

ADMINISTRATIVE AND CIVIL LAW DEPARTMENT



Writing and Correspondence 2014

The Judge Advocate General's School
United States Army

WRITING AND CORRESPONDENCE DESKBOOK TABLE OF CONTENTS

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TIPS FOR EFFECTIVE WRITING

I. INTRODUCTION

- A. “The minute you read something you can’t understand, you can be sure it was written by a lawyer.” Will Rogers, *quoted in* ROBERT B. SMITH, *THE LITERATE LAWYER* 14–15 (1986).

Irrespective of whether the district court had the power it exercised with regard to these funds, and I generally entertain the idea that a federal court acting in equity inherently must and does possess the power to fashion a remedy appropriate to the accomplishment of proper ends, it appears to me from a review of the reported proceedings that the district court, assuming for the sake of argument that it possessed the power it exercised, prematurely and improvidently exercised it. *United States v. City of Chicago*, 549 F.2d 415, 443 (7th Cir. 1977).

- B. Lawyers are not the only poor writers.

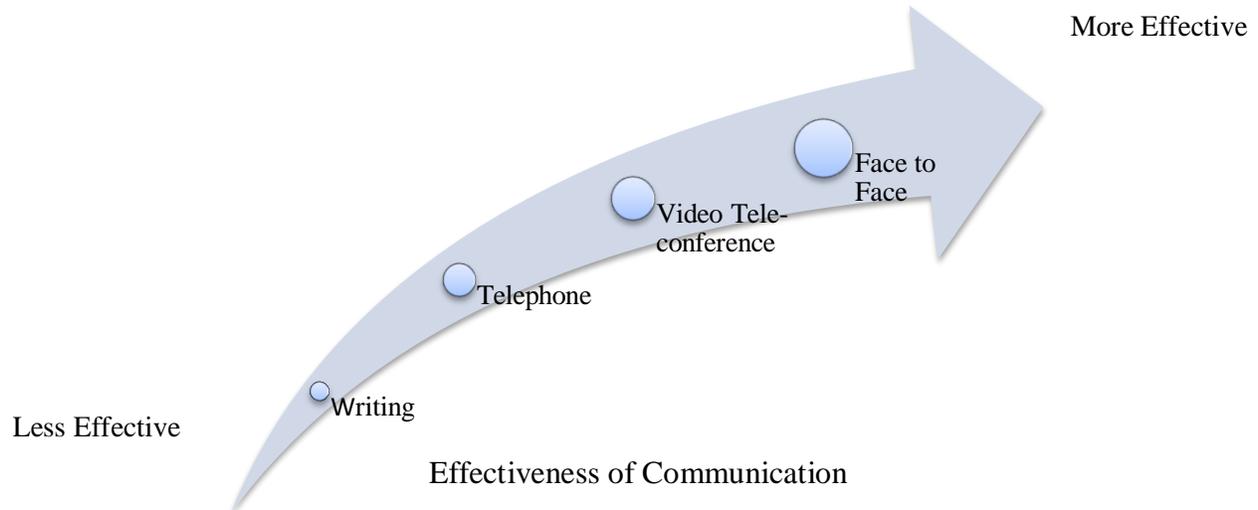
Total Quality Management 10.496. The mission of the course is to establish an environment to optimize the opportunity of the stakeholders (students, instructors, direct and indirect customers) to benefit from an experience which represents a thorough immersion into systems processes, with the resulting optimization of quality, all in the context of both learning about these processes and experiencing optimization strategies in the immediate environment of the course. Thomas DiBacco, *Totaled—Quality Control in Academe*, *WASH. TIMES*, May 23, 1993, at B3.

II. GET REFERENCE MATERIALS AND USE THEM

- A. Dictionary.
- B. Thesaurus.
- C. U.S. DEP’T OF ARMY, REG. 25-50, PREPARING AND MANAGING CORRESPONDENCE (17 May 2013).
- D. THE BLUEBOOK: A UNIFORM SYSTEM OF CITATION (Columbia Law Review et al. eds., 19th ed. 2010) (for legal documents and submissions to academic publications, including *The Army Lawyer* and *Military Law Review*).
- E. WILLIAM STRUNK, JR. & E.B. WHITE, *THE ELEMENTS OF STYLE* (4th ed. 2000).
- F. TEXAS LAW REVIEW ASS’N, *MANUAL ON USAGE & STYLE* (12th ed. 2011).

III. TIPS

- A. Do not write without a reason (e.g., for documentation or clarity). Face-to-face communication is usually more effective.



- B. Consider your audience—rank, age, experience, education level, and so forth.
- C. Strive to make your writing invisible.
1. Effective Army writing transmits a clear message in a single rapid reading.
 2. Good Army writing is concise, organized, and to the point.
- D. Organize for emphasis.
1. Open with your main point: Bottom Line Up Front (BLUF).
 - a) Example: For an administrative law opinion, give the ultimate conclusion at the beginning: There is no legal objection to the proposed request for logistical support of a civilian soccer tournament at Fort Swampy.
 - b) Put summaries at the beginning of long papers.
 2. Use Packaging. Start with the purpose of the document; put the recommendation, conclusion, or most important information next; clearly separate each section using headings or section titles; and keep paragraphs short.

- E. Write as if speaking.¹
1. Use short, simple words. Military writing is not meant to demonstrate literary flair or an extensive vocabulary.
 2. Avoid jargon.
 - a) Jargon is language that is unique to a particular trade (e.g., the legal profession, computer experts, or the Army). If permissible, use jargon only when you are sure that your audience will understand it.
 - b) The first time you use an acronym or abbreviation, spell it out and follow it with the acronym or abbreviation in parentheses.
 3. Use personal pronouns as the subject of sentences—*I*, *you*, or *we*.
 4. Keep sentences short. The average length should be about 15 words.
 5. Avoid elegant variation.
 - a) Using different words to mean the same thing may cause the reader to believe the writer intended a shift in meaning.
 - b) But do not repeat the same word in a different context if it could lead to confusion.
 6. Use gender pronouns appropriately. Masculine or feminine pronouns refer to both genders unless the context indicates otherwise. Avoid exclusive use of either male or female pronouns unless referring to actual people.
 - a) Pluralize the pronoun's antecedent if that will not affect the meaning. The commander should consult his Judge Advocate vs. Commanders should consult their Judge Advocates.
 - b) Omit the pronoun if possible. Repeat the noun instead of using a pronoun.
 - c) Do not use *he/she*, *his/her*, *s/he*, or similar combinations.

