed (Christian name) Archbishop of (City)  Metropolitan of (Province) (Local address)	Your Beatitude: (formal) Dear Metropolitan (Christian (informal) Sincerely,

**ADDRESS, SALUTATION, AND COMPLIMENTARY CLOSE**

**APPENDIX G: Forms of Address, Salutation, and Complimentary Close**

**ECCLESIASTICAL OFFICIALS (continued)**

<b>Addressee</b>	<b>Address on letter and envelope</b>	<b>Salutation and Complimentary close</b>
Orthodox Archbishop name):	The Most Reverend (Christian name) Archbishop of (City & Province)  (Local address)	Your Eminence: (formal) Dear Archbishop (Christian name):  (informal) Sincerely,
Orthodox Bishop	The Right Reverend (Christian name) Bishop of (City) (Local address)	Your Grace: (formal) Dear Bishop (Christian name): (informal) Sincerely,
Orthodox Protopresbyter	The Right Reverend (Christian name) (Local address)	Right Reverend Father: (formal) Dear Father (Christian name): (informal) Sincerely,
Orthodox Archpriest	The Very Reverend (Christian name) (Local address)	Very Reverend Father: (formal) Dear Father (Christian name): (informal) Sincerely,
Orthodox Priest	The Reverend (Christian name) (Local address)	Reverend Father: (formal) Dear Father (Christian name): (informal) Sincerely,
Orthodox Deacon name):	Father Deacon (Christian name) (Local address)	Father Deacon: (formal) Dear Father Deacon (Christian name):  (informal) Sincerely,
Orthodox Nun	Sister (Christian name) (Name of monastery) (Local address)	Dear Sister (Christian name): Sincerely,
Orthodox Monk	Brother (Christian name) (Name of monastery) (Local address)	Dear Brother (Christian name): Sincerely,
Protestant Episcopal Bishop	The Right Reverend (full name) Bishop of (name) (Local address)	Dear Reverend Sir: (formal) Dear Bishop (surname): (informal) Sincerely,
Protestant Episcopal Dean	The Very Reverend (full name) Dean of (church) (Local address)	Very Reverend Sir: (formal) Dear Dean (surname): (informal) Sincerely,
Methodist Bishop	The Reverend (full name) Methodist Bishop (Local address)	Reverend Sir: (formal) My Dear Bishop (surname): (informal) Sincerely,
Chaplain	Chaplain (rank) (full name) (Post office address of organization and station)	Dear Chaplain (surname): Sincerely,

**ADDRESS, SALUTATION, AND COMPLIMENTARY CLOSE**

**APPENDIX G: Forms of Address, Salutation, and Complimentary Close**

**PRIVATE CITIZENS**

<b>Addressee</b>	<b>Address on letter and envelope</b>	<b>Salutation and Complimentary close</b>
President of a university or college (with scholastic degree)	(Full name, initials of degree) President, (name of institution) (Local address)	Dear Dr. (surname): Sincerely,
President of a university or college (without scholastic degree)	(Mr.) (Mrs.) (Ms.) (Miss) (full name) President, (name of institution) (Local address)	Dear Mr./Mrs./Ms. (surname): Sincerely,
Dean of a school (with scholastic degree)	(Full name, initials of degree) Dean, School of (name) (Name of institution) (Local address)	Dear Dr. (surname): Sincerely,
Dean of a university (without scholastic degree)	Dean (full name) School of (name) (Name of institution) (Local address)	Dear Dean (surname): Sincerely,
Professor (with scholastic degree)	(Full name, initials of degree) Department of (name) (Name of institution) (Local address)	Dear Professor (surname): or Dear Dr. (surname): Sincerely,
Professor (without scholastic degree)	(Full name) Department of (name) (Name of institution) (Local address)	Dear Professor (surname): Sincerely,
Associate Professor or Assistant Professor	Mr. (full name) Associate (or Assistant) Professor Department of (name) (Name of institution) (Local address)	Dear Professor (surname): Sincerely,
Physician	(Full name), M.D. (Local address)	Dear Dr. (surname): Sincerely,
Lawyer	(Mr.) (Mrs.) (Miss) (Ms.) (full name) Attorney at Law (Local address)	Dear (Mr./Mrs./Ms. (surname): Sincerely,
Two or more private individuals	Mr. (full name) and Mr. (full name) (Local address)	Gentlemen: or Sirs: Sincerely,
	Mrs. (full name) and Miss (full name) (Local address)	Mesdames: Sincerely,
	Mr. (different full name) (Local address)	or Dear Mrs. (surname) and Mr. (surname): Sincerely,

**APPENDIX G: Forms of Address, Salutation, and Complimentary Close**

**PRIVATE CITIZENS (continued)**

<b>Addressee</b>	<b>Address on letter and envelope</b>	<b>Salutation and Complimentary close</b>
Private individuals	Mr. (full name) Mrs. (full name) Ms. (full name) Miss (full name) Mesdames (full names) Messrs. (full names) Misses (full names) (Local address)	Dear Mr. (surname) Dear Mrs. (surname) Dear Ms. (surname) Dear Miss (surname) Mesdames: Gentlemen (or Sirs): Dear Misses (surnames): Sincerely,
To a company or corporation -	(Name of company or corporation) (Local address)	(Gentlemen) (Sirs): (Ladies and Gentlemen): Sincerely,
To a federation	(Name of official) (Title, name of federation) (Local address)	Dear Mr./Mrs./Ms. (surname): Sincerely,
President of a company or corporation (or other official)	(Mr.) (Miss) (Mrs.) (Ms.) (full name) President (or other title), Company (Local address)	Dear Mr./Mrs./Ms. (surname): Sincerely,
To an individual or a company, corporation, or Federation when the name is not known; e.g., President, Treasurer, Editor, etc. (Local address)	(Title of individual) (Name of organization)	Dear (Madam) (Sir): Sincerely,

**FOREIGN GOVERNMENT OFFICIALS (see note)**

<b>Addressee</b>	<b>Address on letter and envelope</b>	<b>Salutation and Complimentary close</b>
Foreign Ambassadors in the United States	His Excellency (full name) Ambassador of (country) (Local address)	Dear Excellency: (formal) Dear Mr. Ambassador (informal)  Very truly yours, (formal) Sincerely, (informal)
Foreign Minister in the United States	Honorable (full name) Minister of (country) (Local address)	(Sir) (Madam): (formal) Dear (Mr.) (Madam) (Minister): (informal)  Very truly yours, (formal) Sincerely, (informal)

Note: Address foreign officials by title if the name of the official is not given in the correspondence or is not readily available.