¹ See generally *Plain Language: Improving Communications from the Federal Government to the Public*, PLAIN LANGUAGE.GOV, <http://www.plainlanguage.gov> (last visited July 21, 2014) (providing guidance on the mandatory use of plain language in all federal government publications).

d) For longer works, it is best to simply use a disclaimer: *Masculine or feminine pronouns appearing in this pamphlet refer to both genders unless the context indicates another use.*

e) Use the male or female pronoun when the group to which it refers is made up of members of one sex. Example:

Each of the boys sincerely believed he had the fastest car.

f) Gender neutral nouns are preferred, but do not create new words in an effort to avoid gender references.

police officer vs. policeman NOT *police person*
mail carrier vs. mailman NOT *mail person*
senator or representative vs. congressman

F. Omit surplus words.

1. Avoid *it is*, *there is*, and *there are*.

a) “*It is*” should be used only when the “*it*” serves as a pronoun for something written earlier.

b) Similarly, avoid using “*there are*.”

c) “*It*” is characteristic of “soft” or “wishy-washy” writing. Use concrete nouns:

It is imperative that you follow this order. vs. *You must follow this order.*

2. Cut wordy expressions:

during the course of vs. *during*

for the reason that vs. *because*

in order to vs. *to*

in the event that vs. *if*

there is no doubt that vs. *no doubt* or *doubtless*

until such time as vs. *until*

despite the fact that vs. *although*

please be advised of vs. omit the phrase and directly state your advice

in the majority of instances vs. *usually*

3. Avoid pointless repetition:

cease and desist

give, devise, and bequeath rest

residue, and remainder

true and correct

convey, transfer, sell, and set over

refer back

if and when

few in number

null and void

totally null and void

totally null and void and of no further force or effect whatsoever

G. Make your writing forceful.

1. Use strong nouns and verbs.
2. Avoid weak modifiers, e.g., rather, very, little, pretty, somewhat, clearly, importantly, and vitally.
3. Do not overstate.
4. Provide concrete details.

H. Strengthen verbs.

1. Avoid nominals—base verbs converted into a noun—and convert them to verbs when you find them.
 - a) Look for nouns ending in “-ment,” “-ion,” “-ance,” “-ence,” “-ant,” “-ent” and “-ity.”
 - b) Look for weak verbs such as “make,” “give,” and “take,” or for auxiliaries such as “to be” and “have.”

Major Smith made the connection between the car accident and the pain in his back. vs. Major Smith connected the car accident to his back pain.

2. Use the active voice.

- a) When the subject (actor) performs the action, the verb is in the active voice. When it receives the action (object or acted on), the verb is in the passive voice.

<i>The cat</i>	<i>ate</i>	<i>the mouse.</i>
ACTOR	ACTION	ACTED ON

<i>The mouse</i>	<i>was eaten</i>	<i>by the cat.</i>
ACTED ON	ACTION	ACTOR

- b) Often, sentences in the passive voice simply imply the doer of the action.

<i>The report</i>	<i>was written.</i>	
ACTED ON	ACTION	ACTOR?

- c) The passive voice is formed by using the verb “to be” in any of its forms: *am, is, are, was, were, be, being, been*, and;
- d) The past participle of a main verb (usually one ending in “-en” or “-ed”).

The mouse was eaten by the cat.

- e) Finding and correcting passive voice.

- (1) Begin by circling all instances of the verb “to be.”
- (2) Next underline the true action in the sentence.
- (3) Find the actor.
- (4) Put the actor before the action.

- f) Passive voice exercise:

- (1) The Soldier was confined by the commander.
- (2) The ruling had been made by the trial judge.
- (3) The motive for the crime was Smith’s greed.

- g) Permissible uses of the passive voice:
- (1) When the thing done and not the one who did it deserves emphasis (e.g., “The summons and complaint were served on July 6th.”).
 - (2) When the actor is unknown or indefinite (e.g., “The ledgers were mysteriously destroyed.”).
 - (3) To put a strong element at the end of a sentence for emphasis (e.g., “In the defendant’s closet was found a bloody coat.”).
 - (4) When detached abstraction is appropriate (e.g., “All people are created with a thirst for knowledge.”).
 - (5) When you want to state facts as lifelessly as you can.
 - (6) When you wish to obscure the identity of the actor.

I. Avoid negative construction, especially multiple-negative construction.

I am not unhappy.

This is not to say, however, that the prima facie case may not be met by evidence supporting a finding that a lesser degree of segregated schooling in the core city area would not have resulted even if the Board had not acted as it did. Keyes v. School District Number 1, 413 U.S. 189, 211 (1972)

1. Use “*not*” only to make a denial—otherwise, put statements in the positive form.
2. In addition to ordinary negative words and prefixes such as “*not*,” “*un-*” and “*non*,” many words operate negatively. Avoid stringing too many of these negative words together, as in this example:

Provided, however, that this license shall not become void unless licensee’s failure to provide such notice is unreasonable in the circumstances.

EFFECTIVE WRITING CHECKLIST

1. **BUILD EFFECTIVE SENTENCES.**

- SHORT: 15–25 words (average).
- SIMPLE: Avoid putting too many thoughts in one sentence.
- MAIN MESSAGE RULE: Ensure the subject, main verb, and (direct object) (adverb) (predicate adjective) (predicate nominative) convey the main message of the sentence. Misplaced modifiers and hanging phrases can cause unintended errors in meaning:

*The girl was walking the dog in a short skirt. vs.
The girl in a short skirt was walking the dog.*

*After being cracked open, the cook boiled the egg. vs.
The cook boiled the egg after cracking it open*

- LIMIT DISRUPTIVE GAPS: Between subject and main verb (We, after comparing prices, decided to fly instead of take the train.); between parts of a complex verb (He must, in order to graduate, finish his thesis.); between a verb and its object (John decided to waive, without consulting an attorney, his right to remain silent.); and between parts of an infinitive (to quickly consider).
- USE PARALLEL CONSTRUCTION: Each part of a series should appear in the same grammatical structure. *I went hiking, biking, and boating vs. I went hiking, biking, and took a boat ride.*
- USE LISTS TO PRESENT LENGTHY OR COMPLEX INFORMATION.

2. **ERASE SURPLUS WORDS.**

- EXPLETIVES: *There is; there are; it is; it was; this is; these are.*
- UNNECESSARY PHRASES AND CLAUSES:
 - COMPOUND PREPOSITIONAL PHRASES: Omit or reduce them to simpler expressions. *At that/this point in time; by means of; by reason of; by virtue of; during the course of; for the purpose of; from the point of view of; in accordance with; in a manner similar to; in excess of; in favor of; in receipt of; in relation to; in the context of; in terms of; in the event of; in the case of; in the nature of; in the area of; in the field of; in the immediate vicinity of; in close proximity with; on the*

basis of; to the extent of; with a view to; with reference to; with regard to; with respect to.

○ NOUN, ADJECTIVE, AND ADVERB CLAUSES:

• Noun Clauses: normally start with *the fact that, how, that, what, why, where, whether, or whoever*.

• Adjective Clauses: usually begin with *that, which, who, whom, whose, when, or where*.

• Adverb Clauses: often start with *after, although, as, as long as, as soon as, as well as, because, before, even though, if, insofar as, like, since, though, when, where, whereas, whether, or while*.

Reduce these clauses to other structures that serve the same function (e.g., noun clauses to nouns; adjective clauses to adjectives; and adverb clauses to adverbs). *Students sometimes (adverb) abuse their teachers* vs. *There are instances in which (unnecessary clause) teachers are abused by their students*.

- AUXILIARIES: *To be, to have, to do. I received vs. I have received.*

3. SHARPEN YOUR WORDS. Use concrete and narrow words tailored to the subject. Avoid abstraction. Increase the vigor of your writing and create more vivid images. Give the reader focus—WHO IS DOING WHAT?

- USE ACTIVE VOICE: Clarify the subject. *Jane locked the door vs. The door was locked by Jane.*

- AVOID VAGUE NOUNS: *Impact, process, procedure, activity, party, nature, operation, system, aspect, factor, angle, situation, or circumstance.*

- USE SHORT, ONE-SYLLABLE WORDS: *Shows vs. indicates.*

- GET RID OF NOMINALS: Nominals are nouns formed by adding certain suffixes to base verbs—*information, dissemination, indication, utilization, consideration, vindication, inference, preference, conclusion, conversion, or statement*. Offending suffixes: *-ent, -ant, -ence, -ance, -ency, -ancy, -ment, -tion, or -sion*.

- USE PLAIN, POWERFUL ACTION VERBS: Do not weaken writing by relying on weak verbs.

○ EXAMPLES OF WEAK VERBS: *Impact, lay down rules (try enact; legislate), involve, fail to comply (use violate instead), disseminate, facilitate, get on an aircraft*

(try *board*), *goes* (*fly, drive, etc.*)

- “To be” verbs: Use only to convey what something *is* or *is like*; i.e., when you want to show “being”—*He is old; This soup is cold.*
- Avoid using the verbs *make, give, obtain, and take*, especially with nominals. *Make operational; give an indication* (*indicate* is better); *obtain an amendment* (use *amend* instead); *take into litigation* (try *litigate*); *provide information* (use *inform*).
- LEGALESE: Do not assume the reader understands it. Remember to use short words and simple phrases.
- AVOID USING LOTS OF NOs AND NOTs: Negative expressions are wordy and vague. *Joe is absent* vs. *Joe is not present; I disagree* vs. *I do not agree.*

4. **USE QUOTES SPARINGLY.** Quoted passages often contain all the indicators of bad writing.

5. **ORGANIZE.**

- INTRODUCTION: Provide the reader a road map. Generally, state the bottom line up front (BLUF) and provide “signposts” that indicate your main points.
- SUBHEADINGS AND OTHER PACKAGING DEVICES: Alert the reader to the subjects of the paragraphs. Subheadings also serve as a quick reference to key issues and problems.
- SUMMARY/CONCLUSION: Reemphasize your main points and state your recommendations or solutions.

MILITARY LEGAL RESEARCH

I. MILITARY RESEARCH SOURCES.

A. Constitution of the United States.

The Constitution, which is the basic source of authority for statutory military law, appears in Appendix 1 of the *Manual for Courts-Martial (MCM)*. Article I, § 8 gives Congress the authority to “raise and support armies” and to “make rules for the government and regulation of the land and naval forces.” Congress passes laws governing the land and naval forces, and the President issues executive orders consistent with those laws. Article II, § 2 makes the President the commander in chief of the armed forces.

Congress passes laws in accordance with the Constitution. Most of the laws pertaining to the Armed Forces are in Title 10, United States Code. The President issues executive orders consistent with Congress’s intent, the Secretary of Defense issues Department of Defense directives and instructions, and the service secretaries issue regulations based on the directives. Commanders then issue orders, local regulations, and local policies consistent with those regulations.

B. Title 10, United States Code.

Title 10 of the U.S. Code covers the Armed Forces. Sections 801 to 946 of Title 10 are the Uniform Code of Military Justice (so, Article 15 of the UCMJ is 10 U.S.C. § 815). The official U.S. Code is published every six years. Unofficial sources include the United States Code Annotated (U.S.C.A.), published by Thomson West, and the United States Code Service (U.S.C.S.), published by Lexis. On Westlaw, pulling up a section of the U.S.C.A. will provide headnotes from cases interpreting and applying the statute. So if you have a technical issue about how to establish “intent” in a desertion case and know that desertion is a violation of Article 85, UCMJ, pulling up 10 U.S.C.A. § 885 on Westlaw may be a good starting place. Annotated statutes are especially useful in considering constitutional challenges, as cases considering the constitutionality of a statute are frequently cited in the U.S.C.A.

C. Code of Federal Regulations (CFR).

The CFR contains regulations promulgated pursuant to congressional authorization. Title 32 of the CFR is entitled “National Defense.” Note that most Army regulations are not in the CFR.

D. Executive Orders.

The *MCM* is mainly composed of executive orders. If the President sees a need for a change in the *MCM*, he issues an executive order, the contents of which are translated into an *MCM* change.

II. MILITARY CRIMINAL LAW.

A. The Uniform Code of Military Justice, 10 U.S.C. §§ 801–946 (2012) (UCMJ).

The UCMJ is the foundation of military criminal law. It was first passed by Congress in 1950 and has been amended periodically since then. Appendix 2 of the *MCM* contains the text of the UCMJ.

B. Manual for Courts-Martial, United States (2012).

While Congress must pass a law to change the UCMJ, the President, by executive order (pursuant to Article 36 of the UCMJ), can change the Rules for Courts-Martial (RCM), the Military Rules of Evidence (MRE), and the Rules for Nonjudicial Punishment (NJP). All three sets of rules are contained in the *MCM*.

C. Punishment for Violation of Orders or Regulations.

Article 92 of the UCMJ provides for the punishment of any person who is subject to the UCMJ and who fails to obey a lawful general order or regulation. A punitive order or regulation should state that failure to comply with the regulation may subject the offender to UCMJ punishment and adverse administrative action.

D. Military Case Law.

Military case law may be searched on Westlaw under the MJ database.

1. Military Court Structure

On 5 October 1994, the military appellate courts were renamed. The United States Court of Military Appeals (CMA) was renamed the United States Court of Appeals for the Armed Forces (CAAF). The lower courts, previously named courts of military review—for example, the Army Court of Military Review (ACMR)—were renamed as follows:

United States Army Court of Criminal Appeals (A. Ct. Crim. App.)
United States Air Force Court of Criminal Appeals (A.F. Ct. Crim. App.)
United States Navy and Marine Corps Court of Criminal Appeals (N-M.
Ct. Crim. App.)
United States Coast Guard Court of Criminal Appeals (C.G. Ct. Crim. App.)

When referring to a pre-1994 opinion, use the name of the court at the time the opinion was issued.

2. Military Justice Reporter (M.J.)

In 1975, West Publishing Company took over publication of military criminal decisions. West began publishing its *Military Justice Digest* in 1975. In 1983, beginning with volume 18, West revised and rearranged the key number digest. You will find a key number translation table of the former to the present key numbers in the digest.

3. Court-Martial Reports (C.M.R.) (“The Red Books”)

The “Red Books” are composed of fifty volumes, published from 1951 until 1975; they contain all cases decided within this time frame by the United States Court of Military Appeals and selected cases by the United States Courts of Military Review. The C.M.R.’s *Citators and Index* contains a descriptive word index and key numbering system. A correct C.M.R. cite will pull up a case in Westlaw.

4. KeyCite

When citing a case for purposes of advocacy, it is important to check the subsequent history and interpretation of the case, especially if the case is yellow or red flagged in Westlaw. Keycite is the tool in Westlaw; Shepard’s (also available in book form) is the tool in Lexis.