**APPENDIX G: Forms of Address, Salutation, and Complimentary Close**

**INTERNATIONAL ORGANIZATIONS**

<b>Addressee</b>	<b>Address on letter and envelope</b>	<b>Salutation and Complimentary close</b>
Secretary General of the United Nations General:	His Excellency (full name) Secretary General of the United Nations  New York, NY 10016-xxxx	Excellency: (formal) Dear Mr./Madam Secretary  (informal preferred) or Dear (Mr.) (Madam) (surname): (informal) Very truly yours, (formal) Sincerely, (informal)
United States Representatives to the United Nations	Honorable (full name) United States Representatives to the United Nations  New York, NY 10016-xxxx	(Sir) (Madam): (formal) Dear Mr./Mrs./Ms. (surname): (informal) Very truly yours, (formal) Sincerely, (informal)
Chairman, United States Delegation to the United Nations Military Staff Committee  United Nations Military Staff Committee	The Chairman United States Delegation  United States Mission to the United Nations  New York, NY 10016-xxxx	(Sir) (Madam): (formal) Dear Mr./Mrs./Ms. (surname): (informal) Very truly yours, (formal) Sincerely, (informal)
Senior Military Adviser to the United States Delegation to the United Nations General Assembly	(Rank) (full name) Senior Military Adviser United States Delegation to the United Nations General Assembly New York, NY 10016-xxxx	Dear (rank) (surname): Sincerely,

**United States Representatives to the General Assembly of the United Nations**

<b>Addressee</b>	<b>Address on letter and envelope</b>	<b>Salutation and Complimentary close</b>
Economic and Social Council	Honorable (full name) United States Representative on the  Economic and Social Council  New York, NY 10016-xxxx	(Sir) (Madam): (formal) Dear Mr./Mrs./Ms. (surname): (informal) Very truly yours, (formal) Sincerely, (informal)
United Nations Disarmament Commission	Honorable (full name) United States Representative on the  Disarmament Commission  New York, NY 10016-xxxx	(Sir) (Madam): (formal) Dear Mr./Mrs./Ms. (surname): (informal) Very truly yours, (formal) Sincerely, (informal)
Trusteeship Council	Honorable (full name) United States Representative on the  Trusteeship Council  New York, NY 10016-xxxx	(Sir) (Madam): (formal) Dear Mr./Mrs./Ms. (surname): (informal) Very truly yours, (formal) Sincerely, (informal)

**APPENDIX G: Forms of Address, Salutation, and Complimentary Close**

**United States Representatives to the General Assembly of the United Nations (continued)**

<b>Addressee</b>	<b>Address on letter and envelope</b>	<b>Salutation and Complimentary close</b>
Senior Representative of the United States to the General Assembly of the United Nations	Honorable (full name) Senior Representative of the United States to the General Assembly of the United Nations New York, NY 10016-xxxx	(Sir) (Madam): (formal) Dear Mr./Mrs./Ms. (surname): (informal) Very truly yours, (formal) Sincerely, (informal)

**Officials of the Organization of American States (see note)**

Secretary General of the Organization of American States General:	His Excellency (full name) Secretary General of the Organization of American States Pan American Union Washington, DC 20006-xxx	Excellency: (formal) Dear (Mr.) (Madam) Secretary (informal preferred) or Dear Mr./Mrs./Ms. (surname): (informal) Very truly yours, (formal) Sincerely, (informal)
Assistant Secretary General of the Organization of American States	Honorable (full name) Assistant Secretary General of the Organization of American States Pan American Union Washington, DC 20006-xxxx	(Sir) (Madam): (formal) Dear Mr./Mrs./Ms. (surname): (informal) Very truly yours, (formal) Sincerely, (informal)
United States Representative on the Council of the Organization of American States	Honorable (full name) United States Representative on the Council of the Organization of American States Department of State Washington, DC 20520-xxxx	(Sir) (Madam): (formal) Dear Mr./Mrs./Ms. (surname): (informal) Very truly yours, (formal) Sincerely, (informal)

Note:

Communications to the United Nations will be addressed to the United States Representative to the United Nations, through the Department of State. Exemptions, which are sent directly to the United States Representative, include those intended for the Economic and Social Council, the Disarmament Commission, the Trusteeship Council, and the delegation to the General Assembly (when it is in session)

**ADDRESSING FORMER OFFICIALS (see note)**

<b>Addressee</b>	<b>Address on letter and envelope</b>	<b>Salutation and Complimentary close</b>
Former President	Honorable (full name) (Local address)	Dear Mr. President: Respectfully,
Former Vice President	Honorable (full name) (Local address)	Dear Mr. Vice President: Sincerely,



**APPENDIX G: Forms of Address, Salutation, and Complimentary Close**

**ADDRESSING FORMER OFFICIALS (see note) (continued)**

<b>Addressee</b>	<b>Address on letter and envelope</b>	<b>Salutation and Complimentary close</b>
Former Member of the Cabinet addressed as "Secretary" Secretary:	Honorable (full name) (Local address)	Dear (Mr.) (Madam)  Sincerely,
Former Postmaster General	Honorable (full name) (Local address)	Dear Mr. Postmaster General: Sincerely,
Former Attorney General	Honorable (full name) (Local address)	Dear Mr. Attorney General: Sincerely,
Former "Secretary" of a military department	Honorable (full name) (Local address)	Dear Mr./Mrs./Ms. (surname): Sincerely,
Former Senator	Honorable (full name) (Local address)	Dear Senator (surname): Sincerely,
Former Representative	Honorable (full name) (Local address)	Dear Mr./Mrs./Ms. (surname): Sincerely,
Former Justice	Honorable (full name) (Local address)	Dear (Mr.) (Madam) Justice: Sincerely,
Former Judge	Honorable (full name) (Local address)	Dear Judge (surname): Sincerely,
Former Governor of State	Honorable (full name) (Local address)	Dear Governor (surname): Sincerely,

Note:

Address former presidents, vice presidents, justices of the Supreme Court, cabinet officers, service secretaries, and governors as indicated in this table. Address other former Federal officials, and former State, local, and foreign government officials who once held positions of distinction (for example, judges or mayors) by the titles of their former positions when the former official indicates in his or her communication or in the return address of his or her envelope that the or she still uses the title of his or her former position. In addition, address him or her by the title of his or her former position when the action official has knowledge that the addressee formerly held a distinctive position. Otherwise, treat the addressee as a private citizen.