III. MILITARY REGULATORY LAW. Most Army and DOD regulations and forms are available on JAGCNet under the e-JAWS link (which requires the user to be logged in).

A. Department of Defense (DoD) Publications.

1. Directives, Transmittals, and Instructions

Directives establish policy, transmittals supplement directives, and instructions amend or cancel existing directives. All three apply primarily to the service secretaries, who issue regulations based on their guidance. However, if a service regulation does not address a certain topic or is unclear, you may consult the pertinent DoD directive. The DoD directive system is available at <http://www.dtic.mil/whs/directives/>.

2. Joint Publications

Joint publications apply to all services. Individual service secretaries typically do not publish service-specific regulations based on these publications. Examples of joint publications include the *Joint Federal Travel Regulations (JFTR)* and the *Joint Ethics Regulation (JER)*, DODD 5500.7-R.

3. The DoD regulatory hierarchy is as follows:

The President	Executive Order
Department of Defense	Directive, Instruction, Joint Publication
Department of the Army	Regulation or Regulation Supplement
Major Command	Regulation or Regulation Supplement
Division	Regulation or Regulation Supplement

B. Department of the Army Publications.

1. Army Regulations (AR)

Army regulations are at the heart of an Army lawyer's research materials. Army regulations and pamphlets are available through the U.S. Army Publishing Directorate (USAPD) website: <http://www.apd.army.mil>. Always use APD (not a commercial search engine like Google) to find the most current version of a regulation or pamphlet.

2. Circulars

Circulars are temporary or limited instructions from the Secretary of the Army, which generally expire every one to two years. You may access these through the APD website.

3. Department of the Army Pamphlets (DA Pam)

The DA Pams interpret Army regulations; their purpose is to provide information and guidance although they do not represent official Army policy. Examples of DA Pams include the *Financial Liability Officers' Guide*, the *Military Judges Benchbook*, the *Military Law Review*, and *The Army Lawyer*.

4. Department of the Army Field Manuals and Technical Manuals (FMs & TMs)

These are "how to" books. For example, FM 27-100, *Legal Support to Operations*, provides doctrine and guidance to Judge Advocates performing legal services for deployed forces. You can also access these through the USAPA website.

C. Subordinate Command Publications.

Installations and commands may supplement an Army regulation if the proponent approves. Major Commands (MACOMs) such as USAREUR, TRADOC, or FORSCOM may also issue regulations. And every commander has the power to issue commands, within the limits set by law and higher authority. Some of these regulations (such as those for USARPAC and TRADOC) are available through e-JAWS. Some commands also publish their orders, regulations, and directives on their websites.

D. Digests of Opinions of The Judge Advocate General

The Judge Advocate General occasionally publishes administrative advisory opinions electronically or in *The Army Lawyer*. Prior to 1968, they were compiled in a series of hard-bound books. From 1968 to 1971, they were in the *Judge Advocate Legal Service* book.

IV. PERIODICALS. Military periodicals may be searched on Westlaw through the appropriate databases: MIL-TP (military texts and periodicals), JLR (journals and law reviews), or individually (ARMLAW for the Army Lawyer, MILLR for the Military Law Review).

A. *Military Law Review*

Since 1958, the *Military Law Review* has provided a forum for those interested in military law to share the products of their experience and research. Published writings are of direct concern to military legal scholarship. Publication preference is given to those writings having lasting value as reference material for the military lawyer. The *Military Law Review*, published quarterly, encourages scholarly discussion of relevant legislative, administrative, and judicial developments. For research purposes, a cumulative index of articles was published in Volume 192, *Military Law Review*. The *Military Law Review* is available online through Westlaw, through JAGCNet at <https://www.jagcnet.army.mil/MLR>, or through the Library of Congress website, http://www.loc.gov/rr/frd/Military_Law/Military-Law-Review-home.html.

B. *The Army Lawyer*

Since 1971, *The Army Lawyer* has been published monthly as a timely source of legal information for military attorneys. *The Army Lawyer* publishes articles or notes dealing with recent developments in military law that require rapid dissemination to the field, as well as articles or notes of a practical or “how-to” nature. An annual index appears in the back of each December issue; a cumulative index of all articles appearing in *The Army Lawyer* since 1971 was published in 1991. *The Army Lawyer* is available online through Westlaw, through JAGCNet at <https://www.jagcnet.army.mil/TAL>, or through the Library of Congress website, http://www.loc.gov/rr/frd/Military_Law/Army_Lawyer.html.

V. ELECTRONIC SOURCES. If you have access to Westlaw, you can perform most of your military legal research online. Especially useful databases are MJ (to search military justice cases), ALLFEDS (to search all federal case law for persuasive authority), ALLSTATES (to search all state case law for similar purposes), JLR (to search journals and law reviews), and USCA (to search the annotated U.S. Code). The Internet offers numerous research sites for the military lawyer. JAGCNet also offers a comprehensive military law database, organized by subject area, to include links to the most useful sites on the Internet. Some top Internet sources for military legal research are:

A. <http://www.gpo.gov/fdsys/> (Government Printing Office—here you can access virtually any Government publication, the U.S. Code, the CFR, legislative history, and executive orders).

B. <http://www.law.cornell.edu/index.html> (Legal Institute Index—has links to state and federal laws, court opinions, and constitutions).

C. <https://www.jagcnet.army.mil/8525749F007224E4> (Army Court of Criminal Appeals site, where you can search opinions by name or date).

D. <http://www.armfor.uscourts.gov/newcaaf/home.htm> (U.S. Court of Appeals for the

Armed Forces website).

E. <http://www.supremecourt.gov/> (U.S. Supreme Court website).

F. https://www.jagcnet.army.mil/Legal_ (information for legal assistance attorneys and clients).

G. http://www.americanbar.org/groups/legal_assistance_military_personnel.html (American Bar Association's Legal Assistance for Military Personnel website).

H. <http://www.caaflog.com> (a weblog that follows events in the military appellate courts).

I. <http://www.scotusblog.com/wp/> (a legitimate U.S. Supreme Court weblog, authored by attorneys and law professors, providing commentary on Supreme Court decisions and links to other areas of legal interest on the Internet).

J. <http://www.ftc.gov/bcp/consumer.shtm> (Federal Trade Commission website providing valuable consumer law information for legal assistance attorneys and clients).

K. <http://www.consumerfinance.gov> (Consumer Financial Protection Bureau, where legal assistance clients can submit complaints about credit card and mortgage issues that violate federal law; the designated military contact person may be reached at military@cfpb.gov.)

L. http://www.loc.gov/rr/frd/Military_Law/ (Library of Congress Military Law resources, including publications from several departments at TJAGLCS, *The Army Lawyer*, the *Military Law Review*, and extensive historical material)

MILITARY CORRESPONDENCE

I. REFERENCE

U.S. DEP'T OF ARMY, REG. 25-50, PREPARING AND MANAGING CORRESPONDENCE (17 May 2013).

II. INTRODUCTION (all references are to Army Regulation (AR) 25-50)

A. “[Department of the Army] writing will be clear, concise, and effective. Army correspondence must aid effective communication and decisionmaking.” (para. 1-10).

B. “Effective Army writing is understood by the reader in a single rapid reading and is free of errors in substance, organization, style, and correctness” (para. 1-36a).

C. “Two essential requirements include putting the main point at the beginning of the correspondence (bottom line up front) and using the active voice” (para. 1-36b).

III. PREPARING MILITARY CORRESPONDENCE

A. Specific Correspondence Guidelines.

1. Use white, 8½ x 11 inch paper (para. 1-16).
2. Arial, 12-point font is preferred (para. 1-17).
3. Use black or blue ink to sign correspondence (para. 1-18).
4. Established abbreviations and acronyms are acceptable. When an acronym is used, spell out the acronym the first time it is used and follow it with the acronym in parentheses. Thereafter, use the acronym (para. 1-14).
5. Do not use military abbreviations, brevity codes, acronyms, or military jargon in letters addressed to persons outside DOD. In letters, military personal will use their full grades (for example, lieutenant general, major general, captain, and sergeant first class) (para. 3-4).
6. For internal Army correspondence, capitalize the word “Soldier,” “Family,” and “Civilian,” when they refer to U.S. Army Soldier, U.S. Army Family or Family members, and DA Civilians (para. 1-13).
7. On memorandums, use military time (e.g., 0630) and military date formats: “12 Jan 14” or “12 January 2014” (paras. 1-23, 1-24).

8. On letters, use civilian time (e.g., 6:30 a.m.) and date formats: “January 12, 2014” (paras. 1-23, 1-24).
9. Use boldface or italic type for emphasis (para. 1-30).
10. Always use the nine-digit ZIP Code on all letterhead (Zip + 4) (para. 1-33).
11. Numbers used in unit designation correspond with command level.¹
 - (a) Armies. Spell out the number identifying an army level unit, such as “First United States Army,” or “Fifth United States Army.”
 - (b) Corps. Use roman numerals for corps, such as “I Corps” or “XVIII Airborne Corps.”
 - (c) Division or Smaller. Use arabic numerals for organizations of division size or smaller, such as “82d Airborne Division,” “3d Transportation Battalion,” “4th Medical Detachment,” or “1st Brigade.” Note: Do not use a superscript font for ordinals, such as “1st” or “82nd.” Do not use “nd” for 2nd or “rd” for 3rd—use only the “d.” AR 220-5, Designation, Classification, and Change in Status of Units, para. 2-3d(2)(c).

B. The Army Writing Style.

1. BLUF: place the bottom line up front, whether it is your conclusion or recommendation (para. 1-36*b*).
2. Use the active voice (where the subject performs the action) (para. 1-36*d*).
3. Use this sentence order: subject + verb + object (para. 1-36*c*).
4. Use short words and short sentences (para. 1-37*b*).
5. Avoid writing more than ten lines per paragraph (para. 1-37*b*).
6. Avoid jargon (e.g., legalese) (para. 1-37*b*).
7. “Use electronic spell check when available but always proofread. . . .” (para. 1-10).

IV. TYPES OF MILITARY CORRESPONDENCE

A. Memorandum (ch. 2).

¹ U.S. DEP’T OF ARMY, REG. 220-5, DESIGNATION, CLASSIFICATION, AND CHANGE IN STATUS OF UNITS para. 2-3d.(2)(a) (15 Apr. 2003).

B. Letter (ch. 3).

V. USE OF MEMORANDUMS

A. Use memorandums when correspondence is sent:

1. Outside the headquarters, command, installation, activities, units, or similarly identifiable organizational elements within DOD;
2. For routine correspondence to Federal Government agencies outside DOD;
3. For notification of personnel actions;
4. For showing appreciation or commendation to DA Civilians and Soldiers; or
5. For internal correspondence within the same headquarters, command, or similarly identifiable organizational elements (para. 2-2).

B. Use the Memorandum for Record (MFR) to show the authority or basis for an action taken, or to document informal meeting or telephone conversations when official business was conducted (para. 2-7).

VI. USE OF LETTERS

A. Use letters when correspondence is sent to the public and the following officials:

1. President;
2. Vice President;
3. Members of the White House staff;
4. Members of Congress;
5. Supreme Court Justices;
6. Department or agency heads;
7. State governors;
8. Mayors; or
9. Foreign government officials; or

B. Use letters for correspondence to individuals inside the department or agency when a personal tone is appropriate, for official personal correspondences, and for letters of welcome, appreciation, commendation, and condolence (para. 3-2).

VII. MEMORANDUM FORMAT

A. General rules (ch. 2).

1. Letterhead: use *only* for the first page of the memorandum.

a. You can download Department of the Army letterhead templates at:
<http://www.apd.army.mil/Home/Links/DALetter.asp>.

b. See example 11 for the proper formatting of letterhead (Department of the Army Pamphlet 25-40).

2. Location of date: typed flush with the right margin.

3. Standard margins: one inch on all sides (except when using letterhead stationary, where the top margin is aligned with the letterhead itself).

4. Right margin: do *not* justify.

5. Signature block begins on the fifth line below the last line of text, starting from the center of the page:

Name (all uppercase)	JONATHAN Q. DOE
Abbreviated rank, branch (all uppercase)	MAJ, JA
Title	Chief, Military Justice

6. Center the page number approximately one inch from the bottom edge of the paper. Do *not* number the first page.

B. Specific rules: see para. 2-4 and the following examples from AR 25-50.

1. Using and preparing a memorandum (Ex. 1).

2. Two-page memorandum with suspense date (Ex. 2).

3. One-page, single-address, MEMORANDUM THRU (Ex. 3).

4. One-paragraph memorandum with continuing subject line (Ex. 4).

5. Listing enclosures, copies furnished, and point of contact paragraph (Ex. 5).

6. Memorandum for Record (Ex. 6).

7. Memorandum of Understanding (a special purpose memorandum) (Ex. 7).

VIII. LETTER FORMAT

A. General rules (para. 3-6).

1. Letterhead: use for the first page of the letter.
2. Margins:
 - a. Generally, use one-inch margins on the left and right sides. A single-page letter should be centered on the page.
 - b. A multi-page letter should have at least a one-inch margin at the bottom of each page. Do *not* justify right margins.
3. Center page numbers one inch from the top edge of the paper. The page number should be bordered by hyphens (see Ex. 10). Do *not* number the first page.
4. Signature block begins on the fifth line below the complimentary close (e.g., "Sincerely") starting at the center of the page. Use upper and lower case. Military personnel will spell out their rank and write "US Army" (in lieu of branch) following their rank.