**ADDRESS, SALUTATION, AND COMPLIMENTARY CLOSE**

**APPENDIX H: Commander's Complimentary Opening/Closing that applies to correspondence and PERSONAL FOR messages**

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**Executive departments (known as Members of the Cabinet) are addressed as "Secretary" and Under Secretary:**

Letters: Dear Secretary (surname) / Very Respectfully,

PFOR: Mr. Secretary: / Very Respectfully. Tom Hill

**Assistant Secretary; Principle Deputy Under Secretary; Deputy Assistant Secretary; Principle Deputy Assistant Secretary:**

Letters: Dear Mr. (surname) / Most Sincerely,

PFOR: Mr. (surname): / Most Sincerely, Tom Hill

**Chiefs of American Mission (known as U. S. Ambassadors):**

Letters: Dear Ambassador (surname), / Most Sincerely,

PFOR: Ambassador (surname): / Most Sincerely, Tom Hill

**The Congress and legislative agencies:**

Letters: Dear Senator (surname); Dear Representative (surname) / Most Sincerely, James T. Hill

**Military Personnel- Chairman of the Joint Chiefs of Staff; Vice Chairman of the Joint Chiefs of Staff; and Service Chiefs:**

Letters: Dear General (surname), / Respectfully,

PFOR: Chairman, / Respectfully, Tom

**Combatant Commanders:**

Letters: Dear General (surname), / Most Sincerely,

PFOR: First name, / Best Regards, Tom

**Components and other military officials (3-star and below):**

Letters: Dear General (surname), / Most Sincerely,

PFOR messages: First name, / Gen Hill

**COMMANDER'S COMPLIMENTARY OPENING/CLOSING THAT APPLIES TO CORRESPONDENCE AND PERSONAL FOR MESSAGES**

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**APPENDIX I: USSOUTHCOM Component Addresses**

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1. Purpose: To provide addresses for USSOUTHCOM components and subordinate commands.

2. Information:

a. USSOUTHCOM has four components: U.S. Army South (USARSO), U.S. Naval Forces Southern Command (USNAVSO), U.S. Southern Air Forces (USSOUTHAF), and Marine Corps Forces South (MARFORSO). Additionally, the sub-unified command, Special Operations Command South (SOCSO) is considered a component-level command. Addresses are as follows:

(1) Commander, U.S. Army South, 2450 Stanley Road Suite 700, Fort Sam Houston, Texas 78234-7517

(2) Commander, U.S. Southern Air Forces, 2915 S. Twelfth Air Force Drive, Davis-Monthan AFB, Arizona 85707-4100

(3) Commander, U.S. Naval Forces Southern Command, FPO, AA 34099-6004

(4) Commander, U.S. Marine Corps Forces South, 8420 NW 52<sup>nd</sup> Street, Suite 100, Miami, Florida 33166-5310

(5) Commander, Special Operations Command South, Unit 7148, Homestead ARB, Florida 34501

b. USSOUTHCOM has three subordinate commands; Joint Interagency Task Force-South (JIATF-S), Joint Task Force-Bravo (JTF-B), and Joint Task Force Guantanamo (JTF-GTMO). Addresses are as follows:

(1) Director, Joint Interagency Task Force – South, P.O. Box 9051, NAS Key West, Florida 33040-9051

(2) Commander, Joint Task Force – Bravo, Unit 5718, APO AA 34042-5000

(3) Commander, Joint Task Force – Guantanamo, US Naval Base Guantanamo Bay, Cuba, APO AE 09360

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**APPENDIX J: USSOUTHCOM Signature Blocks for Memorandums**

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FOR OFFICIAL MEMORANDUMS OR OTHER DOCUMENTS WITH USSOUTHCOM  
LETTERHEAD ADDRESSED TO A DOD OFFICIAL

1  
2  
3  
4

JAMES T. HILL  
General, USA  
Commander

---

1  
2  
3  
4

ROBERT D. BISHOP, JR.  
Major General, U.S. Air Force  
Deputy Commander

---

FOR THE COMMANDER:

1  
2  
3  
4

MICHAEL R. LEHNERT  
Brigadier General, U.S. Marine Corps  
Chief of Staff, U.S. Southern Command

---

FOR THE CHIEF OF STAFF:

1  
2  
3  
4

THOMAS J. SCHOENBECK  
COL, USA  
Deputy Chief of Staff

---

**APPENDIX J: USSOUTHCOM Signature Blocks for Letters**

---

FOR LETTERS AND OTHER OFFICAL CORRESPONDENCE OUTSIDE OF DOD

1  
2

Sincerely,

1  
2  
3  
4

James T. Hill  
General, US Army  
Commander

---

1  
2

Sincerely,

1  
2  
3  
4

Robert D. Bishop, Jr.  
Major General, U.S. Air Force  
Deputy Commander

---

1  
2

Sincerely,

1  
2  
3  
4

MICHAEL R. LEHNERT  
Brigadier General, U.S. Marine Corps  
Chief of Staff, U.S. Southern Command

---

1  
2

Sincerely,

1  
2  
3  
4

THOMAS J. SCHOENBECK  
COL, US Army  
Deputy Chief of Staff

**APPENDIX J: USSOUTHCOM Signature Blocks for Star Notes**

---

FOR STAR NOTES AND OTHER OFFICAL CORRESPONDENCE WITHOUT LETTERHEAD

1  
2

Sincerely,

1  
2  
3  
4

James T. Hill  
General, US Army  
Commander, US Southern Command

---

1  
2

Sincerely,

1  
2  
3  
4

Robert D. Bishop, Jr.  
Major General, U.S. Air Force  
Deputy Commander, U.S. Southern Command

---

1  
2

Sincerely,

1  
2  
3  
4

MICHAEL R. LEHNERT  
Brigadier General, U.S. Marine Corps  
Chief of Staff, U.S. Southern Command

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APPENDIX K: Sample CDR Letter



REPLY TO THE  
ATTENTION OF

**DEPARTMENT OF DEFENSE**  
**UNITED STATES SOUTHERN COMMAND**  
**OFFICE OF THE COMMANDER**  
3511 NW 91ST AVENUE  
MIAMI, FL 33172-1217

1

November 1, 2004

1

Commander

1

2

3

Mr. John A. Doe

123 Main Street

Nashville, Tennessee 73695

1

Dear Mr. Doe:

1

Adjust margins to where the letter is framed on the page with one-inch left and right margins and a 12-point, common typestyle. Times New Roman is preferred.

1

Type all dates in civilian style (M/D/Y). Center the letter date two lines below the last line of the letterhead. Do not use date stamps on original copies. You may use them on file copies.

1

Do not use abbreviations in the address or signature block. The only exceptions are DC, U.S., P.O. Box, Mr. Mrs., Ms., Miss., Dr., Jr., Sr., 2d, II, III, Ret., and the points of the compass NE, NW, SE, and SW. Always spell out the States. Single space the body of the letter with double spacing between paragraphs.