Name (upper and lower case)
Rank, US Army (upper and lower case)
Title

Jonathan Q. Doe
Major, U.S. Army
Chief, Military Justice

B. Specific rules: see para. 3-6 and the following examples from AR 25-50.

1. Two-page letter (Ex. 8).
2. One-page letter to a civilian (Ex. 9).
3. One-page to a servicemember (Ex. 10).



DEPARTMENT OF THE ARMY
 ORGANIZATIONAL NAME/TITLE
 STANDARDIZED STREET ADDRESS
 CITY STATE 12345-1234

1
2 OFFICE SYMBOL 1 Date
 1
 2
3 MEMORANDUM FOR U.S. Army Command and General Staff College (ATZL),
 100 Stimson Avenue, Ft Leavenworth, KS 66027-1352
 1
2 SUBJECT: Using and Preparing a Memorandum
 1
 2
3 1. See paragraph 2-2 (of this regulation) for when to use a memorandum.
 1
2 2. Single space the text and double space between paragraphs and
 subparagraphs. Insert two blank spaces after ending punctuation (period and
 question mark). Insert two blank spaces after a colon. When numbering
 subparagraphs, insert two blank spaces after parentheses.
 1
2 3. When a memorandum has more than one paragraph, number the paragraphs
 consecutively. When paragraphs are subdivided, designate first subdivisions using
 lowercase letters of the alphabet and indent ¼ inch as shown below.
 1
2 a. When a paragraph is subdivided, it must have at least two subparagraphs.
 1
2 b. If there is a subparagraph "a," there must be a subparagraph "b."
 1
2 (1) Designate second subdivisions by numbers in parentheses; for example,
 (1), (2), and (3) and indent ½ inch as shown.
 1
2 (2) Do not subdivide beyond the third subdivision.
 1
2 (a) Do not indent any further than the second subdivision.
 1
2 (b) Use (a), (b), (c), and so forth at this level.
 1
2 AUTHORITY LINE:
 1
 2
 3
 4
5 Encl JOHN W. SMITH
 Colonel, GS
 Chief of Staff
 1
2 CF:
 Director, Tactics Division

Example 1
(Using and preparing a memorandum)



DEPARTMENT OF THE ARMY
 ORGANIZATIONAL NAME/TITLE
 STANDARDIZED STREET ADDRESS
 CITY STATE 12345-1234

S: Suspense Date

1
2 OFFICE SYMBOL (ARIMS record number) 1
 1 2 Date

3 MEMORANDUM FOR Joint Readiness Training Center (AFX-XX/Ms. Roberts),
 U.S. Army Forces Command, 7330 Mississippi Avenue, Ft Polk, LA 71459-5339

1
2 SUBJECT: Preparing a Memorandum with a Suspense Date
 1

3 1. Review this example to see how to prepare a memorandum. Allow 1 inch for the
 left, right, and bottom margins.

1
2 a. Type the OFFICE SYMBOL at the left margin two lines below the seal.
 1

2 b. Stamp or type the DATE on the same line as the office symbol, flush to the right
 margin after signature. If the memorandum has a SUSPENSE DATE, type it two lines
 above the office symbol line flush to the right margin.

1
2 c. Type MEMORANDUM FOR on the third line below the office symbol. Begin the
 single address one space following MEMORANDUM FOR. If the MEMORANDUM FOR
 address extends more than one line, begin the second line flush with the left margin.
 Addresses may be in uppercase and lowercase type or all uppercase type. See the
 other figures within this chapter for preparing multiple-address memorandums.

1
2 d. Type the SUBJECT of the memorandum on the second line below the last line of
 an address.

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

1
2 2. When used, type the AUTHORITY LINE at the left margin on the second line below
 the last line of the body.

1
2 3. Type the SIGNATURE BLOCK on the fifth line below the authority line or the last line
 of the body beginning in the center of the page. Identify enclosures, if any, flush with
 the left margin beginning on the same line as the signature block.

1
2 4. Leave a 1-inch margin at the bottom of the first page.

Example 2
(Two-page memorandum with suspense date)

OFFICE SYMBOL (ARIMS record number)
SUBJECT: Preparing a Memorandum with a Suspense Date

1
2
3
1
2
1
2
1
2
1
2
1
2
1
2
3
4
5

5. Type the OFFICE SYMBOL on the left margin 1 inch from the top edge of the paper. If using an ARIMS record number, space over two spaces and type the record number in parentheses.

6. Type the SUBJECT of the memorandum at the left margin on the next line below the office symbol.

7. Begin continuation of the TEXT at the left margin on the third line below the last line of the subject. When continuing a memorandum on another page:

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

b. Include at least two words on each page of any sentence divided between pages.

c. Avoid hyphenation whenever possible.

d. Do not hyphenate a word between pages.

e. Do not type the AUTHORITY LINE (if used) and the SIGNATURE BLOCK on the continuation page without at least two lines of the last paragraph. If, however, the last paragraph or subparagraph has only one line, it may be placed alone on the continuation page with the authority line and signature block.

8. Center the page number approximately 1 inch from the bottom of the page.

- 4 Encls
- 1. Personnel Listing,
24 March 2013
- 2. DA Form 4187
- 3. Orders 114-6
- 4. Locator

SARAH F. SMITH
Major, JA
Chief, Claims Services

Example 2 (continued)



DEPARTMENT OF THE ARMY
 ORGANIZATIONAL NAME/TITLE
 STANDARDIZED STREET ADDRESS
 CITY STATE 12345-1234

1 OFFICE SYMBOL 1 Date

1
2

3 MEMORANDUM THRU U.S. Army North (ARNO-CG), 1400 East Grayson St,
 Fort Sam Houston, TX 78234-7000

1
2

FOR Records Management and Declassification Agency (AAHS-RDR),
 7701 Telegraph Rd, Alexandria, VA 22315-3860

1
2

SUBJECT: Single-Address MEMORANDUM THRU

1
2

3 1. A MEMORANDUM THRU is used to keep the THRU addressee informed or give the
 opportunity to comment or approve. A single-address MEMORANDUM THRU is
 prepared as shown in this figure.

1
2

2. If no comment is made, the THRU addressee will line out and initial or sign the
 THRU address line and write "concur," "noted," or other short remarks and the date.

1
2

3. When more than one THRU addressee is needed, the THRU addressee is prepared
 as shown in figure 2-12.

1
2

AUTHORITY LINE:

1
2
3
4
5

JOHN D. MILLER
 Chief, Management Division

Example 3
(One-page, single-address, MEMORANDUM THRU)



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
ORGANIZATIONAL NAME/TITLE
STANDARDIZED STREET ADDRESS
CITY, STATE, AND ZIP + 4 CODE

1
2
1
2
3
1
2
1
2
3
1
2
3
4
5

OFFICE SYMBOL

1
2 Date

MEMORANDUM FOR Field Support Division (AMCIO-F), DCSCI, USAMC,
5001 Eisenhower Ave, Alexandria, VA 22333-0001

SUBJECT: Preparing a One-Paragraph Memorandum with Subparagraphs and Continuing the
Subject Line

Use single spacing when a memorandum contains only one paragraph, regardless of the length of
the paragraph. Limit paragraphs to a maximum of 10 lines. When a memorandum has only one
paragraph but contains subparagraphs, prepare as shown in this example. Do not number a one-
paragraph memorandum. Identify subparagraphs by using a, b, c, etc.

- a. Indent the subparagraphs as shown in this figure.
- b. A memorandum with a single paragraph should not contain more than one subdivision.
- c. When more than one line is needed for the subject, begin the second line flush with the
left margin as shown above.