1

Type the salutation on the second line below the last line of the address. Type the first line of the text of the letter on the second line below the salutation.

1

Indent four spaces and begin typing on the fifth for the first line of the paragraph. Do not number paragraphs. When you need more than one page, there should be a minimum of two lines of text on the second page.

1

Leave at least a one-inch margin at the bottom of multiple-page letters.

1

Sincerely,

1

2

3

4

James T. Hill  
General, US Army  
Commander

**CDR LETTER**

APPENDIX K: Sample CDR Letter



REPLY TO THE  
ATTENTION OF

**DEPARTMENT OF DEFENSE**  
**UNITED STATES SOUTHERN COMMAND**  
3511 NW 91<sup>ST</sup> AVENUE  
MIAMI, FL 33172-1217

1  
November 1, 2004

1  
Deputy Commander

1  
2  
3

Mr. John A. Doe  
123 Main Street  
Nashville, Tennessee 73695

1  
Dear Mr. Doe:

1  
Adjust margins to where the letter is framed on the page with one-inch left and right margins.

1  
Type dates in civilian style and center two lines below the last line of the letterhead. Do not use date stamps on original copies. You may use them on file copies.

1  
Do not use abbreviations in the address or signature block. The only exceptions are DC, U.S., P.O. Box, Mr., Mrs., Ms., Miss., Dr., Jr., Sr., 2d, II, III, Ret., and the points of the compass NE, NW, SE, and SW. Always spell out the states. Single space the body of the letter with double spacing between paragraphs.

1  
Type the salutation on the second line below the last line of the address. Type the first line of the text of the letter on the second line below the salutation.

1  
Indent four spaces and begin typing on the fifth for the first line of the paragraph. Do not number paragraphs. When you need more than one page, place a minimum of two lines of text on the second page.

1  
Leave at least a one-inch margin at the bottom of multiple-page letters.

1

Sincerely,

1  
2  
3  
4

Robert D. Bishop, Jr.  
Major General, U.S. Air Force  
Deputy Commander

**DCDR LETTER**

APPENDIX L: 4-Star Note

---



1  
November 1, 2004

1

2

Dear (rank, Mr., Mrs. or Ms.) (Surname),

1

A general or flag officer uses this format as a transmittal note or to express sentiments of appreciation to a person or organization for actions or performance in support of the command. Additionally, use the star letter to congratulate members of the command for promotions, assignments, etc. The letter should be cordial and written in the first person. Avoid flowery language such as, "I want to take this opportunity to congratulate you." Simply use "Congratulations on your recent promotion to the rank of..."

1

Indent unnumbered paragraphs four spaces from the left margin. Justify the right margin. If the star letter is intended as a thank-you note, it should open with a statement of appreciation, explanation of action, and briefly speak to the positive impact that resulted.

1

Limit the letter to one page. Date the letter the day the CDR may be expected to sign. Star letters require small yellow post-its with the first name or nickname attached to each letter being sent for the CDR's signature. As a general rule, "frame" the text of the letter and use 12-point font to increase the readability and aesthetic value.

1

Sincerely,

1

2

3

4

James T. Hill  
General, US Army  
Commander, US Southern Command

1

(rank (spelled out in full) and full name of addressee)

(title)

(organization)

(address)

4-STAR NOTE

**APPENDIX L: 4-Star Note Continued**

---

-2-

1  
2  
3

When more than one page is required, center the page number on the fifth line from the top edge of the paper. Use a hyphen on each side of the page number.

1

Start the first line of text on the fifth line below the number of the page, keeping the margins the same as the preceding page(s).

1

Start the closing on the second line below the last line of the letter. Begin at the center of the page.

1

Sincerely,

1  
2  
3  
4

James T. Hill  
General, US Army  
Commander, US Southern Command

1

Mr. John A. Doe  
123 Main Street  
Nashville, Tennessee 73695

**APPENDIX L: Sample 2-Star Note**

---



<sup>1</sup>  
November 1, 2004

<sup>1</sup>

<sup>2</sup>

Dear (Admiral Doe),

<sup>1</sup>

In text, indent once at the beginning of paragraph and type as usual. Use a 12-point font and justify the right margin.

<sup>1</sup>

If your letter runs over to two pages because of the address be sure to number the second page. (Two pages is better than a smaller font.) Use “Sincerely,” in the complimentary close of the letter or note.

<sup>1</sup>

Sincerely,

<sup>1</sup>

<sup>2</sup>

<sup>3</sup>

<sup>4</sup>

Robert D. Bishop, Jr.  
Major General, U.S. Air Force  
Deputy Commander,  
U.S. Southern Command

<sup>1</sup>

Admiral John E. Doe  
1234 Mystery Lane  
Superville, Texas 56789

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APPENDIX M: Sample of a Staff Action Summary Sheet (SASS)-Stand-Alone

**UNCLASSIFIED**

**STAFF ACTION SUMMARY SHEET**

THRU: J3 ___ DCOS ___ COS ___ DCDR ___		SUSPENSE: DD MMM YY		
TO: CDR ___		DIRECTORATE: SCSJS		
SUBJECT: Sample SASS		ACTION OFFICER: Sergeant SOUTHCOM		
		PHONE: 437-XXXX		
		TASKER NO: SCSJS-XXXXX		
<p>1. <b>Purpose:</b> The Staff Action Summary Sheet (SASS) is used to refer matters to the Command Group or affect coordination between staff directorates. The purpose will be clearly stated in the infinitive form and a statement.          To inform the CDR about...          To obtain DCDR signature...          To obtain COS approval...          To obtain staff coordination (concurrence/nonconcurrence)...</p> <p>2. <b>Background or Discussion:</b> Explain the action and put it in context. Do not repeat whole paragraphs from supporting Tabs. The SASS serves as a cover sheet for all documents included in the completed staff product. All staff actions habitually require a SASS. A SASS should be limited to one page. Plain bond paper will be used as a continuation sheet to show coordination, if required.</p> <p>4. Use a SASS as a stand alone staff action if the entire answer can fit on the SASS.</p> <p>5. <b>Recommendation:</b> Must be consistent with what is being asked for. If packet is submitted for information only, it should not ask for approval.</p> <p>6. Tab supporting documents.          TAB A: Documents submitted for action will always be at Tab A (may be subdivided by numbered enclosure.)          TAB B: Tab any referenced messages or memorandums. Cite all tabs, in sequence, in the SASS.          TAB C: Use a lettered TAB system.</p> <p>Noted ___ See Me ___ (Use for Information only)          Approved ___ Disapproved ___ See Me ___ (Use for request for Action/Decision)</p>				
<b>COORDINATION</b>				
<b>OFFICE</b>	<b>NAME/DATE</b>	<b>PHONE</b>	<b>CONCUR/NON-CONCUR</b>	<b>INITIALS</b>
<b>DATE OF PREPARATION:</b> 01 Oct 01		<b>FILE PATH:</b> F:/WORD/SCSJS/Sample SASS		

SC Form 111 (AUG 89)

**UNCLASSIFIED**

**STAND-ALONE SASS**

**APPENDIX M: Sample SASS for an Accompanying Package**

**UNCLASSIFIED**

**STAFF ACTION SUMMARY SHEET**

<b>THRU:</b> J5 _____ * FPA _____ DCOS _____ COS _____ DCDR _____	<b>SUSPENSE:</b> 01 Oct 04			
<b>TO:</b> CDR	<b>DIRECTORATE:</b> SCSJS			
<b>SUBJECT:</b> Example of SASS for a Package Going to the CDR for His Signature	<b>ACTION OFFICER:</b> Sergeant SOUTHCOM			
	<b>PHONE:</b> 437-XXXX			
	<b>TASKER NO:</b> SCSJS-XXXXX			
<p><b>1. Purpose:</b> To obtain CDR's signature on document at Tab A.</p> <p><b>2. Background:</b></p> <ul style="list-style-type: none"> <li>a. Provide information as to why the document is important or required. Justify why it is in the command's or Commander's best interest to sign the document.</li> <li>b. Coordination: Ensure the document is reviewed by all Directorates and Special Staff that have an interest in the action.</li> <li>c. The background can also provide an executive summary of the document to be signed.</li> </ul> <p><b>3. Recommendation.</b> CDR sign document at Tab A.</p> <p>TABS: A: Document for signature B: Information relevant to issue</p> <p><b>Approve</b> _____ <b>Disapprove</b> _____ <b>See Me</b> _____</p> <p>* Packages relating to downrange; Letters to AMB, MODs , CHODS etc.</p>				
<b>COORDINATION</b>				
<b>OFFICE</b>	<b>NAME/DATE</b>	<b>PHONE</b>	<b>CONCUR/NONCONCUR</b>	<b>INITIALS</b>
<b>DATE OF PREPARATION:</b> 1 Oct 04			<b>FILE PATH:</b> See Enclosed Diskette	

SC Form 111 (JAN 99)

**UNCLASSIFIED**

**SASS FOR AN ACCOMPANYING PACKAGE**

APPENDIX M: Sample of a Staff Action Summary Sheet (SASS) – With Tabs in a package

**UNCLASSIFIED**

**STAFF ACTION SUMMARY SHEET**

<b>THRU:</b> J5 ____ DCOS ____		<b>SUSPENSE:</b> 01 Oct 04		
<b>TO:</b> COS ____		<b>DIRECTORATE:</b> SCSJS		
<b>SUBJECT:</b> Example of SASS Providing Information to COS		<b>ACTION OFFICER:</b> Sergeant SOUTHCOM		
		<b>PHONE:</b> 437-XXXX		
		<b>TASKER NO:</b> SCSJS-XXXXX		
<p><b>1. Purpose:</b> To inform COS on an issue.</p> <p><b>2. Background:</b></p> <p>a. Briefly summarize key points concerning issue. If the information is an answer to a question, restate the question. (For example: At a director’s meeting on 15 Nov 02, COS asked...)</p> <p>b. If entire issue can be discussed on SASS, then an information paper is not needed. <u>Do Not</u> repeat paragraphs from Tabs on SASS.</p> <p><b>3. Recommendation.</b> None. For information only.</p> <p>TAB: Information Paper</p> <p>Noted _____ See Me _____</p>				
<b>COORDINATION</b>				
<b>OFFICE</b>	<b>NAME/DATE</b>	<b>PHONE</b>	<b>CONCUR/NONCONCUR</b>	<b>INITIALS</b>
<b>DATE OF PREPARATION:</b> 1 Oct 04			<b>FILE PATH:</b> See Enclosed Diskette	

SC Form 111 (JAN 99)

**UNCLASSIFIED**

**SASS FOR AN ACCOMPANYING PACKAGE**

**APPENDIX M: Sample of a Staff Action Summary Sheet (SASS) – Calendar Request**

**UNCLASSIFIED**

**STAFF ACTION SUMMARY SHEET**

<b>THRU:</b> J5 ___ DCOS ___ COS ___ DCDR ___		<b>SUSPENSE:</b> DD MMM YY		
<b>TO:</b> CDR ___		<b>DIRECTORATE:</b> J5		
<b>SUBJECT:</b> Request for Commander Time or Deputy Commander Time		<b>ACTION OFFICER:</b> Colonel SOUTHCOM		
		<b>PHONE:</b> 437-XXXX		
		<b>TASKER NO:</b>		
<p>1. The purpose of this SASS is to request a Commander office call or participation in an event, briefing, etc...</p> <p><b>2. Date/Time of Requested Office Call:</b></p> <p><b>3. Full Name and Title of Person requesting Office Call.</b></p> <p><b>4. Context of the Request:</b> Gen Gomez requests office call as part of a 3-day visit to the United States, which includes office calls with GEN Shinseki and members of U.S. Congress. Commander will be the guest speaker at an awards dinner that honors fallen heroes; three Medal of Honor winners will be in attendance.</p> <p><b>5. Location of Event:</b></p> <p><b>6. Names of other Persons Attending Event:</b> List all names of persons attending office call. Provide approximate number and key persons attending a briefing dinner, awards ceremony, etc.</p> <p><b>7. Photographer/Gift Exchange Required:</b></p> <p><b>8. Name of Translator if One is Required:</b></p> <p><b>TAB:</b> Biography of person seeking the office call</p> <p>Approved ___ Disapproved ___ See Me ___</p>				
<b>COORDINATION</b>				
<b>OFFICE</b>	<b>NAME/DATE</b>	<b>PHONE</b>	<b>CONCUR/NON-CONCUR</b>	<b>INITIALS</b>
<b>DATE OF PREPARATION:</b>		<b>FILE PATH:</b> F:/WORD/SCSJS/Sample SASS		

**UNCLASSIFIED**

**APPENDIX N: Sample After-Action Report (AAR)**

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PUBLICATION NUMBER: JOINT PUB 1-03

CHAPTER NUMBER: 30-1

REPORT TITLE: JOINT AFTER-ACTION REPORTING SYSTEM

SHORT TITLE (The short title is an acronym formed from the report title): AAR

REPORT IDENTIFICATION SYMBOL (The report identification symbol is determined from the publication and chapter number in which the report appears.): 1-03.30-1

1. Subject and Purpose. Provide the official description of the operation or exercise and identify the significant lesson(s) learned. Indicate implementing authority or reference for the report.
2. Submitted By. Supported combatant command; supporting combatant commands, Services, and agencies, as directed.
3. Submitted To. Send hard and disk copy of submissions to SCJ3-DDX no later than 30 days after the end of the exercise or operation.
4. When Submitted. Within 30 days after completing an operation or exercise, not including redeployments.
5. How Submitted:
6. Classification. The submitting agency must determine the proper classification and declassification.
7. Transmission. Submit in two formats:
  - a. Joint Universal Lessons Learned (JULLS) computer-program-generated data delivered by mail or courier; and
  - b. WWMCCS Intercomputer Network (WIN). Paper copy format delivered by mail or courier.
9. Precedence. Indicate the desired precedence according to type of report and urgency of reported data. This precedence should be determined in relationship to all other traffic.
10. Report Indicator. The AAR does not require a Report Indicator Code.