AUTHORITY LINE:

Encl

JOHN W. SMITH
LTC, AG
Deputy Adjutant General

CF: ASGS (w/encl)

Example 4
(One-paragraph memorandum with continuing subject line)



DEPARTMENT OF THE ARMY
ORGANIZATIONAL NAME/TITLE
STANDARDIZED STREET ADDRESS
CITY STATE 12345-1234

1
2 OFFICE SYMBOL 1 Date
1
2
3 MEMORANDUM FOR Information Office, U.S. Army Forces Command, 4400 Knox St,
Ft Bragg, NC 28310-5000
1
2 SUBJECT: Listing Enclosures, Copies Furnished, and Point of Contact Paragraph
1
2
3 1. Type the abbreviation "Encl" or "Encls," depending on the number of enclosures,
flush with the left margin on the same line as the first line of the signature block.
1
2 2. Number and attach enclosures in the same order they appear in the body of the
memorandum. If possible, specify enclosures in the text of the memorandum rather
than listing them separately.
1
2 3. When the memorandum has only one enclosure, do not precede the abbreviation
"Encl" with "1."
1
2 4. Use the "copy furnished" line to keep anyone other than the addressee(s) informed
of the subject matter. When used, type "CF:" in uppercase on the second line below the
last line of the signature block, enclosure listing, or distribution listing, whichever is
lower. Begin listing "CF:" addressees on the next line flush with the left margin.
1
2 6. Use the last paragraph to identify the POC, telephone number, email address, or
organization address, as appropriate.
1
2 AUTHORITY LINE:
1
2
3
4
5 3 Encls BRIAN A. JONES
1. Personnel Listing, MAJ, AG
24 May 2013 Chief, Records Management Branch
2. DA Form 2A
3. Orders 114-6
1
2 CF: (wo/encls)
FORSCOM (AFCI-A)
TRADOC (ATCG)

Example 5
(Listing enclosures, copies furnished, and point of contact paragraph)

OFFICE SYMBOL

Date

1
2
3
1
2
1
2
3

MEMORANDUM FOR RECORD

SUBJECT: Preparing a Memorandum for Record

1. Type the Memorandum for Record (MFR) on plain white paper. Type the office symbol at the left margin one inch from the top of the paper. Stamp or type the date on the same line, ending at the right margin. (If an abbreviated form is used, type or hand write the MFR on the bottom of all record or file copies.) This procedure saves paper and filing space and ensures that all information about that subject is in one place.

2. Type the words *MEMORANDUM FOR RECORD* in uppercase at the left margin on the third line below the office symbol.

3. Type *SUBJECT:* in uppercase at the left margin on the second line below *MEMORANDUM FOR RECORD*. Type the subject of the MFR beginning two spaces after the colon.

4. Begin the text on the third line below the last line of the subject.

5. Limit the MFR to one page.

6. Mark the paragraphs and subparagraphs of the MFR as for a basic memorandum. Prepare and position all remaining applicable elements (signature block and enclosure listing) as for a memorandum. Do not use an authority line. Anyone may prepare and sign an MFR.

7. Use an abbreviated form when MFRs are placed on the bottom of record or file copies. Begin typing two lines below the last line of the preceding correspondence and abbreviate *MEMORANDUM FOR RECORD* by typing the acronym MFR. Omit the office symbol and subject line. Begin typing the text two lines below MFR.

1
2
3
4
5

Encl

LINDA K. SMITH
MAJ, AG
Chief, Reassignment Branch

Example 6
(Memorandum for record)

MEMORANDUM OF UNDERSTANDING
BETWEEN
CHIEF INFORMATION OFFICER/G-6, DEPUTY CHIEF OF STAFF, G-2,
AND
THE DEFENSE CIVIL PREPAREDNESS AGENCY

1

2 SUBJECT: Preparing a Memorandum of Understanding

1

2

3 1. Prepare the MOU on plain bond paper. DA letterhead is appropriate if the MOU is between two Army activities. Change this provision to meet internal or special requirements.

1

2 2. Center the title MEMORANDUM OF UNDERSTANDING on the second line below the seal. Type the word BETWEEN, also centered, on the line immediately following the title. Center the names of the agreeing agencies on the line immediately following the word BETWEEN, separated by the word AND. Change this requirement for centering when there are more than two agreeing agencies or when the agency titles are too lengthy to be typed on one line, as in this example.

1

2 3. Type the subject flush with the left margin on the second line below the last line of the agreeing agencies' titles. Begin the first line of the text at the left margin on the third line below the last line of the subject.

1

2 4. Follow the guidance for continuing a memorandum in figure 2-2 if a second page is needed, except that the subject line will begin 1 inch from the top edge of the paper since no office symbol is used.

1

2 5. Type signature blocks on the fifth line following the last line of the text. Include the name, title, and agency for civilians and name, grade, branch, and title for military personnel. Place the signature blocks in protocol order with the senior official on the right. If an MOU has three officials, the signature block of the highest ranking official is centered at the bottom. The signature block of the next highest ranking official is placed above and on the right. The signature block of the junior official is on the left.

Example 7
(Memorandum of understanding)

SUBJECT: Preparing a Memorandum of Understanding

1
2
3

Precede all signature blocks by overscoring as shown below. Include the date that each official signs, as shown below (see para 2-6c(5)(c)).

1
2
3
4

5

ROBERT A. SULLIVAN
Lieutenant General
Deputy Chief of Staff, G-2

PHILLIP H. BROWN
Lieutenant General
Chief Information Officer/G-6

1
2

(Date)

(Date)

1
2
3
4
5

WILLIAM L. JONES
Director, Defense Civilian
Preparedness Agency

1
2

(Date)

Example 7 (continued)



DEPARTMENT OF THE ARMY
ORGANIZATIONAL NAME/TITLE
STANDARDIZED STREET ADDRESS
CITY STATE 12345-1234

1
2 February 15, 2013

1
2
3
4
5

Mr. John A. Doe
123 Main Street
Nashville, TN 73695-0000

1
2

Dear Mr. Doe:

1
2

Adjust margins so the letter is framed on the page.

1
2

Type dates in civilian style and center two lines below the last line of the letterhead.

1
2

Because there is no set number of lines between the seal and the first line of the address, evenly space the letter on the page. (The general rule is five lines from the seal when the letter is two or more pages.)

1
2

Do not use abbreviations in the signature blocks.

1
2

Single space the body of a letter with double spacing between paragraphs.

1
2

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
2

Indent paragraphs ¼ inch. Do not number or letter paragraphs. Avoid subparagraphs when possible; but if they are necessary, do not create more than four subparagraphs.

1
2

a. Use letters of the alphabet (a, b, c, d) to indicate subparagraphs.

1
2

b. Indent subparagraphs ¼ inch.

1
2

If only one subparagraph is used, indicate that subparagraph by a hyphen as shown below.

1
2

- Use this as an example of how to indent when there is only one subparagraph. If the subparagraph has more than one sentence, continue the second line flush with the left margin.

Example 8 (Two-page letter)

1
2
3
4
5

When more than one page is required, numbering will begin on the second page with the number 2. Center 1 inch from the top edge of the paper; place a hyphen on each side of the page number. A minimum of two lines of text should be on the second page. Leave at least a 1-inch margin at the left, right, and bottom of multiple-page letters.