**AFTER-ACTION REPORT**

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APPENDIX O: USSOUTHCOM Weekly Significant Activity Report

USSOUTHCOM Weekly Staff SITREP SC XX AS OF: XX XXX XX

<p><u>SIGACTS Current Week</u></p> <ul style="list-style-type: none"> <li>• Staff SITREPS are due to CoS and DCoS NLT 1200 hrs every Friday</li> <li>• Include;             <ul style="list-style-type: none"> <li>➢ Activities that are significant</li> <li>➢ Issues where progress was made</li> <li>➢ Execution or status of a staff plan</li> </ul> </li> <li>• Events or activities merely attended are not necessarily significant</li> </ul>	<p><u>SIGACTS Scheduled next Week</u></p> <ul style="list-style-type: none"> <li>• Include events where you expect to make progress on a significant issue</li> <li>• Include your priority projects or actions for the upcoming week</li> </ul>	<p><u>Issues for Command Group</u></p> <ul style="list-style-type: none"> <li>• Identify your issues and what is needed from the Command Group (guidance, decision, resources)</li> </ul>
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APPENDIX P: Sample Information Paper (Fact Sheet)



**CLASSIFICATION**  
**FORMAT FOR INFORMATION PAPER (FACT SHEET)**



**Purpose:** Simply state the purpose of the paper. What is the reason the info is being provided? To answer CDR's question? Follow up from a meeting with the CDCR? State the CDR's questions, if any, here.

**Background:**

- State any relevant background information here. Keep background limited to necessary info.

Use text boxes when necessary to highlight the "bottom line." Use pictures, graphs, charts, and other visual aids as necessary to present info more clearly. Do not give redundant information in the text box and the discussion/background bullets. Put Executive Summary in text box.

**Discussion:**

- Answer to Question 1.
- Answer to Question 2.
- General guidelines:
  - Always tell "bottom line."
  - Pass info in most efficient way.
  - Use 2 columns — promotes speed reading.
  - Use bullets — necessary words only.
  - Double space between bullets.
  - Use % & \$ where appropriate.
  - Remember: Goal is to inform.
  - Organize carefully to convey message clearly.
  - Do not exceed two pages.

- Use prose only when necessary.
- Do not assume reader knows the acronyms.

**Recommendation:** None. Information only.

Noted \_\_\_\_\_ See Me \_\_\_\_\_

Date Prepared  
POC  
Office symbol  
As Of Date information

Classified by:  
Reason:  
Declassify on:

APPENDIX P: Sample Decision Paper



**CLASSIFICATION**  
**FORMAT FOR DECISION PAPER**



**CONCEPT TITLE**

**(U) Purpose:** State purpose of decision paper.

**(U) Background:** Provide background information as necessary using upper and lowercase letters in bullet format.

- (U) COA 1: Provide possible course of action.
- (U) COA 2: Provide possible course of action.
- (U) COA 3: Provide possible course of action.

**(U) Discussion:**

- (U) COA 1: Describe advantages and disadvantages of proposed course of action.
- (U) COA 2: Describe advantages and disadvantages of proposed course of action.
- (U) COA 3: Describe advantages and disadvantages of proposed course of action.

**(U) Additional Information:** Discuss any other key issues. Other key issues include:

- (U) Availability of assets
- (U) Funding
- (U) Availability of personnel
- (U) Timeline to make decision

**(U) Recommendation:** Provide a recommendation (i.e. Approve COA 1).

COA 1  
Approved \_\_\_\_\_ Disapproved \_\_\_\_\_ See Me \_\_\_\_\_

COA 2  
Approved \_\_\_\_\_ Disapproved \_\_\_\_\_ See Me \_\_\_\_\_

COA 3  
Approved \_\_\_\_\_ Disapproved \_\_\_\_\_ See Me \_\_\_\_\_

Prepared by:  
AO Name  
Directorate  
Ext. xxxx

Classified by:  
Reason:  
Declassify on:

**CLASSIFICATION**

**DECISION PAPER**

APPENDIX P: Sample Format for Talking Points Paper



**CLASSIFICATION**  
**DCDR Talking Points for**  
**Office Call with Mr. Phillip French**  
**Deputy Chief of Mission, El Salvador**  
**13 August 2004**



**Background** Mr. French will visit HQ en route to his post as DCM, San Salvador.

**What We Want From DCM French**

- Support for CENTSEC 01, New Horizons 02, and Central Skies.

**What DCM French wants from us**

- An understanding of what USSOUTHCOM can do to further the Embassy's mission.

**Issues for Discussion**

**CDR visit to CENTSEC 01:**

*Recommended Position:* USSOUTHCOM places a great deal of importance in this conference and greatly appreciates AMEMBASSY, San Salvador's support.

- The Central American Security Chiefs Conference will be held in El Salvador 22-25 Aug 01 at the San Salvador Princess hotel.

**HAP/DP:**

*Recommended Position:* USSOUTHCOM Humanitarian Assistance Program (HAP) support to El Salvador in the wake of the series of earthquakes earlier this year has been substantial. HAP is instrumental in improving the disaster response capabilities of Central America.

- Humanitarian Assistance Program:
  - Post earthquake:

**New Horizons:**

*Recommended Position:* USSOUTHCOM supported New Horizons exercises offer a win-win engagement opportunity. The host country receives much needed infrastructure improvements, the host military improves its relations with the populace, and U.S. troops receive valuable training.

**FOL:**

*Recommended Position:* The FOL is a critical piece in the USG counterdrug strategy. USG will need continued Embassy support in dealing with criticism coming from opposition factions within the legislature.

- \$13.6 M project:
  - Aircraft parking apron

**Central Skies:**

*Recommended Position:* This exercise provides valuable regional CD cooperation.