1
2

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

1
2

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

1
2

Signature blocks will be in uppercase and lowercase. Do not use abbreviations, except those authorized in paragraph 3-7d(2)(b) of this regulation. Military personnel will use "U.S. Army" following their grade. Branch designations and "General Staff" have no meaning to the general public.

1
2

Do not use a title whenever the SA signs on his or her official letterhead.

1
2

Type the word "Enclosure" at the left margin on the second line below the signature block. Do not show the number of enclosures or list them. Fully identify enclosures in the text. When the letter has more than one enclosure, use the plural form "Enclosures" but do not number or list them.

1
2
1
2
3
4
5

Sincerely,

John W. Smith
Major General, U.S. Army
Commanding

1
2

Enclosure

Example 8 (continued)



DEPARTMENT OF THE ARMY
 ORGANIZATIONAL NAME/TITLE
 STANDARDIZED STREET ADDRESS
 CITY STATE 12345-1234

1
2 January 24, 2013

1
2 Futures and Concepts

1
 2
 3
 4
5 The Honorable Janet R. Wise
 Mayor of Woodbridge
 1234 Government Way
 Woodbridge, VA 22191-0000

1
2 Dear Mayor Wise:

1
2 In letters to civilians, office symbols rarely have any meaning and appear awkward. Use office symbols only on the original letter when absolutely needed. When necessary, use an understandable phrase or title, such as "Director of Training," "Comptroller," or "Futures and Concepts," if it can be done without appearing awkward. If you have a need to provide a specific return address, put it in the last paragraph. For easy reference or filing, use office symbols on file copies.

1
2 Type office titles on the second line below the seal starting at the left margin. When the letterhead contains four or more lines, type the office title on the second line below the date, flush with the left margin.

1
2 Do not use office titles on original correspondence prepared for the SA's signature.

1
2 To furnish a copy or copies to anyone other than the addressee, place a statement in the body of the letter near the end indicating who has been provided a copy.

1
2 The POC is Mr. Green, 1234 Main Street, Anytown, AK 56789, telephone 520-538-3188, or john.g.green.civ@mail.mil.

1
2 Sincerely,

1
 2
 3
 4
5 John L. Ribbons, Jr.
 Director, Futures and Concepts

Example 9
(One-page letter to a civilian)



DEPARTMENT OF THE ARMY
ORGANIZATIONAL NAME/TITLE
STANDARDIZED STREET ADDRESS
CITY STATE 12345-1234

1
2 January 29, 2013

Lieutenant General John R. Brown
U.S. Army Medical Command
2050 Worth Road, Suite 3
Fort Sam Houston, TX 78234-6031

1
2
1
2
1
2
1
2
1
2
1
2
3
4
5

Dear General Brown:

Single space the body of a letter with double spacing between paragraphs.

Use single spacing even when a letter contains only one paragraph. Effective paragraphs should not contain more than 10 lines.

Do not label paragraphs with numbers or letters. Avoid subparagraphs when possible. When subparagraphs are used, follow guidelines in figure 3-1.

Sincerely,

John D. Jones
Colonel, U.S. Army
Chief, Automation and Military
Support Operations

Example 10
(One-page letter to a service member)

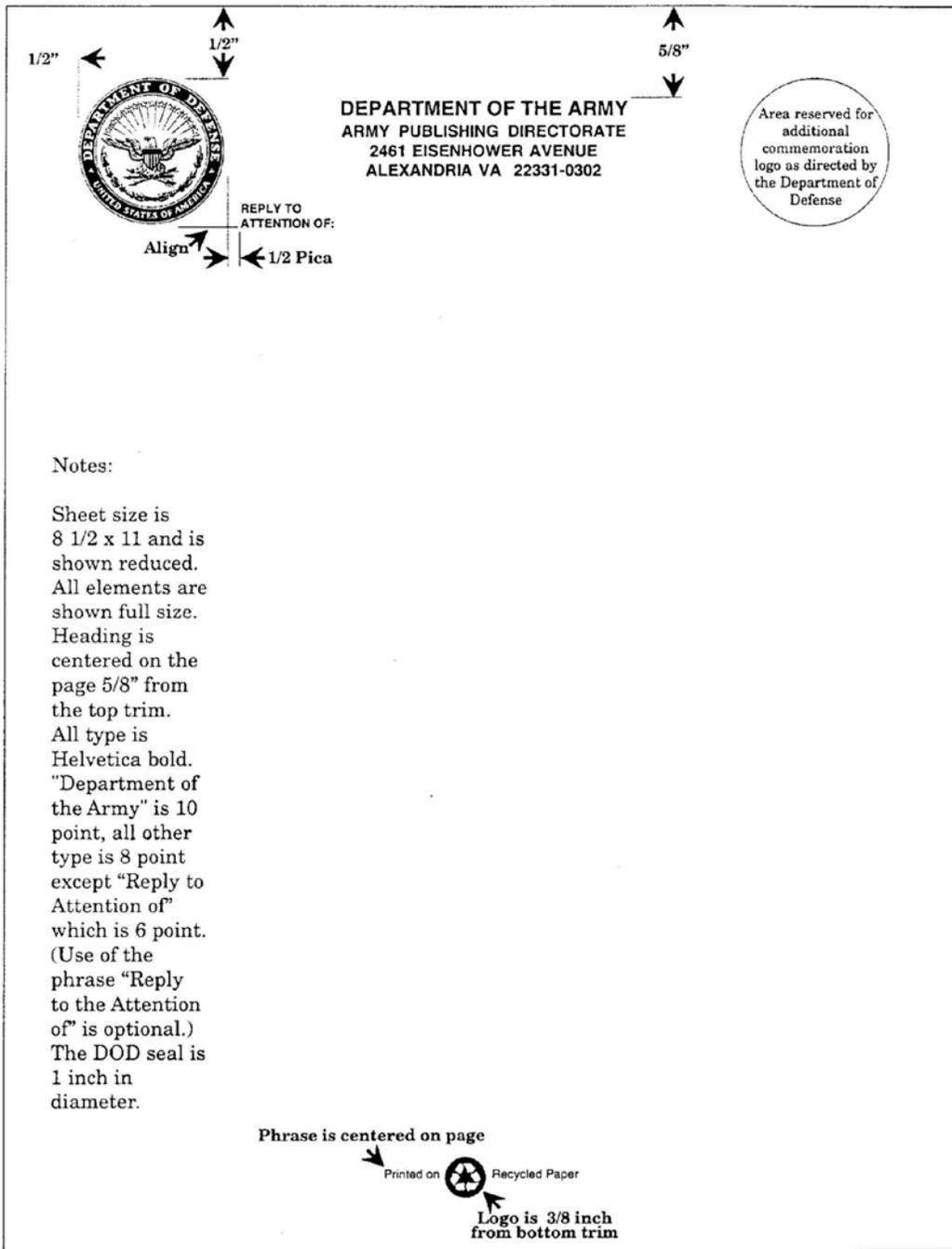


Figure G-1. Sample format for letterhead

**Example 11
 (DA Pam 25-40)**