- Central Skies in El Salvador termed ALIADO ACCION (El Salvador refers to the operation as JUVENTUD SANA).
  - ALIADO ACCION 01-2 scheduled for June 01 cancelled due to earthquakes.

**Bilateral Maritime CD Agreement:**

*Recommended Position:* Country Team should persuade the Government of El Salvador (GOES) to negotiate a Bilateral Maritime Counterdrug Agreement with the United States

- The GOES has demonstrated a strong commitment to support regional CD operations by hosting the CENTAM FOL at Comalapa Airport.
  - The next step in establishing a fully cooperative relationship is to negotiate a Bilateral Maritime CD Agreement with the United States to permit combined operations in El Salvador's territorial waters.
  - EDA flotilla departed U.S. for El Salvador 19 Jul. Estimated time in route 25 days.

**Kevin Cronin**

SCJ5-PM CENTAM X1552  
28 July 2001

Classified by:  
Reason:  
Declassify on:

**CLASSIFICATION**

**TALKING POINTS**

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**APPENDIX Q: DV Request Procedures**

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**DV REQUEST PROCEDURES**

Distinguished Visitor- A Distinguished Visitor (DV) to USSOUTHCOM is defined as any GO/FO or SES equivalent, and any foreign officer or NCO on an official visit to the headquarters.

STEP 1: Upon notification of a DV visit send the SJS an e-mail that provides (who, what, when, where, why) of the visit. Also include a recommendation on who should be the lead (sponsor of the visit).

STEP 2: SJS prepares a DV request and routes through the COS. Upon approval of the COS, SJS sends a DV Tasker, and places the visit on the Command Calendar.

STEP 3: The Lead Directorate is responsible for assigning an AO who will prepare the DV concept (Q-2), coordinate with assist offices for talking points, and conduct the DV IPR.

STEP 4: Within 24 hours of completing the COS DV IPR send via e-mail, the final DV concept, with attached talking points to the COS, DCOS, and SJS.

STEP 5: Execute the DV.

APPENDIX Q: Sample Distinguished Visit or Concept (DV Concept)



**UNCLASSIFIED**  
**Mr. Philip French**  
**Incoming U.S. Deputy Chief of Mission to El Salvador**  
**13 August 2004**



**Purpose**

To conduct DV visit for incoming Deputy Chief of Mission (DCM) to El Salvador, Mr. Philip French.

**Background**

Mr. Philip French will assume the duties of DCM to El Salvador on 14 August 01. This will be his first visit to SOUTHCOM.

Mr. and Mrs. Luule French will arrive in Miami on Saturday, 28 July 01. They will be on vacation in Miami.

Mr. French would like to spend half day on Monday, 13 Aug, at SOUTHCOM for familiarization with the command's interaction with El Salvador. Accordingly, he desires a SOUTHCOM orientation and briefings focused on El Salvador.

He does not desire a wife's program or dinner. He requested transportation support to Miami International on 14 August. USSOUTHCOM will not be able to provide this type of support due to the legality of such request – he is on vacation en route to his next assignment.

There are no special dietary or medical restrictions.

**Senior Level Involvement**

**CDR:** TAD Chile.

**DCDR:** O/C with Mr. French.

**COS:** None.

**FPA:** Accompanying CDR to Chile.

**SCJ2:** Greet Mr. French at DV entrance and attend O/C with DCDR.

**SCVJ2:** Attend scheduled briefings.

**SCJ3:** TDY. Puerto Rio.

**SCVJ3:** Attend scheduled briefings.

**SCJ5:** Leave.

**SCDJ5:** TDY. Washington, D.C.

**SCVJ5:** Attend O/C with DCDR and scheduled briefings.

Visit Itinerary

**Monday, 13 August 2004**

- 0700 Depart SOUTHCOM HQ for Sonesta Beach Resort, Key Biscayne, FL, to pick up Mr. French (Col Fontela and MAJ Figueroa).
- 0730 Arrive Sonesta Beach Resort to meet Mr. French (Col Fontela and MAJ Figueroa).
- 0735 Depart Sonesta Beach Resort for SOUTHCOM HQ (escorted by Col Fontela and MAJ Figueroa).
- 0805 Arrive DV entrance; greeted by SCJ2.
- 0810 Office call with the DCDR.
- 0830 Command Brief (presented by Col Kocourek, SCJ5RE).
- 0930 Strategic Intelligence Assessment (SIA) brief with El Salvador focus (presented by Mr. Bresnahan, SCJ2).
- 1000 Theater Engagement Plan (TEP) Brief (presented by CDR Milowicki, SCJ5 Plans).  
Current CD Operations brief (presented by Lt Col Bruce Lichtman, SCJ36).
- 1145 Return to Sonesta Beach Resort (escorted by Col Fontela and MAJ Figueroa).

**Note:** All briefings will be in the CCBR

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**DISTINGUISHED VISIT OR CONCEPT (DV CONCEPT)**

**APPENDIX Q: Sample Distinguished Visit or Concept (DV Concept) Continued**

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**Staff Planning**

- **Protocol:**  
-Prepare conference room (CCBR).
- **Base Operations:** Provide transportation and driver.
- **SCJ2:** Present SIA brief and attend briefings.
- **SCJ3:** Present CD operations brief; attend briefings.
- **SCJ5:** Present Command and TEP briefings; attend briefings; and provide escort officer (Col Fontela).
- **Gift Exchange:** None.
- **Hotel:** Sonesta Beach Resort, Key Biscayne, FL; telephone (305) 361-2021.

**Points of Contact**

- **SCJ5:** MAJ Carlos A. Figueroa, x1564, Action Officer (AO).
- **SCJ2:** CPT David Drescher, x 1953.
- **SCJ3:** MAJ Harold Johnson, x 3334
- **Protocol:** Mr. Nelson Del Valle, x1140.
- **Transportation:** Mr. Axel Pérez, x1713.

**Driver**

Mr. Alci Montero (Class IV Sedan), at cellular (786) 236-5919.

**CONCUR\_\_\_ NONCONCUR\_\_\_ SEE ME\_\_\_**

As of 30 July 01  
MAJ Carlos A. Figueroa  
SCJ5PM, x1564

**UNCLASSIFIED**

**DISTINGUISHED VISIT OR CONCEPT (DV CONCEPT) CONTINUED**

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**APPENDIX R: Information (or Trip) Book Preparation Instructions**

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1. Headquarters, USSOUTHCOM, "Protocol Distinguished Visitors Action Officer Guideline," is a good reference for further information on those items listed below. Required items not in the guide are identified by asterisk below.

2. Table of contents. Description of different elements that comprise the information books. The intent is to find a specific element quickly and easily. Use standard lettered tabs.

\*3. Itinerary/Quick Look. An itinerary should be prepared in accordance with reference above. A proposed itinerary for read ahead and visit books must be coordinated with USSOUTHCOM Protocol then forwarded to the Command Group for approval 7 duty days prior to the visit. The final itinerary must reach the Command Group 3 working days prior to the visit or by the date specified on the tasker. Itinerary is not required for office calls involving MILGP personnel.

CONUS/Down Range Travel

\*Quick Look Itineraries are different from HQ visit concepts. Conus/Oconus travel that has CDR involvement needs to be coordinated with CAG or the appropriate point of contact.

4. Biography. Biographies are required for key personnel in the official party. Protocol may have a biography on hand if the DV has visited recently. If a DV is from a country in the USSOUTHCOM AOR, the SCJ2 may have a biography available. In most cases neither protocol nor SCJ2 will have the biography, and the action officer is responsible for obtaining it by any means available.

5. Visit (or Trip) Overview. It consists of three paragraphs. See Appendix R-3.

a. Purpose, paragraph 1: Specifies the reason(s) for the visit or trip on a macro level. In a single paragraph, describe the purposes for the trip or visit; who, if anyone will accompany; and relevance or importance of event.

b. Focus, paragraph 2: Defines the intended outcome of the trip or visit. The action officer should address opportunities beneficial to the command.

c. Key meetings and their purpose, paragraph 3: List in chronological order the key meetings or functions that the CDR, DCDR, other staff principal for the visitor is scheduled to attend. Prepare a talking point paper (paragraph 6, below) for each event listed (meeting, reception, dinner, etc.)

6. Talking Points. Consists of four titled sections and serve as memory aides, keeping the reader focused on critical issues. Background, Key Interests, Key USSOUTHCOM interest, and Issues for Discussion.

a. Background, first paragraph: Explains the who, what, when, where, and why concerning the event and when was the last time the principal met with this individual. This is the nuts and bolts type information.

**INFORMATION (OR TRIP) BOOK PREPARATION INSTRUCTIONS**

**APPENDIX R: Information (or Trip) Book Preparation Instruction Continued**

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b. Key interests, second paragraph: This paragraph should include the appropriate name or title of the individual the principle is meeting with (eg, DCM's Interests, Colombia's interests, U.S. Embassy Interests, etc...). List in bullet form the critical information about the individual that may impact the event or topics expected to be discussed during the meeting/office call. This is not biographical information. Key interests refers to information that is likely to influence the decision-making process and dynamics of the event.

c. USSOUTHOM Interests, Third paragraph: List in bullet form critical information/topics to guide an enlightened conversation. Organize talking points by major category of information (e.g., CDR priorities, country, Human Rights Vetting, Joint Operations, etc...).

d. Using the talking points as a template, the CAG will create unclassified 3x5 note cards for the CDR's use in the office call.

e. Issues For Discussion, fourth paragraph: List anticipated issues or topics that might be raised by the visitor or visited during the event or meeting. When applicable, the action officer must provide a recommended SOUTHCOM position for each anticipated issue or question. Use action verbs that highlight the meat or heart of the issue in the first bullet and subsequent bullets to provide supporting information.

7. Sequence of events, agenda, or program. Required for special events only; e.g., change of commands, formal balls, social engagements, school graduations, and other special events.

8. List of DVs. Required for special events only as described in paragraph 7 above.

9. Briefing Slides. Paper copies of briefings to be presented. Required only when the event involves a briefing.

10. Fact Sheets and position papers used to support the key elements of the talking point paper. Provide background information on major issues and should not exceed more than one page.

11. Major issue. A half-page summary of significant issues. Use short bullets for every major issue not to exceed three lines. Complement the information with fact sheets or position papers as required.

12. U.S. activities. Include fact sheets giving current status of activities in the region by the distinguished visitor's organization.

13. Country background. Include copy of country map and cities to be visited, political and military threat, and information on weather, government, and military.

14. U.S. Southern Command assets assigned. MILGP's wire diagram or manpower charts. Any MILGP issues to be discussed by the country team.

**INFORMATION (OR TRIP) BOOK PREPARATION INSTRUCTIONS (CONTINUED)**

**Appendix R: Information Book Preparation (Visit or Trip Overview)**

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OFFICE SYMBOL

Date

1

2

MEMORANDUM FOR

1

SUBJECT: Visit (or Trip) Overview

1

2

1. Purpose, paragraph 1: Specifies the reason(s) for the visit or trip on a macro level. In a single paragraph, describe the purpose for the trip or visit, who, if anyone will accompany, and relevance or importance of event. Format as an informal memorandum.

1

2. Focus, paragraph 2: Defines the intended outcome of the trip or visit. The action officer should address opportunities beneficial to the command.

1

3. Key meetings and their purposes, paragraph 3: List in chronological order the key meetings or functions that the CDR, DCDR, or other staff principal for the visitor is scheduled to attend. Prepare a talking point memorandum for each event listed (meeting, reception, dinner, etc.)

1

AUTHORITY LINE:

1

2

3

4

SIGNATURE BLOCK

VISIT OR TRIP OVERVIEW



**APPENDIX R: Trip Report Format Continued**

**UNCLASSIFIED**

**ADMINISTRATIVE ISSUES:**

The following administrative comments are provided.

- Meeting Number One

**PRINCIPAL ATTENDEES:**

Principal attendees for this trip include the following personnel:

Maj Gen John P. Smith, Commander, U.S. Naval Forces South  
Lt Col Ima Airman, Deputy Commander, 5th Transportation Wing, Jones AFB, MO – include optional contact information,  
Etc.

**ASSESSMENT:**

Use “None. Information Only” or other remarks as desired.

Noted \_\_\_\_\_ See Me \_\_\_\_\_

**UNCLASSIFIED**

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APPENDIX S: Sample E-mail Format

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**Rose, Ehrich, LTC (H)**

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**To:** SJS, DCOS, COS  
**Cc:** Director, Deputy Director, XO (from AO's directorate)  
**Subject:** SJS Tasker Number and Subject from SJS Tasker

**CLASSIFICATION:UNCLASSIFIED**

**TO:** CDR, USSOUTHCOM (Use bold letters to highlight who is the end user.)  
**Subject:** SJS Tasker Number and Subject from SJS Tasker  
**From:** Name, Rank of AO, AO Office

**(U) Purpose:** Provide the purpose of the e-mail. It is the same as if it were a SASS. E-mails are primarily used to only provide information or answer a short question. Not to solicit a decision. Ex. "The purpose of this e-mail is to answer the CDR's question on..."

**(U) Discussion:**  
Provide the information.  
Answer the Questions.  
Use Bullets when appropriate.

**(U) Recommendation:** For information only.

V/R

Name of AO.